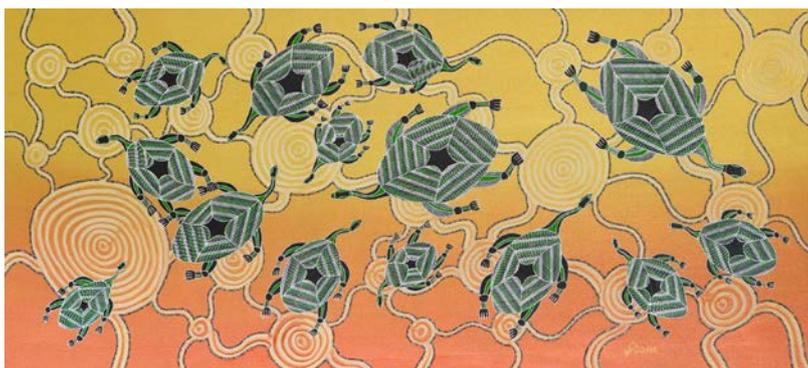




Strategic Plan 2019-2024



Garry Scott

14 Turtles, 2016

77 x 168 cm

Acrylic on canvas

Story

14 Turtles is about all of my grandchildren. They are all swimming around at their own leisure and all doing different things. This symbolises each one's own individuality.

You will see if you look carefully that two of the turtles are holding hands. The reason I painted this is one of my grandsons has autism. His younger brother is holding him by the hand, helping him with some of the difficulties he faces in his life. There are also two turtles with stripes on their legs. These two are my grandchildren who are of 'double digit' age and maturing into young teenagers.

The journey tracks and campsites/meeting places represent all the different places they are located at and have been to.

Artist biography

Garry Scott is an emerging Aboriginal artist who has experienced many challenges throughout his life. Whilst incarcerated, Garry decided to explore and connect to his culture by making art. He uses his art and culture as the foundation to look at where he has been and where he wants to be in his life. Through painting he has found the focus and strength to change his lifestyle and walk a positive path, including passing on his new found knowledge and skills to his children.

Contents

Introduction	1
Our vision, our purpose and values	2
Who we are	3
What we do	4
Achievements	5
Moving forward	6
Objectives and key focus areas	7
Expected outcomes	12

Introduction



Connecting Home is an independent Aboriginal Organisation supporting survivors of the Stolen Generations across South Eastern Australia. We work collaboratively across the Aboriginal and broader mainstream service sectors, to respond to the varied

needs of survivors and their families. Since we were established in 2010 we have provided support to over 300 members of the Stolen Generations and their families in Victoria.

Today Connecting Home provides a range of case management, disability support services to our clients as well as education programs to the broader community. The organisation continues to explore and seek opportunities to meet the emerging needs and aspirations of members of the Stolen Generations and their families.

In the last few years we have focused on ensuring our services are second to none and meet international, national and state quality standards. We have achieved a great deal in developing our practice to ensure we are able to deliver the best model of care we can for our clients.

We recognise the heightened disadvantage for our clients as they age including the direct impacts of removal (trauma, grief, loss) and the implications for Stolen Generations survivors such as poor health, reliance on government payments, lack of housing security,

discrimination and association with the justice system.¹ For the children and grandchildren (and extended family) of members of the Stolen Generations the occurrence of inter-generational trauma is significant.

We are determined to ensure we can grow in order to support more of the estimated 600 members of the Stolen Generations living throughout Victoria.² We will continue to improve our existing programs and expand the range of programs we offer to include aged care and disability as well as programs with a focus on inter-generational trauma, specific healing programs and cultural activities. We will be seen as a leader in designing and delivering good practice models of care that promote healing for stolen generations and their families.

We know we cannot do this on our own. We will work with other Stolen Generations service agencies to ensure the system as a whole is responsive to our clients' needs and continue to be a strong advocate in Victoria and nationally to ensure members of the Stolen Generations and their families are recognised, heard and achieve justice.

A handwritten signature in black ink, appearing to read 'Ian Hamm', with a long horizontal line extending to the right.

