

HealingFoundation

Strong Spirit • Strong Culture • Strong People



**HEALING FOUNDATION
STRATEGIC PLAN
2014 to 2017**



The Healing Foundation gratefully acknowledges the financial support of the Australian Government Department of Families, Housing, Community Services and Indigenous Affairs now the Department of Social Services and the Department of Prime Minister and Cabinet. We also acknowledge collaboration with the Department of Health and Ageing (now the Department of Health) and the Department of Education, Employment and Workplace Relations, along with agencies of the state and territory governments of New South Wales, Victoria, South Australia, Western Australia, Northern Territory, and Queensland.

Forward

It takes courage to go on a healing journey and even more courage to tell the story of that experience. This story is about Aboriginal and Torres Strait Islander peoples' trauma and grief caused by colonisation and past government policies.

It is out of these past policies and practices that the Stolen Generations come: children who were systematically and forcibly removed from their families and communities and their cultural connections. The traumatic impact of this grief and loss has been transferred from one generation to the next.

We have the opportunity to guide Aboriginal and Torres Strait Islander affairs in Australia, to achieve positive and long lasting change ... It takes a cohesive plan to make that change achievable and sustainable.

It's our role to influence our leaders to support healing if we are to create a space for a dynamic change in the psyche of Aboriginal and Torres Strait Islander Australia. This change will allow the pain of the past to be buried and the responsibility for developing a strong and positive future led by the aspirations of our communities and our people themselves. That is what self-determination from the ground up is really about.

The Healing Foundation vision draws a line in the sand to protect children and our future from the spirit crushing negative narrative so pervasive in Indigenous affairs today and provides them with culturally dutiful and holistic support from all members of their community. This concept is not new. It is drawn from an early intervention strategy that proved effective over 60,000 years and secured harmony within our communities through partnerships across tribal boundaries connecting the whole nation with the one socially and culturally protective environment. It was an existing national strategy of prevention before being violently disrupted by colonisation.

Our vision concentrates on a supported community approach that provides our peoples with the opportunity to take control of their own healing. It is community focused as all members of the community take their role in strengthening our identity.

It suggests a national agenda on healing and the creation of partnerships based on a plan instead of risk factors. It also provides the government with a fresh approach. Policy development therefore becomes more aligned with Aboriginal and Torres Strait Islanders aspirations and creates a space for the community and the government to come to agreement.

Our vision allows Indigenous affairs the opportunity to transform from a politically confrontational approach to a more positive and visible community leadership in grassroots social, emotional and spiritual reform.



Charles Passi, Chair

1. Executive Summary

Over the last four years the Healing Foundation has established itself on the Indigenous affairs landscape.

2010 – 2013 the Healing Foundation funded 90 projects Australia wide.

16,000 Aboriginal and Torres Strait Islander children, women and men have participated in 1675 activities delivered by these projects.

638 Indigenous people have been employed in these projects.

Healing is a compelling concept for Aboriginal and Torres Strait Islander peoples. It is the first step to improving outcomes in education, employment, health, economic development and community safety.

The healing needs of Indigenous communities are complex and diverse. There is no simple definition for healing. It is a personal journey for individuals, families and communities dealing with the trauma caused by past policies and current disadvantage. It involves recovery from the pain of grief and loss, and connecting with identity and culture. Healing manifests itself in positive changes in people's behaviour and their attitude to life.

Healing provides a fresh lens through which to view Indigenous disadvantage that acknowledges the past whilst looking to the future with a sense of hope and purpose. We only have to look to our Stolen Generations to understand the importance of Healing. Taking a healing journey is an act of courage that requires acknowledgement and support.

Culture is a critical factor in healing for our people. It provides a pathway to healing, that when blended with western methodologies, provides a way for our people to gain control over their lives.

The success of this plan will be measured against four key result areas:

1. Creating an environment for Healing in Communities
2. Creating an environment for Healing in Policy
3. Creating a strong reputation for expertise in Healing
4. Create a strong and sustainable organisation

An annual operational plan will be prepared to enact this *Strategic Plan 2014 – 2017* and move us closer to our vision for Strong Spirit, Strong Culture, Strong People.

2. Introduction

2.1 About the Healing Foundation

The Healing Foundation was established as a national, independent Aboriginal and Torres Strait Islander organisation on 30 October 2009 with a focus on healing our community.

2.2 What we do

The Healing Foundation supports improving the wellbeing of our people by:

- developing the story of healing by funding healing programs
- raising the profile and building evidence for the importance of culturally strong healing programs through research and evaluation
- enabling leadership and building the capacity of communities and workers to deal with trauma through culturally relevant education and training.

We are governed by an Aboriginal and Torres Strait Islander board whose members provide a dynamic mix of knowledge and experience.

The Healing Foundation is investing in the wellbeing of Aboriginal and Torres Strait Islander peoples and working with communities to build culturally strong community programs in healing. This means that all programs are designed and delivered by Aboriginal and Torres Strait Islander peoples.

