



**MAKE  
HEALING  
HAPPEN**

**IT'S TIME TO ACT**

# **The Healing Foundation** Strategic Plan

2023–2028



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# Acknowledging Country

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The Healing Foundation acknowledges Country, Custodians and Community of the lands on which we live and work. We also pay our respects to Elders and to Stolen Generations survivors, of the Dreaming and of the here and now. We recognise the ongoing nature of trauma experiences for First Nations peoples and commit each day to survivor-led intergenerational healing.







# Foreword

**The Healing Foundation's fourth Strategic Plan is built around a targeted outcomes-focused approach that will fulfil our vision and ensure that Stolen Generation survivors, their descendants and communities will never be forgotten, and the memory and legacy of the Stolen Generations will always be remembered.**

Our Strategic Plan 2023–2028 continues the important work started in 1997 when the landmark *Bringing Them Home* report on Stolen Generations was tabled in Federal Parliament and highlighted the need for *healing* to be included in wellbeing and health services provided to Stolen Generations survivors. That in turn led to the formation of The Healing Foundation to help address the ongoing trauma caused by actions like the forced removal of children from their families – the Stolen Generations.

Since then, The Healing Foundation has had an enduring vision that *every Australian will know their role in healing* and our work has continued to support many different healing projects, develop long-lasting partnerships with Aboriginal and Torres Strait Islander communities and has been

seen and heard in key national forums across our nation, such as the *Voice to Parliament* – working progressively towards realising that vision.

Now, as we transition to the next stage of our development as an organisation, we are being guided and directed by landmark studies and reports such as the *Make Healing Happen: It's Time to Act* report (released in 2021). Its critical findings have specifically informed and influenced the development and creation of this Strategic Plan. The Healing Foundation have always and will continue to prioritise the outstanding recommendations of the *Bringing Them Home* Report in all our planning and activities until justice for survivors is achieved.

Healing can and must be tangible, coordinated, strategic actions taken. The journey of healing embarked on across Aboriginal and Torres Strait Islander communities and organisations has shown this. And it is affirmed in the *Make Healing Happen* Report. To that end, I restate here our consistent advice to governments:

*Healing is about the business of restoring the wellbeing, strength of spirit, family connections, and lore that has made Aboriginal and Torres Strait Islander cultures the oldest living cultures on earth. It's about identifying those barriers to this restoration and removing them so that trauma cycles end.*

This Strategic Plan 2023–2028 embraces that mission and our vision, sending out four clear

Strategic Outcomes; together with a set of Strategic Objectives to support each outcome; and adds a number of Strategic Responses, or actions that we will undertake to achieve its Objectives; realise the four Outcomes and fulfil the overall vision we have for The Healing Foundation. While there is a clear framework, the Strategic Plan also has a flexible structure, to enable us to respond to and plan for the often-complex scope of issues we encounter and the broad range of possibilities for action they present for our stakeholders.

The Strategic Outcomes we desire include *Individual Healing, Collective Healing and Societal Healing*. We have added a fourth Outcome, *Our Healing* to ensure we show the way in assuming a role as a healing organisation. Full details are outlined in text and graphics in the following pages of the Strategic Plan, that I now have pleasure in commending to you.

Thank you to all our dedicated staff, our partners, Stolen Generations and Youth Reference Groups, Board Directors, and all those who were involved in creating this our fourth Strategic Plan for The Healing Foundation. Your passion for healing, your professionalism and commitment to being survivor-led has got us here, and will take us powerfully toward our vision.

**Professor Steve Larkin, Chair**

# 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. Since then, The Healing Foundation has been led by three previous strategic plans, and this is the fourth.





# Make Healing Happen Report

## THE WORK NOW:

The *Make Healing Happen* Report was commissioned by the Australian Government Department of the Prime Minister and Cabinet, and conducted by The Healing Foundation, to thoroughly analyse the contemporary experiences and needs of the Stolen Generations survivors and their descendants.

The report is a response to priority actions outlined in the *Bringing them Home* 20 years on paper. It was determined to properly address the needs and rights of Stolen Generations survivors there must be more work done to gather evidence about the current needs of survivors and how these might change as they age.

The *Make Healing Happen* report provides an in-depth insight into the experiences of Stolen Generations survivors and the extent and complexity of their contemporary needs as they age. It presents demographic data about where Stolen Generations survivors and their families live and considers the impacts of removal on descendants.

