




HealingFoundation
Strong Spirit • Strong Culture • Strong People

Strategic Plan 2018 – 2023



“Our children need to be connected to this healing process too. Our journey’s almost over, our children’s journeys are only just beginning.”

Michael Welsh,
Stolen Generations member

Foreword

The Healing Foundation Strategic Plan 2018 – 2023 offers a robust plan to tackle the Intergenerational Trauma that’s devastating Aboriginal and Torres Strait Islander communities and create greater healing opportunities for Stolen Generations members in the last years of their lives.

It builds on The Healing Foundation’s significant achievements to date, as a national leader in best practice Aboriginal and Torres Strait Islander healing.

Since our formation, The Healing Foundation has supported more than 175 healing projects, developed in partnership with Aboriginal and Torres Strait Islander communities to address local issues. In 2018 more than 45,000 Aboriginal and Torres Strait Islander men, women and young people had actively participated in these projects.

The results have been exceptional, from keeping kids in school and reducing incarceration and family violence to saving taxpayer dollars.

Co-designing these projects with local Aboriginal and Torres Strait Islander people and educating service providers about trauma and its impacts have both been key to this success. Nobody knows the challenges facing our communities, or the services they need most, better than the communities themselves.

The demand for culturally appropriate and healing informed healing opportunities has been so great that to date we have only been able to scratch the surface of community need.

This strategic plan outlines an exciting and ambitious five year program of work to scale up healing responses across Australia. It is underpinned by our Theory of Change for healing Aboriginal and Torres Strait Islander children, families and communities, which guides our work.

According to the Theory of Change, sustained positive change is most likely to occur at the individual, family and community levels when the following conditions are present:

- policy environment enables healing to take place
- healing networks and champions lead and promote healing
- healing projects meet local needs and bring together Indigenous knowledge and evidence based contemporary practice.

These conditions demonstrate the importance of long term work with policy makers to enable healing on a national level, and of continuing to promote healing in a variety of ways, alongside the projects we know work so well.

We know healing is critical to closing the gap and tackling a range of other challenging issues affecting our communities. It is understandably difficult for people to move on with many aspects of their lives if they are still grappling with the impacts of trauma.

Our 2018 – 2023 strategic plan positions us to play an even greater role in healing our communities into the future.

Of course, this work would not be possible without the dedication and professionalism of my fellow Board members and our staff, or the support of successive federal and state governments and their departments, particularly the Australian Government Department of Prime Minister and Cabinet. Thank you for helping us make such a significant difference to the many urban, rural and remote communities we work with around the country.



Professor Steve Larkin, Chair



Our vision

Strong Spirit, Strong Culture, Strong People, Strong Nation

Our children and families thrive and our culture flourishes in safe communities.

Our dream

Colonisation and all its devastation will not define who we are. We are stronger than we think. Seeing the past but not captured by it.

Our dreaming

The wisdom of our Elders guides our dreaming, our way of thinking and achieving.

Our commitment

From healing will emerge new opportunities for our children, families and communities.

Our mission

To create an evidence based policy environment in which quality healing responses supported by healing leadership end Intergenerational Trauma. Addressing Intergenerational Trauma creates safer and stronger families and communities with improved health, education and employment outcomes.



Our values

We support Aboriginal and Torres Strait Islander healing. Our people act with integrity, accountability and professionalism.

Together we provide a respectful workplace which fosters innovation and collaboration.

We value diversity, respect the contribution of all and encourage a continuous learning environment.

We emphasise the wellbeing of our people and support them to succeed through effective trauma informed practice.



Our guiding principles

- 1.** Self-determination and empowerment are fundamental to healing Aboriginal and Torres Strait Islander people and communities.
- 2.** We support holistic healing for individuals, families and communities.
- 3.** We recognise and build upon the strength and value of Aboriginal and Torres Strait Islander culture, history and achievement.
- 4.** We value and support effective governance which takes into account Aboriginal and Torres Strait Islander cultural values and wisdom.