2.3 About this strategic plan

The Healing Foundation undertook a structured process of review, stakeholder consultation, analysis and a board-level workshop in order to develop this *Strategic Plan 2014 – 2017*.

We consulted with our internal and external stakeholders to ensure we understand community and other stakeholder's expectations of the Healing Foundation over the next four years.

We reviewed our achievements against our first *Strategic Plan 2011 – 2014*. This review and the findings of our consultations were considered in the context of contemporary Aboriginal and Torres Strait Islander government priorities and initiatives.

These stakeholder consultations and review process assisted the Board to develop the strategic objectives of the Healing Foundation for the next four years.

3. Achievements to Date

Since its establishment in 2010 the Healing Foundation has established a governing framework, recruited Board directors and operational staff, and rolled out program funding. The Healing Foundation has funded 90 projects around Australia in the last four years. 16,000 children, women and men have participated in 1675 activities created by these funded projects. The 90 projects have employed 738 Aboriginal and Torres Strait Islander people in new jobs. Improvements in social and emotional wellbeing have been reported by 94% of participants. These are impressive numbers and demonstrate that the Healing Foundation is contributing to healing in our communities.

More significant indicators of our impact will be available as formal external evaluations of projects and funding rounds are completed.

We review our work regularly to take stock of how well we are meeting our expectations and those of our stakeholders. We take feedback seriously and look into any external or internal criticism we may receive to assess if we can do things better. A more detailed examination of our achievements to date is at APPENDIX 2.

Stolen Generations

A pivotal achievement of the Healing Foundation has been the establishment of a program of funding that specifically targets the Stolen Generations. This program has involved the allocation of \$700k per annum to fund projects that are designed and developed by Stolen Generations. To support this funding a reference group of Stolen Generations members has been established to advise the Healing Foundation about how the funding should be allocated. The Stolen Generations Reference Group influences all aspects of the Healing Foundation's operations. To date 38% of all funded projects are Stolen Generations projects.

Over the last two years we have commemorated the anniversary of the Apology to the Stolen Generations, acknowledging the strength and resilience of the Stolen Generations with a concert involving some of Australia's leading Aboriginal and non-Aboriginal artists. The Healing Foundation will continue to celebrate the anniversary of the Apology through community micro-grants and celebrations.

The National Stolen Generations Alliance and the National Sorry Day Committee, the two major national Stolen Generations advocacy bodies, both have a seat on the Healing Foundation's Stolen Generations Reference Group. These organisations have played important roles over the last 15 years in pushing for the Apology and recognition of the experiences of our Stolen Generations.

3.1 What we have learned from our work

A number of themes have been identified that provide direction for future work:

- training about trauma and promotion of trauma-informed practice in communities is vital
- training for both Indigenous and non-Indigenous workers is essential to build a quality healing workforce
- community healing strategies that provide a joined up response to issues that can facilitate long term change and self-determination for Aboriginal and Torres Strait Islander people are a priority
- healing programs and therapeutic models are needed within the justice system to reduce Aboriginal over-representation
- healing services are in demand
- building the evidence base of quality healing work is needed.

4. Summary of stakeholder consultations

Our external consultations were comprehensive engaging with over 70 stakeholders. A summary of the outcomes of our consultations is at APPENDIX 1.

Our internal consultations involved Board members and staff. The Board had numerous discussions at Board meetings about the strategic direction of the organisation. Senior staff presented an outline of what work had been completed against the operational plan and highlighted emerging themes. The Board also held two strategic priorities workshops and developed a vision for Indigenous healing in Australia along with the strategic objectives the Healing Foundation should pursue over the next four years.

Staff reviewed what worked well and what was achieved over the last four years as well as what didn't go to plan and where we could improve. We also examined work that we planned to do but did not complete and decided whether this planned work was still relevant. This review has been undertaken by senior staff working with their teams over several months.

5. Our Strategic Framework

5.1 Our Purpose

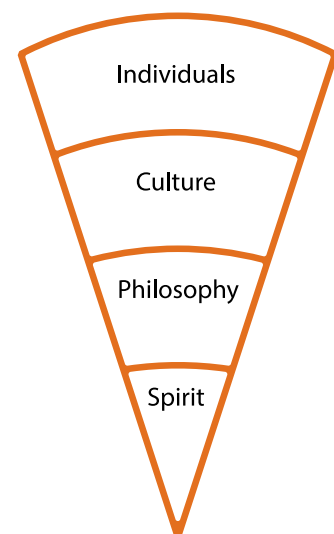
The Healing Foundation has existed for only 4 years and is still a very young organisation new on the Indigenous Affairs landscape. In this short period of time we have achieved a substantial coverage of projects across the nation with significant engagement of our people in the activities produced by these projects and being employed to deliver these projects. The Healing Foundation has made a good start to its life. We know, however, that there is much more work to be done to achieve healing for our peoples and our nation.