The report highlights the importance of evidenced-based practices and identifies urgent actions for healing. It's critical findings also inform and guide the construction of this strategic plan, the direction of The Healing Foundation, and next most powerful steps for healing in Australia.







## Vision

### EVERY AUSTRALIAN KNOWS THEIR ROLE IN HEALING

Our vision is to equip as many Australians as possible with the tools and knowledge to play an active role in making healing happen.

To realise this vision The Healing Foundation will focus its efforts on:

- Individual Healing
- Collective Healing
- Societal Healing; while setting an example for organisational healing through
- Our Healing.







# Strategic Outcomes

## Vision

**Every Australian  
knows their role in healing**

## External Outcomes

### Individual Healing

We have what we need  
to lead our  
own healing journey

### Collective Healing

We come together  
to heal  
– we always have

### Societal Healing

We all know  
what makes  
healing happen

## Leadership Outcomes

**Our Healing**  
Us knowing our role in healing



# An Outcomes Focus



Our efforts must be targeted and outcomes-focused to have the greatest healing impacts.

Each of the four healing outcomes has a set of strategic objectives, and strategic responses to provide direction for operations. The strategic plan includes direction on how to embed and evaluate each strategic objective and strategic response across planning, investment, and delivery of services to provide effective long-term solutions that meet the needs and goals of Stolen Generations survivors, and their descendants.

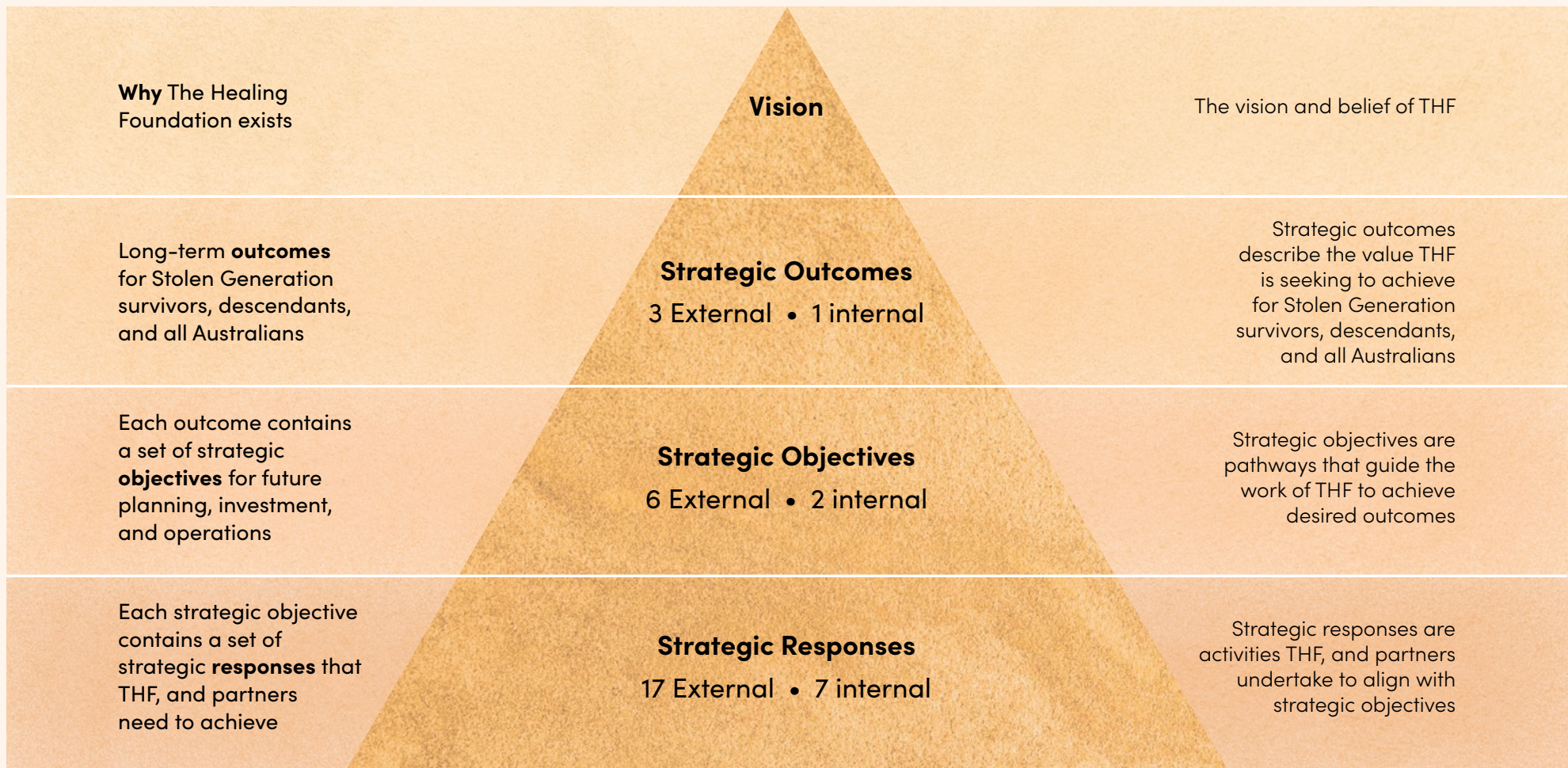
The strategic plan will guide The Healing Foundation to:

- **Focus** on the healing outcomes that matter the most to Stolen Generations survivors, and their descendants
- **Build and use evidence** about how to improve healing, so that The Healing Foundation can do more of what works, and less of what doesn't
- **Measure and evaluate** how successful The Healing Foundation is in making long-term, positive healing to the lives of Stolen Generations survivors, and their descendants; and
- **Collaborate** with stakeholders to deliver more enduring and meaningful healing impact.





# Defining key terms, and how they relate





# Outcome 1 – Individual Healing

The focus of Individual Healing is to ensure Stolen Generations survivors, their descendants, and communities have what they need to lead their own healing journey.

There are many layers to healing, and it is critical individuals are equipped with the right knowledge and tools to overcome the barriers that persist to accessing healing.

Sharing knowledge to keep spirit strong promotes the power of strong cultural connections to the journey of healing. Applying healing knowledge is essential for the day-to-day journey making of survivors. Evidence and healing know-how must be shared for practical application.



Outcomes	We have what we need to lead our own healing journey	
Strategic objectives	I1	<b>Share knowledge that keeps spirit strong and supports healing journeys</b>
Strategic responses	I1.1	Enable and support truth telling processes
	I1.2	Develop healing resources that support government and community driven healing processes
	I1.3	Deliver informal education on healing in-person and online
Strategic objectives	I2	<b>Equip individuals with the tools they need to apply healing knowledge</b>
Strategic responses	I2.1	Develop an individual healing plan builder
	I2.2	Develop trauma-aware and healing-informed training programs



## Outcome 1 – Individual Healing

We have what we need to lead our own healing journey			
STRATEGIC OBJECTIVES	STRATEGIC RESPONSES	INDICATOR	MEASURE
<b>I1 Share knowledge that keeps spirit strong and supports healing journeys</b>	I1.1 Enable and support truth telling processes	<ul style="list-style-type: none"> <li>– Increase of informal truth telling processes</li> <li>– Increase of formal truth telling processes</li> <li>– Improvement of truth telling processes</li> </ul>	<ul style="list-style-type: none"> <li>– Number*, type and location of truth telling processes</li> <li>– Number* and proportion of complaints about truth telling processes</li> <li>– Number* and proportion of compliments/endorsements about truth telling processes</li> </ul>
	I1.2 Develop healing resources that support government and community driven healing processes	<ul style="list-style-type: none"> <li>– Increase in healing resources created</li> <li>– Improvement of healing resources</li> </ul>	<ul style="list-style-type: none"> <li>– Number* of healing resources developed</li> <li>– Number* of healing resources accessed via website</li> <li>– Number, breadth and depth** of healing resources utilised</li> <li>– Number* and proportion of compliments/endorsements about healing resources</li> <li>– Number, breadth and depth** of social media activity directly related to healing resources</li> </ul>
	I1.3 Deliver informal education on healing in-person and online	<ul style="list-style-type: none"> <li>– Increase in number of informal in-person education sessions</li> <li>– Increase in number of informal online education sessions</li> </ul>	<ul style="list-style-type: none"> <li>– Number* and location of in-person sessions</li> <li>– Number* of online sessions</li> <li>– Number, breadth and depth** of total sessions</li> </ul>
<b>I2 Equip individuals with the tools they need to apply healing knowledge</b>	I2.1 Develop an individual healing plan builder	<ul style="list-style-type: none"> <li>– An individual healing plan builder created</li> <li>– Increase in individual healing plan utilisation</li> </ul>	<ul style="list-style-type: none"> <li>– Number* of individual healing plans built</li> <li>– Number* and proportion of feedback directly related to healing plans</li> </ul>
	I2.2 Develop trauma-aware and healing-informed training programs	<ul style="list-style-type: none"> <li>– Increase of training programs created</li> <li>– Increase of training program utilisation</li> </ul>	<ul style="list-style-type: none"> <li>– Number* of training programs created</li> <li>– Number* of training programs utilised</li> </ul>