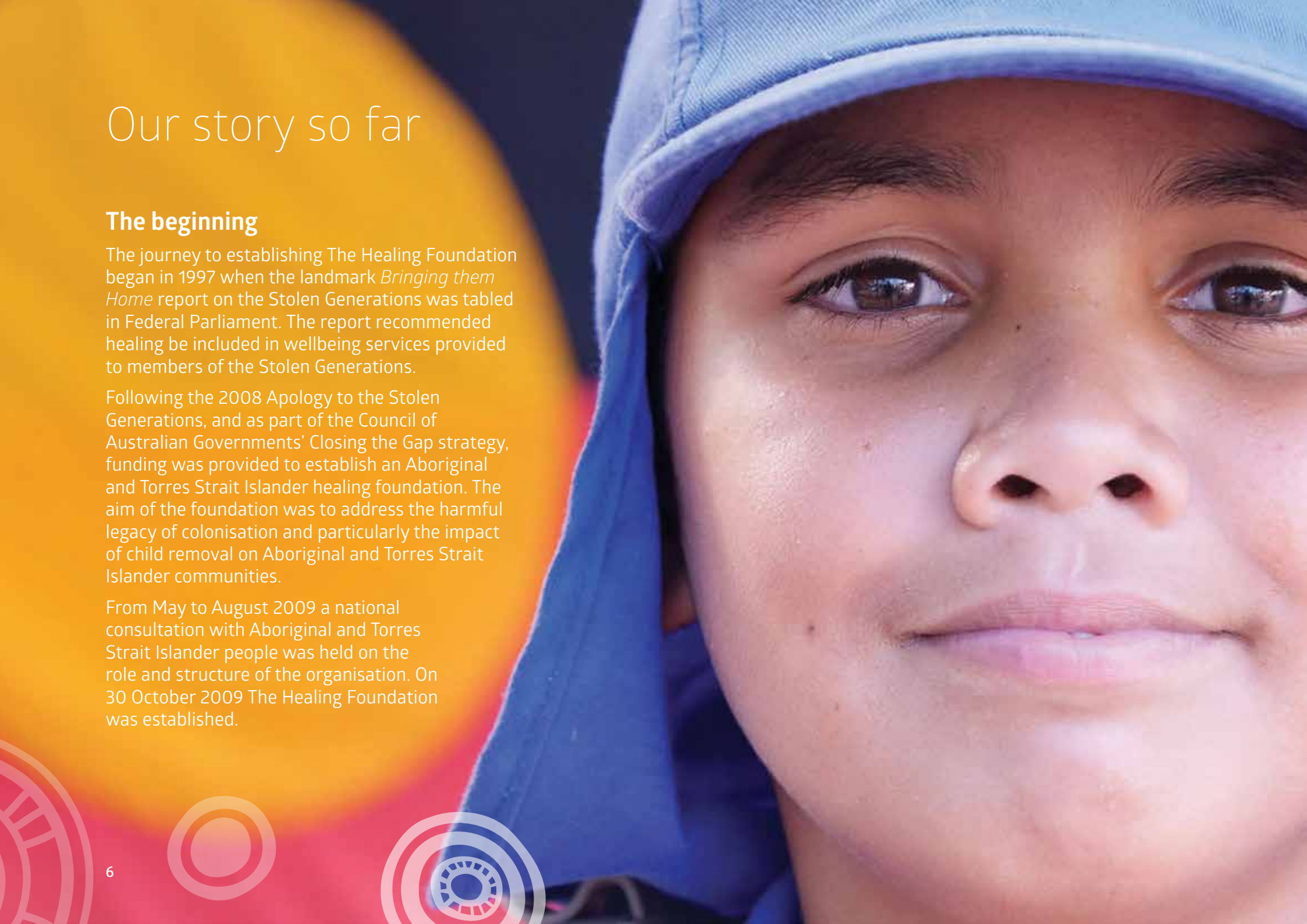
Our story so far

The beginning

The journey to establishing The Healing Foundation began in 1997 when the landmark *Bringing them Home* report on the Stolen Generations was tabled in Federal Parliament. The report recommended healing be included in wellbeing services provided to members of the Stolen Generations.