The Healing Foundation exists to help our people connect back to our culture, philosophy and spirit – to heal.

5.2 Our Vision

STRONG SPIRIT
STRONG CULTURE
STRONG PEOPLE

Strong People are produced from a marriage between a continually adapting Strong Culture and an unchanging Strong Spirit

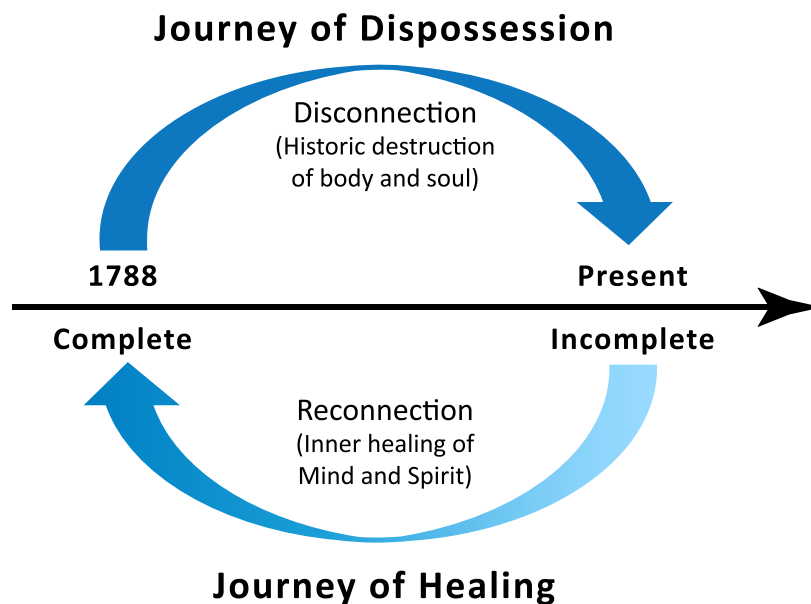


What do we mean by healing?

Healing does not lend itself to simple definition. It is difficult to observe.

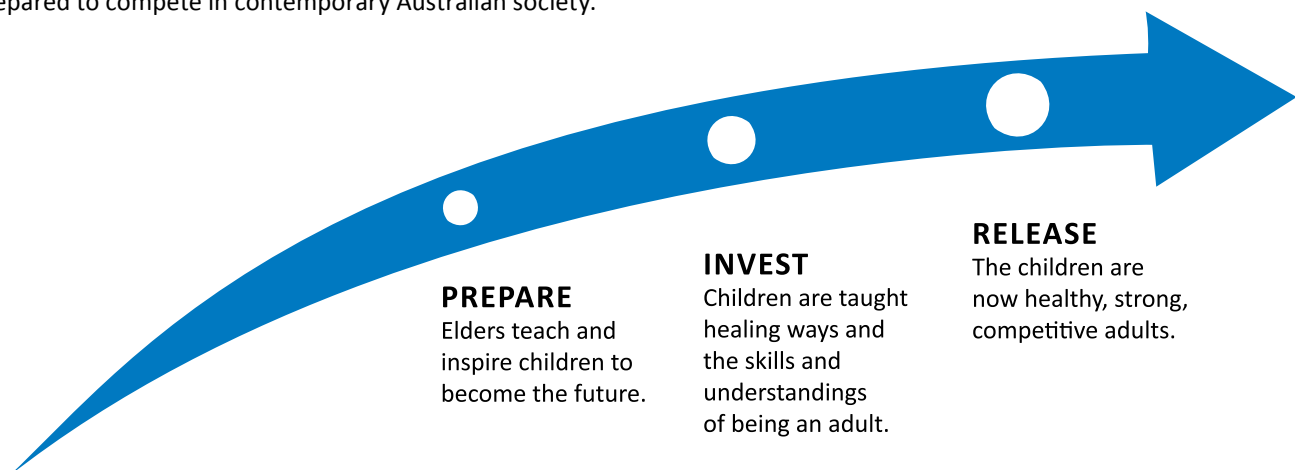
For Aboriginal and Torres Strait Islander people healing is a compelling concept that is seen as a process that connects us with our environment, culture and identity. Given the complexity and diversity of needs in Indigenous communities, healing will mean different things to different people including mental health, social and emotional wellbeing, family violence, child protection, addictions, sexual abuse, justice and corrections.

Healing relates to the personal journey of individuals, families and communities dealing with the trauma caused by past policies and current disadvantage. (Carauna) It involves recovery from the pain of grief and loss and connecting with identity and culture. Healing manifests itself in peoples changed behaviour and their changed attitude to life.



Connecting to our culture and identity provides a pathway to healing. A quality approach to healing includes a blend of traditional healing approaches and western methodologies that can be applied over the life course. This diagram represents the ideal approach to the protection and nurturing of our children so that they grow up to be healthy productive adults in contemporary Australia. At each stage of life a child is supported by Elders and family until they are ready for adulthood. In early childhood children are prepared for adolescence. As they grow families and communities invest in the child’s education about their culture and history. When they reach adulthood they are released into the world and the cycle starts again.

