

‘The more I talk the stronger I get’: Development of the Kinchela Boys Home Aboriginal Corporation Practice Framework

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Abstract

Kinchela Boys Home Aboriginal Corporation (KBHAC) was established by Survivors of the Kinchela Boys Home, a government run institution that forcibly removed 400–600 Aboriginal boys from their families between 1924 and 1970. Their vision is to improve the social, emotional, and cultural wellbeing of Survivors, as well as their descendants and families. KBHAC delivers a range of services and programs across social and emotional wellbeing, healing, disability, aged care, family reconnection and many other areas. To guide the delivery of these programs for a community who still suffer with the unique, complex traumas associated with institutionalisation, KBHAC identified the need to create a Practice Framework that imbued their values as a Survivor-led, trauma-informed, and culturally strong organisation. To develop the Framework, KBHAC worked with an Aboriginal-led consulting group and developed a partnership built on trust and truth-telling. A series of workshops identified a structure for the Framework that details the healing journey of the KBHAC community, typical experiences of KBHAC service-users, and the required competencies and skills of KBHAC staff. The iterative process, involving continual reflection and ongoing communication between KBHAC and the consulting group, led to the creation of a living document that is user-friendly, visually engaging, and incorporates artwork by a Gomeroi artist.

This journal article showcases some of the key pages and elements of the Practice Framework. Through implementing a genuine partnership approach and best research practices, KBHAC created a Framework that serves as their central document, offering a comprehensive guide for staff, service-users, and the community. This Framework, and the process of its development, can be a best practice example for other stakeholders when working with Stolen Generation Survivors, and has potential implications for casework and service delivery in Australia and internationally.

Key words

Practice Framework, Survivor-led, Stolen Generation, co-design, trauma-informed practice

Introduction

The Kinchela Boys Home Aboriginal Corporation (KBHAC) was established in 2002 by Survivors of the Kinchela Boys Home. This was a government-run institution located on the Mid North Coast of New South Wales which operated between 1924 and 1970. During this time, the institution housed between 400 and 600 Aboriginal boys who were forcibly removed from their families.

KBHAC's vision is to improve the social, physical, emotional, cultural, and spiritual wellbeing of the many Survivors who were subject to many traumatic experiences in the Kinchela Boys Home and the policies that created the Stolen Generations. Further, KBHAC seeks to rebuild the identities and family structures of those who were impacted by the Kinchela Boys Home, taking a strengths-based approach to address the impacts of multigenerational trauma.

KBHAC has developed a unique Survivor-led approach to its governance and healing, described as a:

Survivor-led an approach to organisational governance and practice built on and informed by the guidance 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.

To support KBHAC's Survivor-led approach to governance and healing and embed this operationally, KBHAC management identified the need to design a Practice Framework as a model that would work across the many initiatives and activities that KBHAC offer. The organisation delivers a range of KBH Survivor, descendant and family social and emotional wellbeing programs, yarn-ups and healing gatherings, disability/ NDIS services, aged care services and other education, outreach, and support activities. It was important to create a Practice Framework that imbued the values of KBHAC and encapsulated the working principles of being a Survivor-led, trauma-informed, culturally strong, strengths-based, and holistic organisation. By doing this, it was possible to create a useful tool for workers at KBHAC that informs them on how to reflect these values and principles consistently in their work. However, the document also has value more broadly in informing others about the journey of working with Survivors of the Stolen generations and their families, and how to

walk alongside those who experience grief, trauma, and multigenerational trauma and their many different impacts.

Method

Partnership approach

KBHAC and team members from Nama Jalu developed a strong partnership and collaborative approach that dates back to 2018, when Nama Jalu staff were working under a different consulting agency. Those Nama Jalu team members and KBH Survivors and management met multiple times before this project commenced which helped to build a partnership based on trust and good will. Since establishing a trusting relationship, KBHAC and Nama Jalu have ensured that all work together is based on honest and open collaboration, with a focus on respectfully capturing the voices of the Survivors. As the Nama Jalu project team were led by an experienced Aboriginal consultant and trauma-informed practitioner, the partnership between the organisations facilitates a culturally safe and supportive environment. The work of Nama Jalu and KBHAC is underpinned by a negotiated Memorandum of Understanding (MoU).

