



## STRATEGIC PLAN 2010 - 2013

### BACKGROUND

In March 2010 Connecting Home Limited was registered as a Not-For-Profit Company and was initially funded by Aboriginal Affairs Victoria to take over and build upon the services offered by Stolen Generations Victoria Limited, which was wound up in February 2010. Whilst the initial purpose of Connecting Home Ltd was to maintain the existing service provision to members of the Stolen Generations, there is a commitment from the board and management to expand the support offered and to seek broader business opportunities.

Connecting Home Ltd respects the historical context and experience of Aboriginal and Torres Strait Islander people removed from their families and culture which was first highlighted during the *Royal Commission into Aboriginal Deaths in Custody*, which handed down its findings to the Australian Parliament in 1991. In 1995, the Australian Government engaged the Human Rights and Equal Opportunity Commission<sup>1</sup> to undertake an inquiry into past policies and practices that led to the removal of Aboriginal and Torres Strait Islander children from their families. On 26 May 1997, *Bringing Them*

---

<sup>1</sup> Now the Australian Human Rights Commission

*Home* - the findings of the *Inquiry into the Separation of Aboriginal and Torres Strait Islander Children from their Families* was tabled in the Federal Parliament.

In response to the recommendations made in *Bringing them Home*, state and federal governments implemented a range of measures to address the needs of Aboriginal and Torres Strait Islander people who had experienced removal as a child from their families. However, the Victorian government received continued feedback from members of the Stolen Generations (the collective term now used to refer to Indigenous people removed from family and community as result of past government policies) that more needed to be done. The feedback suggested that members of the Stolen Generations lacked input into services designed to assist and support them, and that further, there were serious gaps in service delivery that impeded people's access to appropriate support.

In response, the Victorian Government in 2005 funded the establishment of a community-controlled organisation specifically to address the needs of the Stolen Generations. Stolen Generations Victoria Ltd was established, and over the next few years provided support to members of the Stolen Generations by assisting people to trace their family records; referral to other agencies; delivering presentations to schools and other community groups; and hosting events to commemorate significant days for the Aboriginal community.

With the winding up of Stolen Generations Victoria Ltd in early 2010, the Victorian Government funded Connecting Home Limited to continue the support offered to the members of the Stolen Generations.

## **VISION**

Members of the Stolen Generations, and their families will achieve respect, equality and acceptance throughout the broader Victorian community, and their history and stories are acknowledged and recognised.

## **MISSION**

We will celebrate and promote the stories of resilience of our community. Through partnerships, we will provide support and assistance to the Stolen Generations on their journey of healing.

## **OBJECTIVES**

- To establish an effective and robust governance structure;
- To establish and maintain a supportive workplace and staffing structure that enables the organisation to achieve its mission;
- To deliver best practice in service coordination, integration and individualized support incorporating person centered case management processes;
- To facilitate people's 'journey of healing', through the delivery of individual and group supports, that reflects personal and cultural needs;
- To develop a sustainable Victorian 'Stolen Generations' service sector through state-wide community development activities that actively supports the Bringing Them Home counsellors and other specific and generic service providers
- To be the leading provider of information and education in Victoria on matters relating to the Stolen Generations;

- To be a key contributor to discussion and debate on issues of significance for the Stolen Generations;
- To provide evidence based data to raise awareness and inform decision making in policy, program and service delivery development.