In many of our communities these systems have broken down. Our goal is to support our communities to reclaim this approach to growing our children up into healthy adults strong in their culture and identity able to outgrow the pain of the past and well prepared to compete in contemporary Australian society.



5.3 Our Approach

We strengthen community capacity through:

Providing training and support for our healing workforce

Funding best-practice healing programs

Promoting evidence-based knowledge about trauma and healing

building partnerships across government and other service providers that create responsiveness to the needs of Aboriginal and Torres Strait Islander people.

The Healing Foundation works closely with organisations and communities to co-design projects. We strengthen communities through their projects by working with them to develop the program logic and evaluation framework. In this way we are all clear about what the projects objectives are and what the measures for success are.

5.4 Our Principles

1. Self-determination and empowerment are core to the healing of Aboriginal and Torres Strait Islander people and communities

We demonstrate this commitment by working with communities to develop, implement, manage and evaluate local healing initiatives designed to support individuals and families to heal from trauma, as it has impacted their community in their country.

2. We support holistic healing for individuals, families and communities

We recognise that healing is a physical, spiritual, cultural and emotional process that draws from cultural practice and connection, engagement in creative arts, traditional and therapeutic social and emotional health support, culturally safe access to education and employment and the opportunity to participate, achieve and thrive in all aspects of life.

3. We build on strengths and recognise Aboriginal and Torres Strait Islander achievements

While we aim to support Aboriginal and Torres Strait Islander people to heal from the trauma of the past, we do this by recognising and building on the strengths, achievements, resilience, talent and contribution of Aboriginal and Torres Strait Islander people and communities across Australia. Our peoples have lived in Australia for 60,000 years and we believe that the Healing Foundation has an important part to contribute to the ongoing story of Aboriginal and Torres Strait Islander people and culture. We believe that 60,000 years of continuous culture is the inherent strength of our people and is the basis of our hope that our people and the nation as a whole can be healed.

4. We are committed to effective governance

We recognise our responsibility to Aboriginal and Torres Strait Islander people to ensure that the Healing Foundation is supported by strong governance, sound principles and transparent, best practice organisational management practices.

5.5 Our Values

- **Honesty**
- **Integrity**
- **Commitment**
- **Professionalism**
- **Accountability**
- **Responsibility**
- **Equity**

5.6 KEY RESULT AREAS (KRA)

KRA 1: Creating an environment for Healing in Communities

Strategic Objectives:

1.1 Continue to support the development of Healing Work at the community and regional levels including:

- Fund and support innovative healing programs and initiatives that continue to grow the space for healing in targeted ways
- Establishing regional partnerships to support the development for healing strategies for communities including those impacted by high levels of suicide
- Partnering with states and/or territories to pursue family healing strategies to reduce the risk of Aboriginal and Torres Strait Islander children being placed in out of home care.
- Exploring and developing options to support healing for Aboriginal people in the criminal justice system
- Ensure effective communication strategies to build understanding within our Aboriginal and Torres Strait Islander communities in relation to healing

1.2 Implement a strategy to create and support a quality healing workforce including:

- Enabling and supporting the development of accredited training in trauma-informed practice for members of the Aboriginal and Torres Strait Islander healing workforce
- Supporting Aboriginal and Torres Strait Islander people to gain qualifications to assist them to enter the Aboriginal and Torres Strait Islander healing workforce
- Growing the support and practice development for members of the Aboriginal and Torres Strait Islander healing workforce

1.3 Maintain the Stolen Generations program

1.4 Establish an integrated Youth Healing Program (building on Young Healers and Intergenerational Trauma Pilots)

1.5 Engage with the broader Australian business sector to promote the role and opportunities for all Australian business and service providers to contribute to healing for Australia as a nation.



KRA 2: Creating an environment for Healing in policy

Strategic Objectives:

2.1 Undertake and publish evaluations of key programs to develop an evidence-base of approaches that can achieve demonstrable healing outcomes for Aboriginal and Torres Strait Islander people

2.2 Pursue strategic partnerships with key agencies including Universities and research Institutes to advocate the benefits of healing and influence the delivery of services available to Aboriginal and Torres Strait Islander people

KRA 3: Creating a strong reputation for expertise in Healing

Strategic Objectives:

3.1 Establish a means to widely disseminate research and evaluation findings that promote awareness of how healing can improve outcomes for Aboriginal and Torres Strait Islander people in areas such as health, child protection, education, employment, justice and community safety

3.2 Develop and establish research partnerships to further our understanding and evidence base of quality healing practice

3.3 Pursue partnerships with key government and non-government service providers that can influence the delivery of trauma-informed services to Aboriginal and Torres Strait Islander people

KRA 4: Create a strong and sustainable organisation

Strategic Objectives:

4.1 Diversify our funding base

4.2 Regularly review our business model to enhance efficiencies and reduce costs

4.3 Strive to gain long term commitments from both sides of politics to continue to support the Healing Foundation



APPENDIX 1

Stakeholder Consultations

All Healing Foundation staff participated in a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) to capture their perspective on the Foundation's achievements to date as well as priorities, opportunities and challenges that lie ahead. Input from staff will inform organisational and operational planning to ensure we are best-placed to achieve the Key Results identified in this strategic plan.