Number, type, proportion and location measure is quantitative \*  
Breadth and depth measure is both quantitative and qualitative \*\*





## Outcome 2 – Collective Healing

Collective Healing creates spaces and activities for Stolen Generations survivors, their descendants, and communities to come together for healing – just like Aboriginal and Torres Strait Islander peoples have always done.

First Nations cultural ways of healing is facilitated through community contributions and spearheaded by Stolen Generations Organisations. It's coming together and healing as today's communities, seeking the restoration of resourcing to do so as needed. It's the means to centre spiritual, emotional, social health and wellbeing.

Ensuring First Nations ways of keeping safe and well across community healing efforts is the priority always.

Outcomes	We come together to heal – we always have
<b>Strategic objectives</b>	<b>C1 Ensure First Nations ways of healing is embedded in all work</b>
<b>Strategic responses</b>	C1.1 Develop collective healing plan builder C1.2 Embed internally and promote externally promising practice C1.3 Develop a metric of healing, and healing program evaluation resources
<b>Strategic objectives</b>	<b>C2 Support culturally safe and strong ways to facilitate collective healing</b>
<b>Strategic responses</b>	C2.1 Identify and equip healing champions to support collective healing C2.2 Support the workforce of Stolen Generations Organisations with collective healing knowhow C2.3 Partner with community leaders to design and facilitate community-led healing forums and gatherings



## Outcome 2 – Collective Healing

We come together to heal – we always have			
STRATEGIC OBJECTIVES	STRATEGIC RESPONSES	INDICATOR	MEASURE
<b>C1 Ensure First Nations ways of healing is embedded in all work</b>	C1.1 Develop collective healing plan builder	<ul style="list-style-type: none"> <li>– A collective healing plan builder created</li> <li>– Increase in collective healing plan utilisation</li> </ul>	<ul style="list-style-type: none"> <li>– Number* of healing frameworks developed</li> <li>– Number* of healing frameworks utilised</li> <li>– Number, breadth and depth** of total frameworks utilised</li> </ul>
	C1.2 Embed internally and promote externally promising practice	<ul style="list-style-type: none"> <li>– Improve promising practice</li> <li>– Increase of promotional activities for promising practices</li> <li>– Increase of cultural healing practices</li> </ul>	<ul style="list-style-type: none"> <li>– Number, breadth and depth** of promising practice work</li> <li>– Number*, type and location of promotional activity</li> <li>– Number, breadth and depth** of cultural healing practices</li> </ul>
	C1.3 Develop a healing metric (TAHI) and healing program evaluation resources	<ul style="list-style-type: none"> <li>– A healing metric created</li> <li>– Increase in application of healing metric for evaluation</li> </ul>	<ul style="list-style-type: none"> <li>– Number, breadth and depth** of application of healing metric to evaluate</li> </ul>
<b>C2 Support culturally safe and strong ways to facilitate collective healing</b>	C2.1 Identify and equip healing champions to support collective healing	<ul style="list-style-type: none"> <li>– Increase of relationships with influential champions</li> <li>– Improvement of relationships with influential champions</li> </ul>	<ul style="list-style-type: none"> <li>– Number* of healing champions identified</li> <li>– Number, breadth and depth** of relationships with healing champions</li> <li>– Number* and proportion of healing champions that feel equipped</li> </ul>
	C2.2 Support Stolen Generations Organisations workforce with collective healing knowhow	<ul style="list-style-type: none"> <li>– Improve enabling activity for Stolen Generations Organisations</li> <li>– Increase of access to resources</li> <li>– Increase of utilisation of resources</li> </ul>	<ul style="list-style-type: none"> <li>– Number* of resources accessed by Stolen Generations Organisations</li> <li>– Number* of resources utilised by Stolen Generations Organisations</li> </ul>
	C2.3 Design and facilitate community healing forums and gatherings	<ul style="list-style-type: none"> <li>– Increase of community healing forums and gatherings</li> </ul>	<ul style="list-style-type: none"> <li>– Number*, type and location of healing forums and gatherings</li> </ul>