Ian Hamm
Chairperson

¹ Australian Institute of Health and Welfare; Aboriginal and Torres Strait Islander Stolen Generations aged 50 and over, November 2018.

² Ibid.

Our vision

Survivors of the Stolen Generations and their families feel their stories are heard and accepted and have received justice.

Our purpose

Connecting Home walks with survivors of the Stolen Generations and their families on their journey to achieve healing and connection to family, community and culture.

Values

Our work is guided and informed by our beliefs and commitment to:

Inclusiveness

We respect people, value diversity, are non-judgemental and are committed to equality

Integrity

We are honest, ethical, reliable and trustworthy

Partnership

We believe in working with our clients and other stakeholders to achieve common goals

Persistence

We are here for the long-term, determined to stay focused on our clients' needs and aspirations

Who we are

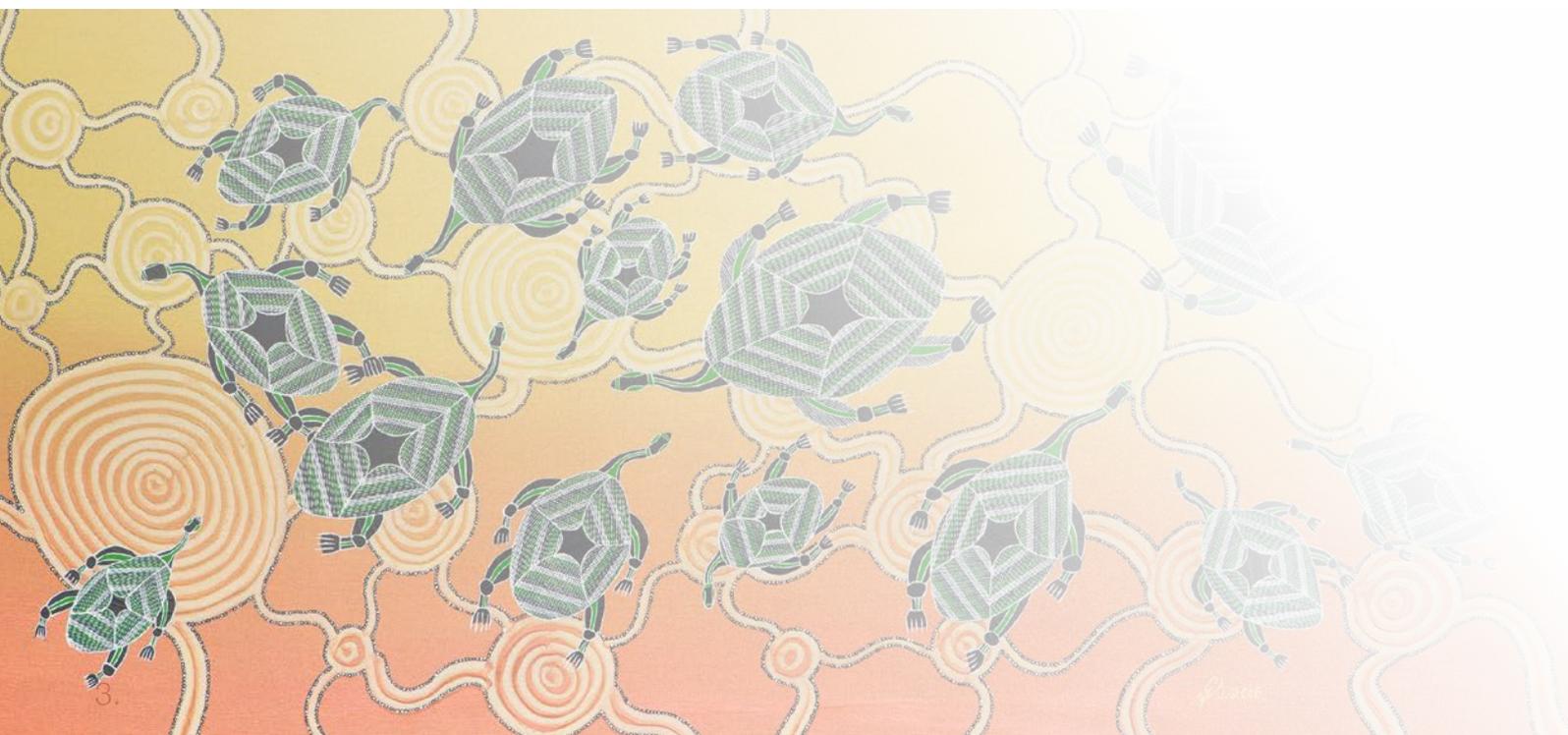
Connecting Home was established in 2010 and supports survivors of the Stolen Generations across South Eastern Australia. We are the only agency which accepts all Stolen Generations members and their families and provides long term support to help them with their healing journeys. Self-determination has always been at the forefront of our practice, particularly as we work with clients for whom control of their lives has been denied for so many years.