We engaged with more than 70 external stakeholders through a series of focus groups and meetings in Brisbane, Canberra, Sydney, Perth, Darwin, Broome and Fitzroy Crossing, as well as individual stakeholder meetings and telephone consultations. Consultation has involved community leaders and members as well as expert service providers, and included stakeholders who represent the interests of:

- Stolen Generations, including Kinchella Boys Home, the National Stolen Generations Alliance, the National Sorry Day Committee, Link Up and the Foundation's Stolen Generations Reference Group
- Children, young people and families, including the Secretariat of National Aboriginal and Islander Child Care (SNAICC), the Aboriginal Child, Family and Community Care State Secretariat (AbSec), Marninwarntikura Fitzroy Women's Resource Centre, the Murri School, Victorian Aboriginal Child Care, the Australian Centre for Child Protection, and the Foundation's Young Healers Youth Reference Group
- Healing programs and services providers, including Gallang Place, Rekindling the Spirit, Yorgum, Dumbartung, Sister Kate's and Halo Leadership
- Health, wellbeing and disability experts, including National Aboriginal Community Controlled Health Organisation (NACHO), the Kimberley Aboriginal Medical Service, the Institute for Urban Indigenous Health, the Australian Indigenous Doctors Association, the National First People's Disability Network, Anwernekenhe (National Aboriginal and Torres Strait Islander HIV/Aids Alliance) and the Education Centre Against Violence (ECAV).
- Creative and performing arts, including performers, writers, the Mangkaja Arts centre in Fitzroy Crossing and a not-for-profit Indigenous artist management group
- Aboriginal community peak bodies, including the National Congress of Australia's First Peoples and Local Aboriginal Land Councils
- Research bodies, including the Indigenous Studies Research Network, Edith Cowan University and HealthInfoNet.

Stakeholders have shared their understanding and expectations of the Healing Foundation, their perspective on local healing priorities and initiatives, opportunities and challenges and suggested how the Foundation can best support healing for Aboriginal and Torres Strait Islander people over the next four years.

While the diversity of stakeholder input reflects the diversity of communities, there were a number of common themes and priorities identified across stakeholders.

Key findings from external stakeholder consultations

Commonly identified issues and priorities have been grouped under the following three key themes:

- Who in the community most needs the support of the Healing Foundation?
- How can the Foundation most effectively support healing?
- What challenges do we need to be mindful of when supporting healing for Aboriginal and Torres Strait Islander people?

Who in the community most needs the support of the Healing Foundation?

While supporting Stolen Generations is widely seen as very important, numerous stakeholders indicated all Aboriginal people have been impacted by grief and trauma.

‘Healing is broader than Stolen Generations’

The impact of past policies was identified in many ways, including through high suicide rates, high rates of substance misuse, Foetal Alcohol Spectrum Disorder (FASD), disengagement from education and employment, high levels of incarceration and under-diagnosis of disabilities and health issues due to fear of child removal.

‘The whole Aboriginal community lived in fear of past practices of government and churches’

Priorities suggested for healing include communities impacted by suicide and early death, people in custody, young families in contact with the child protection services and also children and young people, particularly those affected by drug, alcohol and solvent misuse, and communities with high levels of child sexual assault.

‘Everyone needs the support of the Healing Foundation’

A number of stakeholders questioned how the Foundation will respond to the findings of the Royal Commission into Institutional Responses to Child Sexual Abuse.

*‘After the Royal Commission, what role will the Healing Foundation play in the next 5 years?
What about when the church and homes stuff comes up?’*

How can the Foundation most effectively support healing?

Funding for healing programs developed in response to local circumstances was commonly identified as the Foundation’s core business, with many stakeholders emphasising the need for healing to address issues such as child sexual assault and alarming incarceration rates. However it was also emphasised that the Foundation needs to focus on funding meaningful, quality projects rather than attempting to stretch resources too far.

‘If you try to do too much for too many then you do nothing’.

There was a consistent and strong message that the Foundation needs to support training to improve understanding of trauma and healing across community and service providers.

*‘The Healing Foundation could have some sort of quality assurance ... it could be the
‘go to’ place where you can find high quality programs for training in Australia’*

The importance of evaluation and development of an evidence-base was identified across the country. Several stakeholders suggested the need for a clearinghouse; others suggested a forum where healing services could share their experience and approaches with each other.

*‘People don’t necessarily have healing models to work from ... give evidence-based models
and take the pressure off staff to come up with things’*

Many stakeholders were keen to partner with the Foundation on projects to address the healing needs of their client group. It was also suggested that the Foundation could partner with key community agencies to build capacity and empower communities.

