KBHAC

KINCHELA BOYS HOME
ABORIGINAL CORPORATION

STRATEGIC PLAN

2019–2024

TOO
STRONG
TOO
BLACK
TOO
DEADLY

TAKING BACK OUR FUTURE

Kinchela Boys Home Aboriginal Corporation (KBHAC) was established for survivors of Kinchela Aboriginal Boys Training Home (KBH), a 'home" run by the NSW Government for over 50 years to house Aboriginal boys forcibly removed from their families.

KBHAC has developed a unique survivor led approach to its governance and healing described as:

Survivor led – an approach to organisational governance and practice built on and informed by the guidance and unique insights offered by survivors and which, contributes to the social and emotional wellbeing of survivors, their communities, and cultures. The KBH survivors and KBHAC own their stories and healing, leading from a place of self-determination.

OUR VISION

TO IMPROVE THE SOCIAL, EMOTIONAL, CULTURAL AND SPIRITUAL WELLBEING OF THE KBH SURVIVORS AND THEIR FAMILIES IN A MEANINGFUL WAY.

THIS TAKES A STRENGTH-BASED FOCUS ON PERSISTENT GRIEF, TRAUMA AND INTERGENERATIONAL TRAUMA AS EXPERIENCED BY EACH KBH SURVIVOR AND HIS FAMILY.

KBHAC IS COMMITTED TO EMPOWERING, POSITIVE, HEALTHY PEER SUPPORT MODELS THAT ENABLE GREATER SOCIAL INCLUSION IN COMMUNITY LIFE. THESE MODELS ADDRESS THE REBUILDING AND STRENGTHENING OF IDENTITY AND FAMILY STRUCTURES.

OUR MISSION

To encourage and support Aboriginal men, their families and communities in developing sustainable healing programs that address the legacy of physical, sexual, psychological and cultural abuse in the Kinchela Boys Home including intergenerational impacts. To encourage and empower positive healthy peer support models that allow greater social inclusion in community life.

OUR VALUES

The members, board and staff of KBHAC are committed to upholding and promoting the values described below. These values are embedded in our practice, our interactions with one another and in the way we engage and work with community, our partners and stakeholders.

CULTURAL INTEGRITY

We are open, honest, accountable and transparent and acknowledge that culture is at the centre of all that we do.

RESPECT

This is at the core of all our relationships with members, community, partners and wider society.

INCLUSION

We actively create opportunities for community engagement with KBHAC's activities and priorities. We listen to our members and the communities we work with and value their input.

DIGNITY BASED, HEALING AND TRAUMA INFORMED

We uphold dignity for all our members and are knowledgeable of and sensitive to trauma and intergenerational trauma related issues. We create environments where people feel valued and which emphasise hope, healing, safety (cultural, physical, psychological, and social), choice, collaboration, trustworthiness and empowerment.

PARTNERSHIP

We are committed to working in mutually beneficial and enriching partnerships with our community, our partners and our stakeholders.

Transport for NSW acknowledges Aboriginal and Torres Strait Islander children were forcibly removed from their families and communities due to past government policies and practices. These children are known as the Stolen Generations.
Kempsey Station is where Aboriginal boys arrived by train before being taken to Kinchela Boys Home. It is also where Aboriginal girls and boys from Kempsey and the Macleay Valley were brought and put on trains, to be sent on to institutions throughout the state.
Some of these children never made it home, living their lives disconnected from their families, their communities and their culture. The spirits of the ho who were sent to Kinchela Boys Home remain there, fo to that site and to the Macleay.
This memo len Generations and their
s.
KBHAC
KINCHELA BOYS HOME ABORIGINAL CORPORATION

OUR GUIDING PRINCIPLES

- KBHAC acknowledges and respects that each KBH Survivor has his own experience of Kinchela Boys Home.
- We, the members of KBHAC will listen and respect our elders, our partners, our sisters, our brothers, our staff, and respect our country and each other.
- We, the KBH Survivors and our families, know our problems, our pain, our isolation and the issues we struggle with.
- We, the KBH Survivors will work hard to connect with our families, our communities, our culture and our neighbours.
- We, the KBH Survivors and our families, will honour ourselves, and each other, in support of our individual and collective journeys of healing.
- We, the KBH Survivors know and accept what is in our own heart, soul and mind. We know who we are and where we come from. We are Strong, Proud and Black.
- We, the Survivors of KBH will help educate the Australian community about understanding the grievances of Stolen Generations Issues and other deep local and national concerns impacting on Australia's First Peoples.
- We, the KBH Survivors will continue to support the human dignity of all Stolen Generations.
- We, the survivors of KBH acknowledge the National apology to Stolen Generations. Therefore, we will continue to pursue unfinished business and all issues of justice, genocide and reparations for all members of the Stolen Generations and our families.
- We, the survivors of KBH, will honour and remember all our brothers who went before us.