Following the 2008 Apology to the Stolen Generations, and as part of the Council of Australian Governments' Closing the Gap strategy, funding was provided to establish an Aboriginal and Torres Strait Islander healing foundation. The aim of the foundation was to address the harmful legacy of colonisation and particularly the impact of child removal on Aboriginal and Torres Strait Islander communities.

From May to August 2009 a national consultation with Aboriginal and Torres Strait Islander people was held on the role and structure of the organisation. On 30 October 2009 The Healing Foundation was established.





Impact

Since 2010 The Healing Foundation has worked in partnership with Aboriginal and Torres Strait Islander communities across Australia to co-design more than 175 projects. Co-design empowers communities to make real change through evidence based projects that address their key issues. In 2018 more than 45,000 Aboriginal and Torres Strait Islander people had actively participated in these projects.

We have also:

- developed a trauma informed healing framework for children and young people – Growing our Children Up Strong and Deadly
- implemented Intergenerational Trauma healing projects in Queensland, the Northern Territory and New South Wales
- designed and developed the Torres Strait and Kaurareg Aboriginal Peoples Healing Strategy in partnership with local community agencies and leadership
- contributed to the development of the Hope and Healing Framework for out of home care in Queensland
- partnered with Aboriginal Affairs NSW to deliver healing forums that support community healing dialogue and strategies under the state's OCHRE Plan
- implemented community healing forums to inform the procurement of Queensland Integrated Family Wellbeing Services
- presented an Action Plan for Healing report to the Prime Minister in response to the unfinished business of the 1997 *Bringing them Home* report.

Developing and sharing knowledge

The Healing Foundation is recognised as a national leader in healing informed practice in Aboriginal and Torres Strait Islander communities.

Our research has helped us better understand the far reaching impacts of trauma caused by the disruption and mistreatment of Aboriginal and Torres Strait Islander people over the past 230 years. This includes the intergenerational impact of forcibly removing Stolen Generations children from their families, communities and cultures, and the associated abuse.

Drawing on international research and a significant knowledge base of Aboriginal and Torres Strait Islander practice, we continue to invest in understanding, supporting and promoting the elements that create a quality environment for healing in communities and within policy.