‘Communities need time and space to work it out themselves’

Many stakeholders expressed interest in healing centres and healing strategies, though there were diverse perspectives on how this would work across different communities. Suggestions include ‘virtual’ healing centres or regional strategies that offered different supports that could be accessed as needed and delivered on country.

‘What works well is when we give people the opportunity to work back on their country’

A number of people saw a role for the Healing Foundation in sharing expertise and advocating the interests and needs of Aboriginal and Torres Strait Islander people to other agencies and service providers.

‘Act as the expert knowledge holders for healing across the country (to people) who make the informed decisions, advocate our worldview in collaboration with the communities ...’

What challenges do we need to be mindful of when supporting healing for Aboriginal and Torres Strait Islander people?

Providing effective professional support, debriefing and mentoring for the growing Aboriginal social and emotional wellbeing workforce was identified as a major challenge.

‘You want the workers to be supported ... we have a growing Aboriginal workforce in this area, they’re still struggling with their own trauma issues. So their risk for things like vicarious trauma is double.’

Stakeholders indicated a need to promote a better understanding of healing across the Aboriginal and non-Aboriginal communities, and also to create realistic expectations about outcomes for individuals on their healing journey.

‘There is not a point where you are automatically healed, it’s a process, people will go backwards and forwards like a spring. It’s a journey and just recognising that is really important’.

Another challenge identified for the Foundation was to avoid the risk of taking on core responsibilities of other government agencies, but instead to supplement those efforts and provide expert advice.

‘We need to identify the Foundation’s role in the space and not take on other people’s work – we need to make the others in government accountable’

Another challenge lies in meeting community expectations and engaging with communities across Australia, with the majority of stakeholders emphasising the importance of the Foundation to getting out on the ground in community rather than just relying on online promotion.

‘Showing your face is really important’

A number of stakeholders stressed the importance of a strengths-based approach that recognises community strengths, achievements and resilience rather than just focusing on trauma.

‘It’s about improving what’s really good as well as fixing what’s really broken. It’s about building capacity’.

Our Place in the Aboriginal and Torres Strait Islander Affairs Landscape

Consideration was given to our work and the views of our stakeholders in the context of the contemporary Aboriginal and Torres Strait Islander affairs landscape in Australia.

Much of the Healing Foundation's work to date, and our priorities over the next four years, are clearly aligned to the four priority outcomes identified by the Department of Prime Minister and Cabinet after assuming responsibility for Indigenous affairs in 2013, namely:

- making sure children go to school so they receive a good education
- working with leaders, communities, individuals and employers to get adults into work
- making sure communities are safer to live in and that the rule of law is applied
- achieving constitutional recognition for Aboriginal and Torres Strait Islander people.

Initiatives such as our pilot inter-generational trauma projects are strengthening children and families, building the health and resilience that is necessary for children to effectively engage in education.

Our focus on professional development and support is skilling Aboriginal and Torres Strait Islander workers to improve their employment opportunities. Our training is also developing trauma-informed workplaces where employers understand and can meet the needs of Aboriginal and Torres Strait Islander workers. Our projects have provided meaningful employment opportunities for hundreds of Aboriginal and Torres Strait Islander people, which significantly improves their readiness for on-going meaningful employment.

Our healing initiatives are supporting people to address the trauma that surfaces through substance misuse, violence and self-harm, making our communities safer to live in. Our focus on healing within the justice system will further improve the safety for families in our communities.

Our Vision is closely aligned to the vision of the Commonwealth Department of Families, Housing, Community Service and Indigenous Affairs (FaHCSIA), our funding body, which is 'a strong and fair society for all Australians'. We share FaHCSIA's focus on families and children and communities and people who are vulnerable.

The Foundation is strongly committed to the Commonwealth Government's goal of closing the gap in equality, health status and life expectancy between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians.



APPENDIX 2

Summary of Achievements

In 2011 the Healing Foundation established a Board Level Strategic Vision for 2011-2014. It is now time to re-new this Strategic Vision. In considering where to from here for the Healing Foundation we reflected on what we have accomplished to date. Following are our achievements in the first four years against the Key Result Areas from our first Strategic Plan 2011 – 2014.

KRA 1 Meet Stakeholder Expectations

Strategy A: Establish a Stolen Generations program

- Established the Stolen Generations Program rolled out 2 x Stolen Generations funding rounds (supporting 18 projects &
- Established a Stolen Generations Reference Group
- Established a Stolen Generations oral history research project
- Established the annual Apology Concert

Strategy B: Establish sustainable community based healing initiatives in response to community needs

1. Community healing initiatives

\$4.78 million has been committed to 21 projects that engaged over 10,000 Aboriginal and Torres Strait Islander men, women and children in healing services. Analysis of self-reported outcomes against three key indicators (developed in consultation with the projects) found an average 94% increase in social and emotional wellbeing, connection to culture and pride in cultural identity. The projects provided employment to over 580 Aboriginal and Torres Strait Islander people and are closely aligned to the objectives of key social policies such as 'Closing the Gap' and the social determinants of health and the priorities of the Prime Minister's Indigenous Advisory Council.