Our primary focus is the holistic support of survivors of the Stolen Generations and their families through our unique Strength Based Support Program. The program assists survivors to meet their individual needs and attain their goals using a Person-Centred and Strength Based framework.

We work effectively with other key agencies providing other services including family reunions (Link-Up) and family research (Koorie Heritage Trust) as well as informing policy and advocacy (The Healing Foundation).

We use our experience with working with survivors and their families and continually learn from “what works” to support them. We use outcome measures and reflective practice to inform our own service planning, as well as to advocate for better service responses.

Connecting Home is also committed to educating and raising awareness of the broader community about the Stolen Generations. We play an active role in ensuring that the stories and truth about the Stolen Generations are shared and understood.



What we do

Support

Our Support Program provides person-centered support to people requesting assistance. Embedded in the strengths based approach, our support framework ensures that the survivor is in control of their healing journey and the support they want, which is provided by appropriately qualified staff. We do not make assumptions about our clients' needs. We listen to their stories and respond to the needs they identify. Our service is based entirely on what assistance the survivor requests. Through the use of this approach we assist survivors to achieve life-changing outcomes.

To compliment and reinforce our Strength Based work, Connecting Home has developed a unique Strength Based Outcomes measurement approach, which records the requests of survivors against 6 broad life areas, and measures the progress on meeting these requests.

Although this is a broad based service, Case Managers of the Support Program will walk the journey with survivors in the following key life areas:

- Identity
- Current life circumstances
- Community connection and belonging
- Staying Safe
- Rights
- Health and Wellbeing

Connecting Home's Support Program can also link survivors with group healing programs that are either hosted by Connecting Home or other agencies.

Connecting Home is actively pursuing registration as an Aged Care Provider supporting Home Care Packages. Currently aged care services are incorporated into the current Case Management (Support Program) Model. Staff support Elders with achieving goals as captured in their Key Life Areas in the Case Management (Support Program) service, making links to appropriate services that will support the survivor's independence.

Disability Services

Connecting Home is a registered NDIS provider delivering services to the Stolen Generations and their families. Connecting Home provides the following services as part of the NDIS;

- Support Coordination - Support to coordinate and have achieve goals in plans with appropriate service providers.
- Plan Management - Support to manage NDIS funds and payments to Service Providers involved in supports.
- Direct Support Services - Support through the provision of Direct Support Workers to achieve goals set out in plans on a day to day basis.

Plan Management and Direct Support Services are delivered through Connecting Home's Support Coordination Program.

These services are available to provide options to the Stolen Generations and their families that are Culturally Safe and appropriate and enable Connecting Home to extend support to individuals and families through our Support (Case Management) Program if needed. The services all ensure holistic support to Individuals and families.

What we do (cont.)

Education

Connecting Home provides information and education to the wider community regarding Stolen Generations history and current issues.

Connecting Home offers a range of education programs, resources and events which Primary, Secondary and Tertiary educators can access as well as other community groups such as local government, other not for profit organisations, government services and corporate sectors.

Where appropriate, Connecting Home may also arrange for a survivor of the Stolen Generations to come and talk to community groups and schools about their experiences and the history and impacts of their removal. Connecting Home provides these services in a manner that is sensitive to the audience and ensures the cultural safety and emotional wellbeing of survivor presenting.