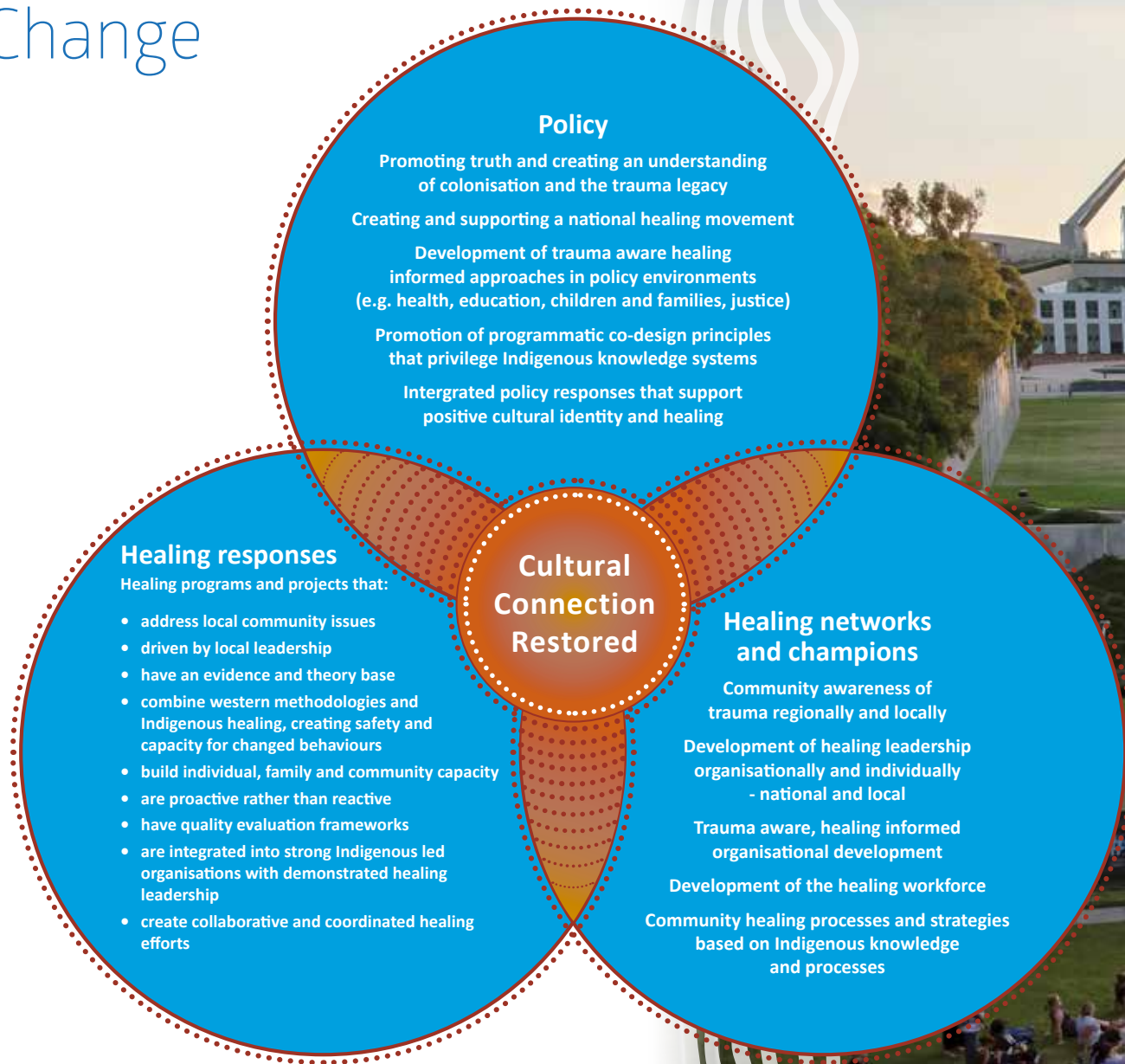
The Healing Foundation's work has been supported by successive governments and their departments – initially the Australian Government Department of Families, Housing, Community Services and Indigenous Affairs (FaHCSIA) and currently the Australian Government Department of Prime Minister and Cabinet (PM&C). We have also partnered with state and territory governments on specific projects.

Our Theory of Change

The Healing Foundation has developed a Theory of Change for healing Stolen Generations members, children, families and communities.

It is based on national and international evidence combined with our learnings on the ground since 2010. It argues that sustained positive change is most likely to occur at the individual, family and community levels when:

- policy environments enable healing to take place
- healing networks and champions lead and influence more healing action
- healing projects meet local needs and bring together Indigenous knowledge and evidence based contemporary practice.





Our priorities

The Healing Foundation's first three priorities for 2018 – 2023 reflect this Theory of Change. The fourth priority is to ensure we remain well positioned to carry out this important work into the future.

Our four key priorities for 2018 – 2023 are to:

- 1.** lead healing nationally
- 2.** strengthen the capability and capacity of healing within communities
- 3.** develop healing frameworks that include programs, knowledge and evidence that create quality healing outcomes
- 4.** lead a strong, sustainable and effective organisation.





Heal our
past
Build our
future
#BTH20

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The following work program details The Healing Foundation's objectives and strategies for 2018 – 2023, based on these four priorities. The objectives and strategies will be reviewed annually by the Board to assess progress and maintain relevance, as assessed by the stakeholders we serve.