5. Support for Stolen Generations

A total of 33 projects have been funded with the goal of achieving three key identified outcomes for members of the Stolen Generations:

- an increased sense of belonging and connection to culture
- an increased understanding and strength in caring for their loss and grief
- an increased knowledge and confidence in utilising support services available.

Stolen Generations projects focus on group healing through recognition of shared experience and reconnection to each other and families through art, writing and song. The projects seek to address the gap in services for older, first generation members of the Stolen Generations as well as the recognised inherent distrust that many Stolen Generations members feel towards counselling services.

Inter-generational trauma projects

In 2011, the Foundation announced funding for three pilot inter-generational trauma projects in the identified communities of Brisbane, Darwin and Kununurra. These projects were informed by a recognition of the devastating impact that inter-generational trauma has had on young Aboriginal and Torres Strait Islander people. The projects were designed to work with young people and their families in a holistic way to improve physical, emotional, social and spiritual wellbeing by strengthening cultural connectedness and identity.

17 Aboriginal and Torres Strait Islander people have been employed through the projects that have involved over 110 Elders and Indigenous community leaders in their design and delivery. The projects have engaged 862 young people and family members in over 500 activities designed to improve social and emotional wellbeing and resilience in young people.

6. Training and Education

More than 1600 people have participated in training and education that has been delivered through 47 funded training and education initiatives. Collectively these projects provided employment for 136 Aboriginal and Torres Strait Islander people. While an in-depth external evaluation of 5 of these projects is pending, analysis of data from the projects found:

- 76% of participants reported an increased knowledge of trauma
- 70% of participants reported an increase in being able to manage trauma impacts
- a 38% increase in the use of services in the community by participants.

7. Healing Centre Proposal Development

In 2013 the Foundation awarded funding to 13 organisations across Australia to develop a business case and proposal for the development of a community healing centre. This funding program was informed by research undertaken in 2012 that outlined the supporting evidence, and potential impact that healing centres could have in closing the gap for Aboriginal and Torres Strait Islander people.

Funding of up to \$75,000 was provided to organisations to:

- consult with their community to identify priorities and opportunities for healing
- engage with their community to mobilise resources for healing
- develop a program logic for their healing centre
- create and document a business case for their healing centre
- identify potential funding streams for the ongoing operation of their healing centre
- develop an evaluation methodology for their healing centre.

Strategy C: Increase capacity in communities to develop and deliver their own healing program

The Healing Foundation has developed an approach to program delivery that draws on implementation science and the Department of Finance Report (2011) into Indigenous Affairs Expenditure (Appendix C). Our approach involves co-designing projects with the community commencing with the development of the program logic. This is a critical step in the process and serves key purposes of defining what outcomes the project is striving to achieve and developing KPI's to measure the degree of success of the project; and this step initiates a deeper engagement with the community and the project for the Healing Foundation.



KRA 2 Achieve long term program sustainability

Strategy A: Build robust relationships with our communities

Through our program delivery the Healing Foundation has developed strong relationships with communities where we fund projects (16,000 people have participated in the work we have funded to date). We have also developed a strong social media presence with 16,000 Facebook followers and 2,500 Twitter followers; these platforms enable us to interact directly with the public about our work and other topics.

Our developing relationship with Stolen Generations is significant and it will keep growing as more Stolen Generations projects are funded and research projects are undertaken. The annual Apology event is also helping to acknowledge the experience of the Stolen Generations and sharing their story with the broader Australian public.

Strategy B: Establish a comprehensive communications strategy

The Healing Foundation Communications Team established a communications strategy that included a rebranding of the Healing Foundation in 2012. The new brand is colourful and engaging.

HF developed an animation that tells the story of the Healing Foundation. We publish a quarterly newsletter that is distributed throughout our networks, including social media. The HF has made a raft of media releases over the last four years and there have been numerous interviews on TV & Radio, both mainstream and Indigenous media.

We have met with a range of politicians from all parties over the last four years at state and federal level and built a good relationship with the Minister's office.

The HF partnered with the NRL in 2011 / 2012 for the Indigenous All Stars Game which helped raise our profile considerably through our association with the game which received widespread coverage.