Achievements

Our service strives to ensure we are delivering the best service and support we can to our clients. We have supported over 300 members of the Stolen Generations living in Victoria. In recent years we have:

- Developed an Outcomes Framework to measure client progress against their life goals to ensure we can accurately report the “whole story” of client support
- Provided National Disability Insurance Scheme (NDIS) support to our clients
- Added to our services by providing Women’s and Men’s Groups to promote collective healing and provide opportunities for Stolen Generations members to come together Embarked on becoming an Aged Care Provider
- Worked closely with the Healing Foundation to progress the work for the national agenda on the Stolen Generations
- Played a key leadership role in commemorations of significant days e.g. Apology Day, Sorry Day
- Strengthened our network connections with Aboriginal and non-Aboriginal services
- Achieved ISO9001 certification for our quality systems which ensure we meet the needs of our clients and stakeholders, while meeting statutory and regulatory requirements.

Moving forward

Connecting Home operates in a policy and funding environment that impact us as we implement this strategic plan.

- **Complexity and level of client needs and goals** is a key driver of how shape and grow our services. As clients become more engaged their needs become more obvious and demand for ongoing support increases. Basic needs like housing, food security and a sense of belonging continue to be important for our clients to enable us to work effectively with them on their healing journeys. We need to continue to explore how we support clients to address their basic needs to ensure they are able to effectively work on their healing.

- Nearly all of our clients “fit” into the “**disability**” definition under the NDIS and we need to be active and capable of ensuring our clients can access relevant services and be supported including in relation to psycho-social support needs. In this regard, we see a clear role for Connecting Home in advocating for flexibility and culturally appropriate packages for Stolen Generation members and their families.

- As our clients **age**, their needs are increasing. As an organisation focused on ensuring we support clients achieve all of their life goals including health and wellbeing as well as independence we need to be active in the Aged Care space. We need to ensure our systems, staffing models and staff skills and qualifications are adequate for us to be successful.

- **Recognition and justice** for the Stolen Generations is a clear part of our Vision. We need to continue to actively contribute to advocacy and policy influence in a range of forums including in relation to redress and the development of a Treaty Framework in Victoria.

- Connecting Home has no recurrent/ongoing funding to support specific **healing activities**. There has been some funding from the Healing Foundation for some activities and the Client Reference Group. But more is needed. We will take the opportunity to leverage the State Government’s commitment to self-determination and policies like the Aboriginal Social and Emotional Wellbeing Framework (SEWB) – Balit Murrup which recognises the **SEWB and mental health** needs of members of the Stolen Generations and their families to build our capacity in this area.

- **Adequate funding support** will be sought to support expected growth. Funding from our main funders remains tight with no meaningful increases to core funding for several years. We are experiencing an increase in expectations from funding bodies in terms of service delivery, reporting and compliance with new standards together with increasing client needs, our organisation requires additional resources to:
 - o Meet increased administrative demands
 - o Ensure staff are both trained/up skilled and appropriately remunerated
 - o Expand service and programs for our clients
 - o Ensure our office and facilities are appropriate for the programs and services we offer.

We must “shift” the Victorian Government’s perception and treatment of Connecting Home as part of their suite of “Healing Projects” and achieve recognition as a service organisation with an ongoing role in supporting Stolen Generations and their families.