Framework development

The specific process of developing the Practice Framework begun with KBHAC identifying the need for a unifying document that guides staff and practice across all of the different KBHAC service streams. The Framework sought to ensure support for Survivors, their families, and community who KBHAC supports and where it delivers services is consistent and appropriate. The development process involved a review of KBHAC documents, including annual reports and program guidelines. A literature scan was conducted as part of another project between KBHAC and Nama Jalu staff, which looked at policy documents, grey literature and academic literature to define best practice in Survivor-led and community-managed organisations (for a discussion, see McKendrick et al., 2017). KBHAC's approach is consistent with best practice principles identified in the above review, as their healing programs are tailor-made for their local contexts, responds to needs identified by community members and program users, and works with the broader family and community, not just the individual (McKendrick et al., 2017). KBHAC's work also reflects key principles when conducting collective healing with

Survivors of Stolen Generations and the impacts of multigenerational trauma (see Blignault et al., 2014).

Key staff were consulted in the initial document review stage before holding multiple face-to-face workshops. The first workshop served to establish a shared understanding of what the Framework would be and identified a structure for the Framework that was most appropriate for the staff and KBHAC programs. The second and third workshops served to refine the concepts in the Framework, as well as to iteratively co-design a program logic model and outcomes matrix for the project. Throughout these workshops, continual reflection was undertaken to ensure that KBHAC's way of working was accurately captured by the Framework.

After the initial framework was developed in 2020, feedback was collected from KBH Survivors, KBH Descendants and key staff, some revisions were made in 2021 to include a stage-by-stage guide to the KBHAC healing journey that breaks down the typical experiences of service-users and the required competencies of KBHAC. To develop this new section of the framework, further workshops were held with key staff and one of the KBH Survivors who also works as the KBH Survivor Peer Support Worker in the organisation. The workshops used an interactive empathy-mapping exercise designed to encourage the workshop attendees to walk in the shoes of service-users. This additional section was co-designed and tested with different staff and other key members of the KBHAC community. This additional section was found to be even more directional, user-friendly, and visual, and incorporates artwork developed by a Gomerioi artist.

Due to the COVID-19 lockdowns, some of these iterative design processes were conducted via a combination of several video conferences, phone calls, and emails. The whole process was open and flexible, using interactive, participative approaches regardless of communication method. It was also designed as a living document, meaning that it should continue to be reviewed and updated to reflect KBHAC's ongoing work with Survivors and families.



ABOUT KBHAC

KINCHELA BOYS HOME ABORIGINAL CORPORATION (KBHAC)

Kinchela Boys Home Aboriginal Corporation (KBHAC) is a not-for-profit Aboriginal community-controlled organisation established to help restore and reconstruct the identity, dignity and integrity of Aboriginal men who were forcibly removed from their families and put into the Kinchela Boys Home (KBH). The organisation seeks to address the trauma and intergenerational trauma that adversely impacts on the lives of these men, their families and descendants.

KBHAC was established in 2002 by survivors of the Kinchela Boys Home (KBH), a 'home' run by the NSW Government from 1924–1970 to house Aboriginal boys who were forcibly removed from their families under the policies that created the Stolen Generation. 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.

KBHAC's vision is 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.

SUPPORTS AND SERVICES

KBHAC's core services include the following:

KIN CONNECT PROGRAM

This program provides a holistic model of care for the KBH survivors and their families and includes:

- Uncles Support
- Descendants Support
- Partners and Family Support
- Social and Emotional Wellbeing Program (SEWB)
- Kin Connect Healing Yam Ups and Gatherings.

REFERRAL SUPPORT

Referral support provides assistance and information about NSW Stolen Generations-specific support and referrals interstate.

CONNECTING ABILITIES PROGRAM

KBHAC's disability program includes:

- NDIS Access Support
- NDIS registered services
- Group Activities
- Lived Experience Mentor Program

EDUCATION PROGRAM

This includes education, advocacy and outreach programs, workshops and activities that focus on Kinchela Boys home and the Stolen Generations, the trauma experienced by survivors, and the intergenerational trauma experienced by descendants. KBHAC has a Mobile Education Centre which takes the KBH story out to communities across NSW.

AGED CARE

KBHAC is developing a culturally safe Stolen Generations aged care service/ support as this is a pressing need for its members. Many of its members receive home care packages through KBHAC's partner *annecto* – the people network.