CURRENT STATE

- SURVIVOR LED MODEL OF LEADERSHIP AND HEALING
- SIGNIFICANT PROJECTS UNDERWAY AND ORGANISATIONAL GROWTH
- A RECOGNISABLE PUBLIC PROFILE AND BRINGING THE KBH EXPERIENCE AND ITS IMPACT ON SURVIVORS AND THEIR FAMILIES AND DESCENDANTS TO THE ATTENTION OF THE NATION
- CREATING A POSITIVE LEGACY FOR SURVIVORS AND DESCENDANTS

IDENTITY, CULTURE, CONNECTION AND HEALING

Continue to provide individual and group connection and healing activities

Provide access to complex case management resources and outreach support

Support families to access funds for one off healing projects (Unfinished Business grants)

Develop KBH theatre piece

Source funding to develop a feature film on the KBH experience

Rebuild and strengthen family structures by

- supporting family history research
- providing social and emotional wellbeing support for partners, families and descendants
- supporting return to country visits

UNDERSTANDING SUCCESS

- Number of gatherings and healing activities
- Number of descendants in database
- KBH Play developed and performed
- Number of family healing projects

SELF-DETERMINATION AND PARTICIPATION

Actively seek the return of the KBH site for a Museum and place of historical significance

Investigate options for land and museum management

Continue to work towards the establishment of a Healing Centre at South West Rocks

Explore how to support aged care needs for KBH survivors and descendants

Explore options for training, employment and business opportunities for KBH survivors and descendants including social enterprise

Identify options to support the creative pursuits of KBH survivors

Undertake research to determine the demographic profile and needs of KBH families and descendants

UNDERSTANDING SUCCESS

- Site returned to KBH survivors and Museum established
- Healing Centre underway
- Innovative approaches to aged care and social enterprise support are developed and offered to members

TRUTH TELLING, ADVOCACY, RECOGNITION AND LEGACY

Continue to draw the nation's attention to the experience and impact of the forced removal of Aboriginal children to KBH and, other institutions (Stolen Generations)

Deliver educational opportunities for schools and communities with the Mobile Education Unit

Advocate for streamlined access to service provision for KBH survivors including income support, transport, health and mental health, dental, disability, housing, and aged care ("gold card")

Provide advocacy and support for family preservation and restoration

Influence government to develop a home ownership scheme for survivors of KBH to enable them to live well and leave a positive legacy for their families

Explore opportunities to deliver KBHAC trauma training

Utilise KBH film as an educational tool

UNDERSTANDING SUCCESS

- **Increased awareness and recognition by governments through funding and service access**
- **Number of schools and community visits by Mobile Education Unit**
- **Trauma training underway**

POSITIONING KBHAC FOR THE FUTURE

Program Delivery

Strengthen program delivery by:

- **Investing in a team approach**
- **Skills training and development**
- **Supervision and mentoring**
- **Aligning programs with KBH vision and values**
- **Increasing referral pathways and inter-service relationships**
- **Forward planning**

Review NDIS provider status by April 2020

Develop and implement a Healing Framework

Develop a sustainable business model and diversify funding sources

Undertake cost benefit analysis to provide evidence of avoided government costs and savings

Develop guidelines for ethical partnerships and identify and pursue strategic partners

Board preparation for the future: Board to engage with succession planning for the organisation

Implement strategies to increase the involvement of descendants in KBHAC organisational governance and operations

Governance: Implement Advisory Board to strengthen governance

Evaluation: Build on Literature Reviews to design and implement evaluation

Develop, implement and monitor a business/operational plan to support the Strategic Plan

Assess and manage risks by developing a risk management plan

UNDERSTANDING SUCCESS

- **Client satisfaction with service delivery**
- **New business model developed**
- **Organisation sustained through diverse funding sources**
- **Risks managed**
- **Evaluation complete**

FUTURE STATE

- KBH SITE RETURNED TO THE KBH SURVIVORS
- INCREASED FINANCIAL AND COMMERCIAL VIABILITY
- HEALING CENTRE ESTABLISHED
- GOVERNMENT RECOGNITION OF THE IMPACT FOR KBH SURVIVORS AND THEIR FAMILIES EXPRESSED THROUGH SPECIFIC POLICY AND PROGRAMS

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