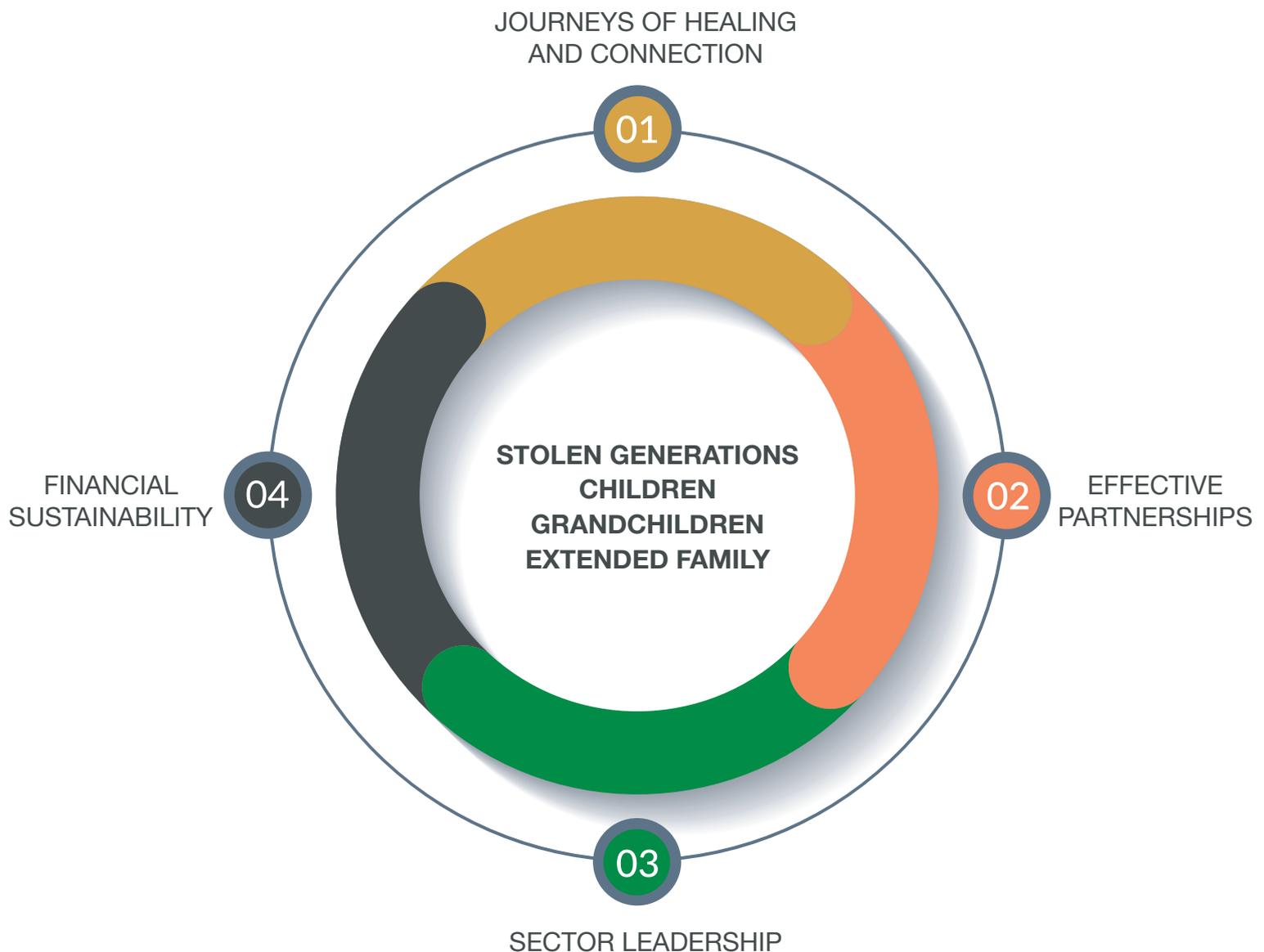
Objectives and key focus areas

Objective 1 - Journeys of Healing and Connection

Objective 2 - Effective Partnerships

Objective 3 - Sector Leadership

Objective 4 - Financial Sustainability

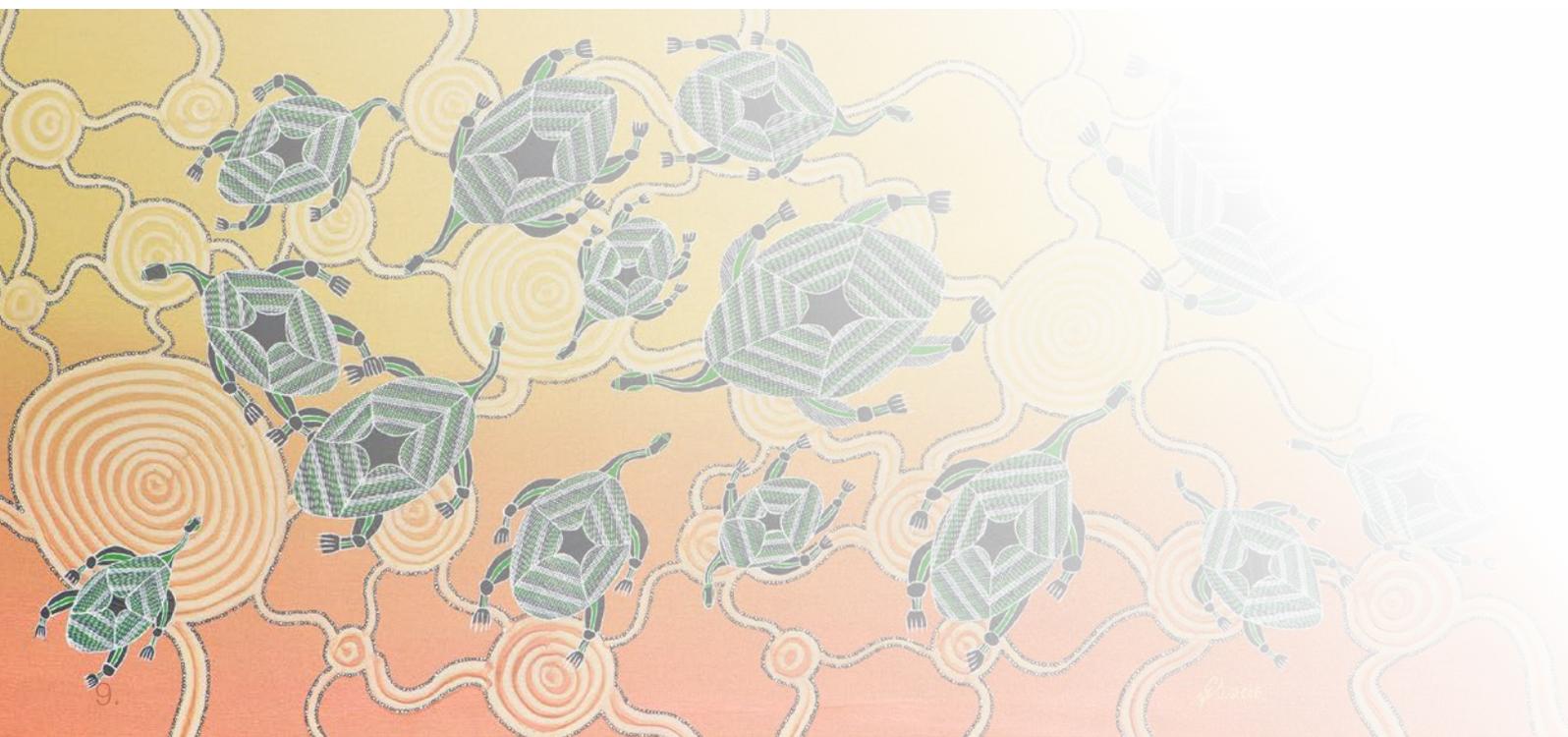


Objective 1 - Journeys of Healing and Connection

Focus Area	We will
1.1 Responding to Client Voices	<ul style="list-style-type: none">• Enhance NDIS service offering to include psycho-social support• Achieve registration as an Aged Care Provider to provide direct support to clients• Develop a regional service delivery model• Provide opportunities for clients to input to the design of Connecting Home's new location
1.2 Practices of Healing and Re-connection	<ul style="list-style-type: none">• Develop and implement programs addressing inter-generational trauma• Provide additional programs focused specifically on healing and connection e.g. cultural programs, groups, art, social activities etc• Support clients through practical partnerships with Link-Up and Koorie Heritage Trust
1.3 Positive Client Outcomes	<ul style="list-style-type: none">• Complete development and implementation of client management system• Regularly review and update Connecting Home's Case Management Model• Develop and implement Monitoring and Evaluation Framework
1.4 Best Practice Service Delivery	<ul style="list-style-type: none">• Develop and implement client feedback processes• Regularly review and update internal practice manuals• Ensure staff are skilled, knowledgeable and can apply best practice in trauma and healing services