Number, type, proportion and location measure is quantitative \*

Breadth and depth measure is both quantitative and qualitative \*\*



## Outcome 3 – Societal Healing

The focus of Societal Healing is to ensure Stolen Generations survivors, their descendants, and all Australians know what makes healing happen.

Strengthening research capability and production results in a larger knowledge base for effective investment and practice. The Healing Foundation builds on its position at the forefront of healing knowledge creation and promulgation.

Strengthening partnerships to improve healing at scale is a priority for The Healing Foundation, as it enables the maximum amount of people to commence their healing journeys, and play an active role in the healing of others.



Outcomes	We all know what makes healing happen	
Strategic objectives	S1	<b>Establish research and evidenced-based practices</b>
Strategic responses	S1.1	Conduct and support research and evaluation on trauma-aware healing practices
	S1.2	Develop an evidenced-base of cultural and organisational healing methodologies including models of practice
	S1.3	Develop a library of healing resources
Strategic objectives	S2	<b>Build partnerships that make healing happen</b>
Strategic responses	S2.1	Be the national advocate of Stolen Generations' needs, amplifying First Nations voices and improving the profile of THF nationally and internationally
	S2.2	Support stakeholder healing work through a program of assessment, co-design and evaluation
	S2.3	Develop evidence-based policy positions and advocacy strategies in consultation with key stakeholders



## Outcome 3 – Societal Healing

We all know what makes healing happen			
STRATEGIC OBJECTIVES	STRATEGIC RESPONSES	INDICATOR	MEASURE
<b>S1 Establish research and evidenced-based practices</b>	S1.1 Conduct research on trauma-aware healing practices	<ul style="list-style-type: none"> <li>– Increase of research conducted</li> <li>– Increase of works informed by this research</li> </ul>	<ul style="list-style-type: none"> <li>– Number, breadth and depth** of research conducted</li> <li>– Number, breadth and depth** of application of research</li> </ul>
	S1.2 Develop an evidenced-base of cultural and organisational healing methodologies including models of practice	<ul style="list-style-type: none"> <li>– Improve data base of evidence</li> <li>– Increase of cultural methodologies captured</li> <li>– Increase of organisational methodologies captured</li> </ul>	<ul style="list-style-type: none"> <li>– Breadth and depth** of database</li> <li>– Number* of cultural methodologies captured</li> <li>– Number* of organisational methodologies captured</li> </ul>
	S1.3 Develop a library of healing resources	<ul style="list-style-type: none"> <li>– Improve library of resources</li> <li>– Increase of utilisation of resources</li> </ul>	<ul style="list-style-type: none"> <li>– Number, breadth and depth** of resources developed</li> <li>– Number* of resources utilised</li> </ul>
<b>S2 Build partnerships that make healing happen</b>	S2.1 Be the national advocate of Stolen Generations' needs, amplifying First Nations voices, and improving the profile of THF nationally and internationally	<ul style="list-style-type: none"> <li>– Increase of speaking engagements at critical events</li> <li>– Increase market share of voice in media</li> <li>– Increase of direct references in domestic and international publications</li> <li>– Increase of strategic partnerships that address Stolen Generations' needs</li> <li>– Increase of First Nations voices in strategic partnerships</li> </ul>	<ul style="list-style-type: none"> <li>– Number*, type and location of speaking engagements</li> <li>– Number*, type and location of media market share</li> <li>– Number*, type and location of references in publications</li> <li>– Number, breadth and depth** of strategic partnerships</li> <li>– Number* of First Nations voices in strategic partnerships</li> </ul>
	S2.2 Support stakeholder healing work through a program of assessment, co-design and evaluation	<ul style="list-style-type: none"> <li>– Increase of stakeholder readiness for healing</li> <li>– Increase of stakeholder work evaluated with THF healing metric and criteria for healing</li> </ul>	<ul style="list-style-type: none"> <li>– Number* of stakeholder readiness assessments performed</li> <li>– Number* of stakeholder healing work evaluated with THF metric and criteria for healing</li> </ul>
	S2.3 Develop evidence-based policy positions and advocacy strategies in consultation with key stakeholders	<ul style="list-style-type: none"> <li>– Increase of policy directly influenced by THF evidence</li> </ul>	<ul style="list-style-type: none"> <li>– Number, breadth and depth** of policy influenced by THF evidence</li> </ul>