KBHAC KEMPSEY

KBHAC's Kempsey Office is the organisation's first regional office. Long term goals for KBHAC include the transfer of ownership of the former KBH site to KBHAC and transformation of the site into a living museum and healing centre KBHAC.

The Kempsey team is focused on the local Aboriginal community and its connection to the old KBH site. A key objective is to support healing in the local community from the intergenerational trauma and injustices they have suffered. KBHAC Kempsey delivers a range of unique support and services, including:

- NDIS Access Support
- Transition Program to support Year 6 students successfully transition to high school
- Indigenous Youth Connecting to Culture (IYCC) Program to support Aboriginal youth to engage with culture and input to community consultations and co-design of community programs and supports
- Grief and Loss supports to local Aboriginal community including assistance with Sorry Business and financial and planning support for funerals
- Social and emotional wellbeing activities provided in partnership with other community partners
- Social and emotional wellbeing support and support referrals for local Aboriginal community members



GUIDING PRINCIPLES

We have developed a set of guiding principles that describe why we do our work at KBHAC and how we will continue to do so.

- ☞ 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.



KBHAC PRACTICE FRAMEWORK

OUR VISION

To meaningfully improve the social, emotional, cultural and spiritual wellbeing of KBH survivors, their families and communities by addressing multigenerational trauma. This is done through KBHAC's commitment to empowering healthy survivor led models that strengthen identity, rebuild family structures and enable greater 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

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.

PRACTICE PRINCIPLES AND HOW WE WORK

We have a set of practice principles that inform our way of working with survivors, their families and the community.

Survivor-led

Everything we do at KBHAC is built on and informed by the guidance and experience offered by survivors. Our understanding of survivors includes survivors of Kinchela Boys Home and also their descendants, families and community, who are also survivors. Our survivors, the KBHAC community, own their stories and healing. We base our practice on this communal knowledge and experience and our mission is driven by the objectives and needs defined by survivors and our KBHAC community. Our survivor-led models shape how we work across our programs which respects lived experience and are designed and led by those with relevant lived experience.

WHAT DOES THIS MEAN FOR KBHAC?

We listen to people who come to KBHAC for support and let them drive their journey with us. We respect that all survivors are the experts of their own experiences and pain. We let them yarn about their experiences, understand their story and allow them to define the support they need to begin their healing journey with us.

HOW?

- Listen deeply to someone's yarn, document their story, strengths and resilience.
- Let them 'drive' – be patient and don't assume what someone needs.
- Let them know that they are part of a community of survivors.
- Recognise that they are experts in their pain.





KBHAC PRACTICE FRAMEWORK

Trauma informed

A trauma-informed approach to care begins with an accurate understanding of trauma and its impacts on the wellbeing of people, families and communities. Trauma-informed services make intentional and active efforts to build trust and ensure people feel safe and welcome. Rule number one is to avoid re-traumatisation, through always being mindful of potential triggers for people and minimising the risks of re-traumatisation.

Trauma-informed services don't just address the 'symptoms' or the problems that people present with, but also address their underlying trauma. This can be achieved through supporting people to understand what trauma is for them, how it is affecting their lives and how they can overcome the effects of their trauma so that they are not defined by it.

WHAT DOES THIS MEAN FOR KBHAC?

We know that the trauma of KBH survivors and other Stolen Generations survivors is not just their trauma but is also shared with their families and communities, who are also survivors. This means that addressing one person's trauma means also addressing the trauma of their families and communities. Healing is collective and happens through relationships and connections.

Trauma-informed support emphasises supporting people to take control of their lives and healing journey. At KBHAC this is reflected in our survivor-led approach to work, where we ensure people who come to us have choice and agency over their support and we collaborate with the, rather than give them help.

At KBHAC, we believe that healing is possible for everyone. Hope is an important idea for our survivors. Many people come to KBHAC having lost their sense of hope and fire for life, but we are positive and support people to reclaim hope for themselves and believe that they can overcome the past through their strength and resilience.

HOW?

- Have a basic understanding of trauma and its effects (including intergenerational trauma) and access training and resources to build your knowledge about trauma-informed care.
- Have a good understanding of the trauma associated with Stolen generations survivors, and more specifically, to KBH survivors.
- Ensure that we provide a culturally safe space where people are comfortable to engage with us.



- Listen deeply and gain an understanding of the individuals experience and that of their family.
- Ensure KBHAC members and participants in our programs have the power to make decisions on the support they receive.