Objective 2 – Effective Partnerships

Focus Area	We will
2.1 Collaborations that enhance service delivery	<ul style="list-style-type: none">• Maintain and strengthen existing partnerships and seek new opportunities for collaboration
2.2 Collaborations that enhance advocacy and leadership	<ul style="list-style-type: none">• Identify and establish partnerships/collaborative activity with research institutes, relevant government departments, advocacy bodies



Objective 3 – Sector Leadership

Focus Area	We will
3.1 Education and Awareness	<ul style="list-style-type: none">• Work with the Healing Foundation to help build the capacity of workers and the community to deal with trauma through relevant education and training• Continue to find opportunities to share the history and stories of the Stolen Generations and raise community awareness and understanding including exposure through various media channels• Explore the opportunity to host a conference on Stolen Generations in 2023 to mark the 15th anniversary of the Apology to the Stolen Generations• Work with other Government and service agencies to reduce systemic racism and embed inclusiveness in Government planning, policies and programs
3.2 Research, Policy and Advocacy	<ul style="list-style-type: none">• Seek ways to inform research and policy development in areas relevant to the Stolen Generations and intergenerational trauma• Develop internal capacity to drive and contribute to research, policy and advocacy:<ul style="list-style-type: none">o Develop periodic research /discussion paperso Contribute to the general knowledge base about the Stolen Generations through sharing the learnings from our programs and clientso Participate regularly in conferences and forums relevant to the Stolen Generations to enhance two way learning with other relevant organisations and stakeholders

Objective 4: A Sustainable Future

Focus Area	We will
4.1 Quality Systems	<ul style="list-style-type: none">• Develop, implement and regularly review our quality systems to:<ul style="list-style-type: none">◦ Support compliance◦ Maintain accreditation for program delivery◦ Enable continuous improvement of programs and services• Update our website to ensure it continues to reflect our business and is relevant and easy to use for our stakeholders
4.2 Financial Stability	<ul style="list-style-type: none">• Secure ongoing Government funding to support core business• Seek additional sources of revenue through relevant government funded projects and Philanthropic grants• Leverage our Intellectual Property• Develop promotion and marketing strategies to raise the profile of Connecting Home• Secure new location which is “fit for purpose”
4.3 Governance	<ul style="list-style-type: none">• Develop and implement an organisational structure to support our goals• Regularly review Policies and Procedures• Ensure ongoing Board Development activities• Develop and implement workforce plan including recruitment, retention, learning and development• Further develop and embed Connecting Home’s staff well-being program
4.4 Risk Management	<ul style="list-style-type: none">• Embed risk management framework in Board and CEO roles and responsibilities• Ensure relevant accreditation for our programs is achieved and maintained• Ensure regulatory compliance is maintained• Safeguard Connecting Home’s Intellectual Property

Expected outcomes

By 2024 we will:

1. Be providing support to the majority of members of the Stolen Generations and their families throughout Victoria
2. Have expanded our service model and be offering its clients:
 - Case Management including intergenerational trauma support
 - Support Coordination including psycho-social support
 - Direct Support
 - Aged Care
 - Cultural Programs
 - Healing programs and activities
 - Training on best practice service delivery models
3. Have strong connections and be involved in collaborative projects and programs with key services supporting members of the Stolen Generations and their families
4. Be recognised as a leader in best practice service delivery, policy advice and advocacy for members of the Stolen Generations and their families
5. Have delivered, in collaboration with key organisations focused on healing for members of the Stolen Generations, a conference to promote best practice, facilitate networking and provide a forum for sharing stories and healing
6. Be financially sustainable with secure ongoing government funding for core business, regular funding received for specific projects and fee for service revenue sourced through NDIS, Aged Care and promotion of Intellectual Property
7. Be located in a “fit for purpose” facility and be a place of welcome for members of the Stolen Generations and their families
8. Be an example of a best practice organisation – well governed, minimal risks, seen as a “preferred provider” and “preferred employer”, and delivering positive outcomes for its clients.

Connecting Home Ltd.

a service for the Stolen Generations

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