## **ORGANISATIONAL VALUES**

*Connecting Home Ltd. will be underpinned by the following values:*

**Respect** ~ we value and respect the diversity and strength of our community;

**Integrity** ~ we will always conduct ourselves in a professional and ethical manner;

**Cultural Sensitivity** ~ we will at all times be sensitive to the cultural needs of our community;

**Confidentiality** ~ we will at all times respect the right to confidentiality;

**Fairness and Equity** ~ we will at all times treat people with fairness and respect;

**Responsiveness** ~ we will respond to the needs of our stakeholders in a timely manner;

**Governance** ~ we will value and strive to achieve best practice governance.

## STRATEGIC AREA 1: GOOD GOVERNANCE

Goal	Activity
To establish an effective and robust governance structure	<ul style="list-style-type: none"> <li>➤ Research appropriate governance models incorporating contemporary Corporate Governance practices</li> <li>➤ Produce an options paper identifying at least two possible models, and seek consensus with stakeholders</li> <li>➤ Implement the supported model</li> <li>➤ Develop a suite of Board and Operational Policies and Procedures that reflects the approved Governance model</li> </ul>
To establish and maintain a supportive workplace and staffing structure that enables Connecting Home Ltd to achieve its mission	<ul style="list-style-type: none"> <li>➤ Develop a staffing structure that is based upon achieving our mission and funding outcomes</li> <li>➤ Develop an effective staff recruitment and retention strategy that provides incentives to attract and retain quality staff through               <ul style="list-style-type: none"> <li>○ Competitive Remuneration</li> <li>○ Professional Development</li> <li>○ Succession planning</li> </ul> </li> <li>➤ Develop Human Resource Management policies that encourage and support staff to reach their full potential</li> </ul>
To build a sustainable organisation	<ul style="list-style-type: none"> <li>➤ Develop clear financial management processes that meet all appropriate Accounting practices.</li> <li>➤ Establish a Business Development Plan that seeks to expand</li> </ul>

	upon existing services and explore potential business opportunities.
--	--

## STRATEGIC AREA 2: HEALING, COMMUNITY DEVELOPMENT AND SUPPORT PROGRAMS

Goal	Activity
To facilitate people's 'journey of healing' through best practice programs and support	<ul style="list-style-type: none"> <li>➤ Individually support people to explore their own journey of healing</li> <li>➤ Deliver a suite of healing programs and projects on a state-wide basis, including the Marumali Program</li> <li>➤ Implement the 'Partnerships In Healing' project with counsellors and psychologists</li> <li>➤ Evaluate the effectiveness of healing programs, with a view to continuous improvement</li> </ul>
To provide best practice service coordination and integration	<ul style="list-style-type: none"> <li>➤ Develop a 'service map' so as to minimise duplication and maximise effective use of available resources, through targeted referrals</li> <li>➤ Develop strong partnerships with other key service providers, through the establishment of Memorandum's of Understanding</li> <li>➤ Develop comprehensive resources that will assist informed service coordination</li> </ul>
To develop a sustainable Victorian 'Stolen Generations' service sector through state-wide community development activities	<ul style="list-style-type: none"> <li>➤ Participate in the State-wide quarterly BTH Forums</li> <li>➤ Establish a schedule of physical visits to each BTH region</li> <li>➤ Plan and implement regional community development events across the state</li> </ul>

	<ul style="list-style-type: none"><li>➤ Engage with each BTH Counsellor and develop a regional action plan that identifies the regional service system and the support requested</li><li>➤ Develop a regional marketing strategy that increases the organisations profile</li><li>➤ Support the activities of the Koorie Night Market and other community based organisations</li></ul>
To provide excellence in case management	<ul style="list-style-type: none"><li>➤ Develop and implement Case Management Policies and Procedures that are based upon holistic person-centred practices</li><li>➤ Develop referral processes to both Aboriginal and Generic service providers</li><li>➤ Research and Implement a Client Information System that provides evidence of case management activities and client outcomes</li></ul>

## STRATEGIC AREA 3 – EDUCATION AND POLICY DEVELOPMENT

<b>Goal</b>	<b>Activity</b>
<p>To be the leading provider of information and education in Victoria on matters relating to the Stolen Generations</p>	<ul style="list-style-type: none"> <li>➤ Deliver high quality presentations on Stolen Generations history and issues to schools, community groups and organisations</li> <li>➤ Contribute to education curriculum development on Stolen Generations history and contemporary issues</li> <li>➤ Develop a range of information and educational material and resources</li> <li>➤ Provide education resources (including training packages) that targets the generic community service agencies, allied health aged and disability support</li> </ul>
<p>To be a key contributor to the development of sector-wide policy on issues of significance to the Stolen Generations</p>	<ul style="list-style-type: none"> <li>➤ Participate in a range of sector forums, advisory groups and projects representing the views and advocating for the needs of the Stolen Generations, these include (but not limited to):               <ul style="list-style-type: none"> <li>○ Common Access Guidelines</li> <li>○ Who Am I Project</li> <li>○ Forgotten Australians Working Group</li> <li>○ Oral History Project</li> </ul> </li> <li>➤ Research and prepare papers and reports for publication on Stolen Generations issues as required</li> </ul>