PRACTICAL TIPS FOR WORKING IN A TRAUMA-INFORMED WAY

- Find a safe space or adapt the physical space to ensure the person feels comfortable and at peace.
- Build trust and rapport — trauma-informed support is personal.
- Firstly, make an effort to ensure someone feels comfortable with you and safe in the space they are in. Building rapport is important for being able to support a person. Note that people might be reluctant or even behave in a stressed manner. Sometimes people have their guard up when seeking support for the first time.
- Take time, be patient and push on.
- Show warmth, a welcoming attitude and support that is free from judgement.
- Listen to their story.
- Practice deep listening. Be patient, listen to their words, listen to how they are saying things and read their body language. What are they really saying? What do they want and need?
- Show that you are listening by repeating things and clarifying with them.
- If you are comfortable, share some of your story with them. This helps to build a relationship and show you care and understand.
- Be patient, allow the person to breathe. Remember that just being there is an important part of their journey. It may be providing a break or respite from their trauma and pain.
- Be mindful of lateral violence. How might their trauma affect you? Is it going to cause you harm?
- Teach and model skills, such as skills for recognising triggers, resilience and coping skills, self-calming and mindfulness.

Culturally safe and strong

A culturally safe service is one that makes an effort to understand and respect peoples' social and cultural identity, their experiences and where they are coming from, and creates an environment in which they feel spiritually, socially and emotionally safe and welcomed.

A culturally strong service builds in strong and positive elements of culture into their practice, recognising that for Aboriginal people, strong family connections, knowledge of heritage, tribal group, lands and learning about traditional lifestyle are protective factors that can be built on to support healing and transformation.

WHAT DOES THIS MEAN FOR KBHAC?

We are a welcoming and nurturing environment for all people that seek KBHAC's support. We also put culture front and centre, because evidence and experience tell us that Aboriginal healing programs should draw on the strengths of culture and community as sources of healing.

We know that for many survivors, their cultural identity has been impacted by the hurt and pain caused by KBH, the Stolen Generations and intergenerational trauma. Rebuilding someone's identity, their connection to culture and community is often an important step in a person's healing journey. Culture is a source of strength and resilience, which can be built upon. It provides a sense of belonging and comfort to support overcoming the damage and pain of trauma.

We provide a safe and respectful space for survivors, their families and the community to reconnect with their culture and community. This includes providing them with opportunities to learn about their cultural history and the history of the Stolen Generations.

However, we also understand that there are challenges in re-establishing connection to culture and for some, the process might be painful or traumatising. We allow survivors to lead their own journey of reconnecting with culture and community. KBHAC seeks to create a safe space and environment for people in which this process can happen in a positive way.

HOW?

- Gain an understanding of what is culturally important for this person and their family.
- Ensure that their cultural needs have been included in case planning.
- Draw on the support of Elders and other community leaders to support and provide cultural wisdom and experience to support a person's healing journey.
- Recognise that it is the choice of someone to connect with their culture and community and not all people will want to do so.
- Support a person to reconnect with culture through return to country visits and community gatherings.





KBHAC PRACTICE FRAMEWORK

Strength based

A strengths-based approach to working with people recognises that all people have resilience and their own unique skills, resources, knowledge and potential. Adopting a strengths-based approach means focusing on building these existing strengths and resources, rather than on their problems.

This is an approach to working, which means focusing on 'how we do things' with survivors and not on 'what we do' or 'what the end result is'.

It is a collaborative way of working to support people, recognising that they themselves are the key to their own care and resilience. They are survivors, they are resilient, and they have the strengths to build a sense of control of their lives.

WHAT DOES THIS MEAN FOR KBHAC?

The individual perspectives of our survivors are central to the way we work, and we listen to them closely. We also nurture their relationships that people have with family and community, recognising that these can be important sources of healing and support and we seek to restore agency for people so that they can build and draw on the strengths of those relationships.

HOW?

- Work with people and don't just do things for them. They are the key to their own journey.
- Build a relationship with survivors that supports them to build their strengths and support positive change in their lives.
- Do a practical activity with someone to identify what strengths (skills, interests, relationships, knowledge, resources) they have in their lives that they can build on.
- Be a role model for survivors—role-model positivity, resilience, strength and hope.
- Restore a person's sense of value. Tell them they are valuable and that it is worth having support and reconnecting to community.
- Review progress and celebrate and reinforce positive changes.
- Ask questions such as "What does the good life look like for your family?"