KEY PRIORITY 1

Leading healing nationally

Objectives	Strategies
Position The Healing Foundation as the Australian pre-eminent source of advice on trauma and healing	<ul style="list-style-type: none"> • Develop and drive effective strategic partnerships and alliances to raise the profile of healing and the work of The Healing Foundation • Develop and promote policy frameworks for use by all stakeholders, including governments • Explore emerging opportunities of social development to embed healing
Share the narrative of Australia's trauma and healing journey	<ul style="list-style-type: none"> • Develop a research strategy to continue to build the evidence base on trauma and healing • Gather and promote evidence to increase Australia's understanding of trauma and healing • Develop and support truth telling processes • Establish a national centre for healing
Engage in the development of effective policy	<ul style="list-style-type: none"> • Identify key government priorities and policies to embed healing responses that improve effectiveness • Provide expert guidance to governments and service providers to embed trauma informed healing aware policy approaches across sectors • Enable multidisciplinary engagement, knowledge sharing and innovation • Lead and coordinate the National Strategy for Intergenerational Trauma with the support of governments and communities
Outcome	Key Performance Measures
<p>If we share the trauma and healing evidence and co-design policy across sectors then more investment and engagement with healing in Australia will result.</p> <p>More investment and engagement with healing in Australia, gives our communities greater access to healing services.</p>	<ul style="list-style-type: none"> • Number of research and position papers that have influenced policy and practice • Number of partnerships with policy designers to co-design effective healing informed and trauma aware policy • Reach, quality and impact of Healing Foundation communications • Trauma informed and healing aware approaches increasingly reflected in state and federal government policy • Increased awareness of trauma and healing evidence and the importance of truth telling processes among target media and other key stakeholders

KEY PRIORITY 2

Strengthen the capability and capacity for healing networks and leadership to contribute to successful healing

Objectives	Strategies
<p>Strengthen community healing leadership and networks</p>	<ul style="list-style-type: none"> • Develop and optimise relationships with influential champions to strengthen the healing network • Develop and distribute community education resources • Ensure strategic partnerships with key stakeholders across sectors
<p>Promote and support the development of a healing informed and trauma aware workforce</p>	<ul style="list-style-type: none"> • Develop and contribute to workforce resources (including training providers and materials) and promote to relevant sectors • Undertake capacity building and knowledge creation for service providers of healing programs • Through targeted partnerships to improve their effectiveness, test and refine workforce resources
<p>Maximise community strengths to support healing journeys</p>	<ul style="list-style-type: none"> • Identify and promote community strengths that best support healing journeys through developing case studies • Continue to engage a Stolen Generations Reference Group and a Youth Advisory Group to guide The Healing Foundation's work program • Foster the design and development of community healing strategy forums and gatherings
Outcome	Key Performance Measures
<p>If we build the network of healing leaders and champions across sectors and communities and strengthen their capacity to address trauma and healing, then more communities are equipped to contribute to successful healing initiatives and more quality healing will occur.</p>	<ul style="list-style-type: none"> • Number and impact of community led healing activities • Number of communities that have active healing leadership and workforces, and the impact of this • Number of champions that are actively leading and supporting healing within communities and the impact of this • Impact of supporting key healing champions to participate in the national conversation about trauma and healing, including by telling their stories

KEY PRIORITY 3

Develop healing frameworks that include programs, knowledge and evidence that create quality healing outcomes

Objectives	Strategies
Develop and implement high priority programs using co-design principles with communities to support healing	<ul style="list-style-type: none"> Promote and support the adopting of Theory of Change elements by government agencies, service systems and providers On behalf of Australian governments and communities, implement initiatives for Stolen Generation members On behalf of Australian governments and communities, implement initiatives for community healing and safety
Maintain effective research partnerships that support the development of quality healing frameworks	<ul style="list-style-type: none"> On behalf of Australian governments and communities, implement initiatives for capacity building and knowledge creation Develop ongoing strategic partnerships with research partners across relevant sectors Identify and contribute to high priority gatherings, both locally and internationally which enable multidisciplinary engagement, knowledge sharing and innovation
Monitor and evaluate the impact of The Healing Foundation's work	<ul style="list-style-type: none"> Continue to develop ways to measure and understand the impact of healing frameworks
Outcome	Key Performance Measures
<p>If we continue to offer evidence-based frameworks that create quality healing environments then healing networks and communities will be guided to implement successful healing initiatives.</p> <p>If successful healing initiatives are implemented then communities for healing will have greater impact.</p>	<ul style="list-style-type: none"> Number of quality healing initiatives implemented by communities, guided by our evidence-based frameworks Participation and satisfaction rates for healing initiatives Improved social, emotional, cultural and spiritual wellbeing among participants, based on outcome measures unique to each healing program Healing program achievements are effectively captured and communicated to relevant stakeholders