Number, type, proportion and location measure is quantitative \*

Breadth and depth measure is both quantitative and qualitative \*\*



# Outcome 4 – Our Healing

The focus of Our Healing is to ensure The Healing Foundation demonstrates its role in healing, showing the way.

This is to ensure the organisation, its employees and leadership, are all delivering healing outcomes as their most resourceful and well selves.

Ways to heal must be seen from the outside, for staff to work alongside community with integrity. This results in a strong organisation that delivers on its mandate.

Outcomes	Us knowing our role in healing
Strategic objectives	01 <b>Deliver effective performance and leadership</b>
Strategic responses	01.1 Evaluate ourselves on Holistic, Empathetic, Accountable, and Learning measures 01.2 Determine levels of value provided to Stolen Generation survivors, descendants, and all Australians 01.3 Improve operational effectiveness including capability development and financial management 01.4 Enable bold decision making, strong accountability and good governance
Strategic objectives	02 <b>Lead a trauma-aware, healing-informed organisation</b>
Strategic responses	02.1 Play an active role in the wellness of all employees 02.2 Deliver all work to ethical standards 02.3 Do no harm, and prevent harm by others





## Outcome 4 – Our Healing

Us knowing our role in healing			
STRATEGIC OBJECTIVES	STRATEGIC RESPONSES	INDICATOR	MEASURE
<b>01 Deliver effective performance and leadership</b>	01.1 Evaluate ourselves on Holistic, Empathetic, Accountable, and Learning measures	<ul style="list-style-type: none"> <li>– Increase of Holistic, Empathetic, Accountable, and Learning measures</li> </ul>	<ul style="list-style-type: none"> <li>– Number, breadth and depth** of Holistic, Empathetic, Accountable, and Learning measures</li> </ul>
	01.2 Determine levels of value provided to Stolen Generation survivors, descendants, and all Australians	<ul style="list-style-type: none"> <li>– Increase level of value provided to Stolen Generation survivors, descendants, and all Australians</li> <li>– Improve value via 360 assessment</li> </ul>	<ul style="list-style-type: none"> <li>– Number* and proportion of complaints about work</li> <li>– Number* and proportion of compliments/endorsements about work</li> <li>– 360 value assessment score</li> </ul>
	01.3 Improve operational effectiveness including capability development and financial performance	<ul style="list-style-type: none"> <li>– Improve capability development</li> <li>– Improve revenue structure</li> </ul>	<ul style="list-style-type: none"> <li>– Breadth and depth** of capability development</li> <li>– Diversity, strength and consistency of revenue sources</li> </ul>
	01.4 Enable bold decision making, strong accountability and good governance	<ul style="list-style-type: none"> <li>– Improve decision making</li> <li>– Improve accountability</li> <li>– Improve governance</li> </ul>	<ul style="list-style-type: none"> <li>– Number, breadth and depth** of bold decisions</li> <li>– Strength and consistency of accountability</li> <li>– Strength and consistency of good governance</li> </ul>
<b>02 Lead a trauma-aware, healing-informed organisation</b>	02.1 Play an active role in the wellness of all employees	<ul style="list-style-type: none"> <li>– Increase in social, emotional, cultural, spiritual, psychological and physical wellbeing</li> </ul>	<ul style="list-style-type: none"> <li>– Number* of employees with improved wellbeing</li> </ul>
	02.2 Deliver all work to ethical standards	<ul style="list-style-type: none"> <li>– Improve ethical standards of work</li> </ul>	<ul style="list-style-type: none"> <li>– Number* and type of incidents reported and encountered</li> </ul>
	02.3 Do no harm, and prevent harm by others	<ul style="list-style-type: none"> <li>– Zero harm caused by THF</li> <li>– Decrease harm caused by others</li> </ul>	<ul style="list-style-type: none"> <li>– Number*, type and location of harm caused by THF</li> <li>– Number*, type and location of harm caused by others</li> </ul>