Strategy C: Build relationships with relevant organisations, agencies and government departments

The HF has developed productive relationships with a number of organisations:

- We have been funded to do projects in the NT independent of our core commonwealth funding – A men's healing project with Department of Communities in the NT; a men's leadership project in Darwin town camps (FaHCSIA);
- We are partnering with Aboriginal Affairs New South Wales to deliver a Forum on Healing with a focus on the outcomes emerging from our work to date
- We have signed a partnership contract with Far West Medicare Local to deliver an intergenerational trauma project – This funding administered by the NSW State office of FaHCSIA
- We have working and collaborative relationships with: SNAICC, VACCA, NSWALC, the Indigenous Health sector and Closing the Gap (HF sits on the Closing the Gap committee), Families Australia, ACOSS, QATSICPP, National Australian Centre for Child Protection, Families Australia
- The HF participated on the Strategy Advisory Group for the development of the National Aboriginal Health Plan

Strategy D: Board of Directors implement best practice in Governance

- The Board developed its own Board Charter that outlines the Board’s policies and how it will govern the Healing Foundation. The Board also developed a Strategic Risk Management Plan and established an Audit & Risk Committee that includes an external independent member.
- The HF has established all required registers under the Corporations Act 2001 and has complied with all reporting requirements under the Act.
- The Board also undertakes a Board review every two years when recruitment of Directors occurs. This process provides feedback on Director performance, develops a skills matrix to identify gaps that need to be filled through recruitment and identifies any burning issues that may need addressing.
- Given the profound impact of past government policies on Aboriginal and Torres Strait Islander people, the Foundation established a Stolen Generations Reference Group to guide our efforts to support healing for members of the Stolen Generations and their families. We also established a Youth Reference Group, recognising the importance of breaking the intergenerational cycle of trauma that impacts the growing Aboriginal and Torres Strait Islander youth population.
- We recruited staff and established systems and guidelines, such as our Operational Plan 2012 – 2014 and policies and procedures manual, to ensure the integrity and transparency of the Foundation’s business and financial management practices. We developed flexible funding guidelines that recognised the needs and capacity of Aboriginal and Torres Strait Islander organisations on the ground and empowered them to learn and grow from the work they support. We developed a funding contract template with our lawyers for use with organisations that we fund that reflects key aspects of our own contract with the Australian government but without it having to be a large cumbersome instrument.

Strategy E: Undertake scoping work for long term healing and education models

- The HF undertook two feasibility studies into establishing a Healing Institute and the potential of the Global Mental Health project to have an Australian version. The reports found that there is scope to establish a Healing Training Institute and a first stage project has commenced to map relevant training and education programs across Australia and to develop a model for the Healing Training & Education Institute.



KRA 3 Conduct our Operations efficiently

Strategy A: Establish robust internal business systems and policies

- The HF has established all of its administrative and HR policies and procedures and has implemented an IT system appropriate to our needs.
- We are close to completing an evaluation framework for the Healing Foundation.
- We have established our financial management system

Strategy B: Establish board charter

The HF established a Board Charter.

Strategy C: Ongoing professional development for staff

- Staff have access to training, professional and personal development as needed or required including conference attendance.
- Staff have received cultural awareness training.
- Staff have received training in relation to Stolen Generations.

Strategy D: Effective knowledge management

The Healing Foundation has undertaken a Literature Review of evidence about Healing in Australia and overseas. It articulates the key elements of a quality healing framework.

The HF has developed or commissioned the development of a number of research papers, including:

- Growing Our Children Up Strong and Deadly: A Case for Healing in Work with Children and Young People
- Our Children, Our Dreaming: a report on effective approaches to supporting families to prevent entry to child protection services.
- Building Strong Healthy Communities: An Exploratory Study in to Indigenous Social Outcomes and Local Community Effects
- Stolen Generations: Looking Back to Build a Future
- Report into Healing Centres

The Healing Foundation has commenced a number of research projects:

- Stronger Communities research project – NATSEM which examines data across each state & territory jurisdiction on suicide
- With SNAICC to research on Family violence and children & Fathers in family violence
- HF is a member of the NIRAKN Indigenous Researcher network

The HF is evaluating a range of projects or services:

- Evaluating the Barwon school for children with serious emotional & behavioural issues
- Evaluated the HF Training & Education funding round
- Engaged the National Australian Centre for Child Protection to evaluate our 3 intergenerational trauma projects
- Engaged Baker IDI to evaluate 7 NT Healing Projects funded by the HF

The Healing Foundation hosted a visit from Emeritus Professor Michael Chandler from Canada, an expert in suicide in First Nations communities. Professor Chandler held a number of forums with ministers, bureaucrats and community to share knowledge about suicide and community preventative factors.

Through our work we are building knowledge about what approaches to healing work for Aboriginal and Torres Strait Islander people and we are developing the key elements of quality healing programs.

KRA 4 Achieve financial success

Strategy A: Obtain Financial Investment in the Foundation from Sources other than Government

- The Healing Foundation raised over \$1m in its first four years from sources other than government
- The HF is implementing a fundraising strategy targeting private donors, trusts and philanthropy
- HF published a paper – ‘Why Healing is good for business’

Strategy B: Obtain ongoing government investment in the Foundation beyond the establishment period (2013)

- The HF was announced by the Minister for Indigenous Affairs to receive another 4 years of funding \$26.6m in May 2013
- The HF secured government (incl state & territory) funding outside our core funding of in excess of \$1m over the last four years



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