KEY PRIORITY 4

Lead a strong, sustainable and effective organisation

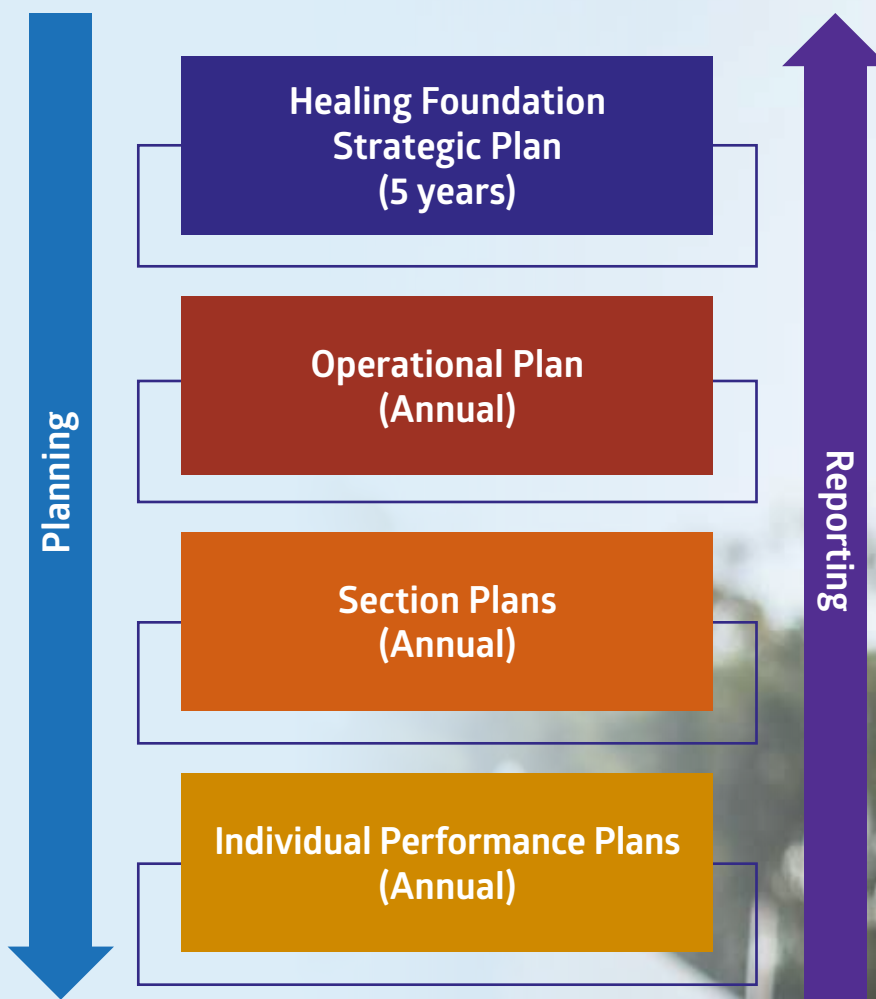
Objectives	Strategies
Ensure good governance	<ul style="list-style-type: none"> • Fully implement the planning, reporting and performance framework • Ensure audit and compliance activities are completed • Undertake a biennial Board evaluation and review
Ensure effective resource and financial management	<ul style="list-style-type: none"> • Diversify The Healing Foundation's revenue including through increasing fundraising, philanthropic and corporate support • Maximise The Healing Foundation's activities by effectively managing resources, ensuring transparency and ethical practice to a high standard
Enable our people	<ul style="list-style-type: none"> • Support continuous learning, development and feedback for performance and growth at all levels, in all roles • Ensure effective workforce planning and recruitment including the development of an Aboriginal and Torres Strait Islander workforce strategy
Outcome	Key Performance Measures
<p>If we lead a strong, sustainable and effective organisation, then we are able to fulfil our mission. If we are able to fulfil our mission, then we achieve this strategy's vision: Our children and families thrive and our culture flourishes in safe communities.</p>	<ul style="list-style-type: none"> • The Healing Foundation's reputation and standing with key stakeholders • Increased investment to ensure resource levels are adequate to deliver on planned activities • An engaged, empowered workforce • Compliance with all relevant policies, regulations and laws

Monitoring this plan

We will continue to implement The Healing Foundation's planning framework to ensure increased line of sight between the organisation's work and our strategic intent. This includes reporting to the Board against key performance measures associated with the strategic and operational plans.