Number, type, proportion and location measure is quantitative \*  
Breadth and depth measure is both quantitative and qualitative \*\*



# Survivor-centered approach

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# Survivor-centered approach

## INDIVIDUAL HEALING

To ensure Stolen Generations survivors, their descendants, and communities have what they need to lead their own healing journey. This form of healing can be survivor-led through the personal experience of trauma, or an individual experiencing intergenerational-trauma. On its own this journey can be isolating, however, together with collective and societal healing it can improve spiritual, emotional, mental, and social wellbeing. It is the first step in the healing journey, and often the hardest to make.

## COLLECTIVE HEALING

To ensure Stolen Generations survivors, their descendants, and communities come together to heal – just like Aboriginal and Torres Strait Islander peoples have been doing for tens-of-thousands of years. This form of healing is community-led, it can be with two people, or a whole community of people. It is the cultural layer of healing that brings people together to share and heal, helping and caring for one another. It is the second step in the healing journey, and is there to share the healing load.

## SOCIETAL HEALING

To ensure Stolen Generations survivors, their descendants, communities and all Australians know what makes healing happen. This form of healing is led by society and is where meaningful change for good can endure. It is a culturally safe space where the healing journey is taken by the many, not left up to individuals to heal alone and in isolation. Societal healing is where the individual healing journey and the collective healing journey can be truly realised at scale, to enable a nation to heal, once and for all. This is the third step in the healing journey, bringing steps one and two together.

## OUR HEALING

To assume its role in healing The Healing Foundation will ensure its employees, reference groups, and Board are all getting the best out of themselves to deliver healing outcomes for Stolen Generations survivors and their descendants. This form of healing is critical to enable steps one, two and three to have the maximum impact. The individual, collective, and societal healing journeys are made that much harder without proper leadership, guidance and support of The Healing Foundation. The vision of Every Australian knowing their role in healing can only happen when The Healing Foundation knows its role in healing, and enables all three outcomes to be realised – for individuals, the collective, and our society.



# Healing roles that Make Healing Happen

## CHANGE MAKERS

**Follow the lead of Stolen Generations survivors**, allowing them to design their own meeting tables and then earn the respect and trust to be invited to them.

**Understand unceded sovereignty** and seek to do no further harm in their actions and activities.

**Privilege the knowledges of First Nations peoples and communities** and this knowledge leads their efforts.

Are steadfast and determined in the pursuit of, and contribution to, justice that **offers Stolen Generations survivors peace, dignity and lives lived well.**

## COLLABORATORS

**Join up their efforts with ours** and use their networks to promote widely the urgent responses needed for survivors. They donate resources – funding, volunteers, time and networks and then encourage others to do as well.

**Recognise healing expertise and evidence is essential** to successful processes of policy and program design and development.

Know First Nations knowledges and cultural determinants of thriving should be at the centre of **full and enduring solutions that we pursue and drive together.**

**Know what happened and make offers of response with no judgement** but a full understanding, sensitivity and respect for the journey that survivor warriors lead.

## COMMUNITIES

**Executes models of response that leads to successful practice**, because it honours our Old People, and honours our cultural custom, protocol and lore.

Allow us to elevate and reelevate joined up voices in solidarity that **seek the urgent scaling up of healing spaces, places and faces.**

**Look out for each other and prevent anymore hurt and pain**, knowing the impact and extent of traumatic events in our history. They show the way in healing and preventing any more harm.

**Remember our thriving ways that are in the centre of our being**, in times of sadness and times of celebration.

## CHAMPIONS

**Operate with strong knowledge and advocacy for upholding human rights**, understanding the monumental injustice of removal that is yet to be addressed in full.

**Understand the potential for intergenerational healing** and identify and promote ways that it is happening individually, collectively and across communities. This allows all walks of life to know about the possibility of healing and to demand it.

**Know healing is about recovery and restoration of all the connections** – to country, belonging, identity, Old People, cultural ways – that build strength in spirit and keep spirit strong.





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