The Healing Foundation intends to develop an outcome-based evaluation framework to understand the impact of trauma informed practice and healing aware approaches on individuals, their families and communities. This is long-term work as it requires understanding systemic change.

In the meantime, the Board's review of the effectiveness of this plan will be guided by the key performance measures outlined in this plan and summarised in the table following.





Priority	Outcome	Key Performance Measures
1. Lead healing nationally	Healing informed trauma aware policies enable social and economic wellbeing in communities	<ul style="list-style-type: none"> • Number of research and position papers that have influenced policy and practice • Number of partnerships with policy designers to co-design effective healing informed and trauma aware policy • Reach, quality and impact of Healing Foundation communications • Trauma informed and healing aware approaches increasingly reflected in state and federal government policy • Increased awareness of trauma and healing evidence and the importance of truth telling processes among target media and other key stakeholders
2. Strengthen the capability and capacity of healing within communities	Communities have a strong workforce to lead and develop their own healing	<ul style="list-style-type: none"> • Number and impact of community led healing activities • Number of communities that have active healing leadership and workforces, and the impact of this • Number of champions that are actively leading and supporting healing within communities and the impact of this • Impact of supporting key healing champions to participate in the national conversation about trauma and healing, including by telling their stories
3. Develop healing frameworks that include programs, knowledge and evidence that create quality healing outcomes	Individuals, families and communities have strengthened social, emotional, cultural and spiritual wellbeing	<ul style="list-style-type: none"> • Number of quality healing initiatives implemented by communities, guided by our evidence-based frameworks • Participation and satisfaction rates for healing initiatives • Improved social, emotional, cultural and spiritual wellbeing among participants, based on outcome measures unique to each healing program • Healing program achievements are effectively captured and communicated to relevant stakeholders
4. Lead a strong, sustainable and effective organisation	An enduring well-regarded organisation	<ul style="list-style-type: none"> • The Healing Foundation's reputation and standing with key stakeholders • Increased investment to ensure resources levels are adequate to deliver on planned activities • An engaged, empowered workforce • Compliance with all relevant policies, regulations and laws



Our leadership

Our Board of Directors

The Chair of our Board is Professor Steve Larkin

Professor Steve Larkin is a Kungarakana man from Darwin in the Northern Territory. He is a Stolen Generations descendant and is currently Chief Executive Officer, Batchelor Institute.

Leann Wilson is our Deputy Chair

Leann Wilson is a Bidjara and Kara-Kara woman from Queensland. She has a strong passion for her people, including strong cultural ties to her South Sea ancestry.

Stephanie Harvey

Stephanie Harvey a proud Bidjara woman from Queensland. She is currently the CEO of Indigenous Community Volunteers (ICV), the largest grassroots community development agency in Australia working to tackle Indigenous disadvantage.

Noeleen Lopes

Noeleen Lopes is a Ghungalu woman and the CEO of Gallang Place Aboriginal and Torres Strait Islander Corporation that provides counselling and support services for the Aboriginal and Torres Strait Islander community in the South East Queensland region.

Aden Ridgeway

Aden Ridgeway, a proud Gumbayngirr man, is the first Indigenous person to be elected as a Parliamentary Leader when he held the position of Deputy Leader for the Australian Democrats during 2001-02.

Russell Taylor AM

Russell Taylor, a Kamilaroi man, was the CEO of the Australian Institute for Aboriginal and Torres Strait Islander Studies until December 2016. His career includes more than 30 years in various public sector senior executive positions and 20 years in the banking and finance sector.







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