Holistic and wrap-around

A holistic concept of health for Aboriginal people extends beyond the body to cultural wellbeing which incorporates spiritual, environmental, ideological, political, social, economic, mental and physical factors.

KBHAC recognises that people do not live in isolation but within a family, a community, a certain environment and time and place. The relationships, interactions and environment in which a person lives shapes their development. A holistic approach to care acknowledges that care plans need to address the various factors that are affecting a person's life. This includes not only supporting the person, but also their family. And rather than simply providing clinical psychological support, providing a range of support services that support building a person's social, emotional and spiritual wellbeing (e.g. financial support, career support, family counselling support, drug and alcohol support, housing support, other healthcare support).

WHAT DOES THIS MEAN FOR KBHAC?

What makes KBHAC special is that we are not like other services that focus on the individual and often focus on trying to diagnose and treat people's problems. We look beyond that to all the elements in someone's life that are impacting them and work out ways to support positive transformation and change in all those areas.

KBHAC is a family-oriented service and we take a whole-of-family approach to care and support. This means that we often provide support to partners, descendants and other family members of survivors. For many survivors, restoring family is a key part of their healing journey and we support them to search for family and kin and re-establish connections and positive relationships.

In our experience, many people that come to KBHAC for support don't know what supports or services they are entitled to or how to access them. In providing wrap-around support to our survivors and the KBHAC community, the first step is supporting them to understand the services and the range of supports that are available to them that could improve their lives. We support our community to build their confidence to access the services they need. This is an empowering process in itself.

HOW?

- Regular communication with the person is important to ensure we are close to understanding the supports they need.
- Ensure the person getting all the support they need and that these supports are well-coordinated.
- Ensure that the person's support plan meets their needs and the needs of their family.



FOCUS ON HEALING

KBHAC works to support KBH survivors, descendants, their families and the KBH community in the process of healing from the trauma caused by the experiences of the Stolen Generations and their multigenerational and intergenerational impacts. We do this in three ways:



INDIVIDUAL HEALING

KBHAC recognises the individual experience of trauma and needs identified by the individual for themselves and their family. We know that individuals are experts in their trauma and that they know what they need. Working with the individual's healing also supports and prepares them to participate in group healing.



GROUP HEALING

We recognise the importance of collective healing and the importance of developing healthy relationships with others. We recognise that there is a shared experience of trauma and that group healing can open opportunities for survivors and their descendants to acknowledge and share their trauma in an understanding and supportive context.



ADVOCACY AND LEGACY

KBHAC recognises that the healing process is not limited to that which takes place within the individual or group settings. Participating in advocacy and legacy activities can contribute to healing. Survivors and their descendants can be empowered through their story telling, which furthers the healing journey.





THE HEALING JOURNEY SHAPING ALL KBHAC PROGRAMS



ABOUT THE ART
 "This series of pieces created for KBHAC are representative of the act of community care and fostering change. They show the complexities of returning to a culture that has always been there but is often taken from us and the difficult process that is undertaken to return to what makes us whole."

Jeremy Worrall, Ngarbal / Gomeroi man and artist



KBHAC walks with survivors, descendants and their families through a journey with our service. There are five phases of this journey, although these are not linear, discrete or independent of each other.

CONTACT

Make contact with KBH survivors, their families and community in a personal and sensitive way. We do this through deep listening, where we provide the time and space for people to yarn in their own way. We ensure that this is communicated effectively with the team so that they feel like they have been heard and don't need to repeat themselves.

CONNECT

Re-connect KBH survivors, their families and the community to service providers and their community to activate collective healing. We walk together with survivors, descendants and their families to re-establish and nurture their relationships and connection to their culture and community.

SUPPORT

Provide for individual and collective healing needs by building trust and confidence and offer individual and group, social, emotional and spiritual wellbeing support. We recognise that everyone has a right to a better service. We model hope and agency through our survivor driven model and focus on listening rather than asking questions.

YARN

Promote individual and collective healing through support and yarning to KBH survivors, their families and community members. By building confidence and trust through our relationships we are able to counsel in culture, care for self, the family and the community.

GROW

Continue to work with KBH survivors, families and the KBH community to address intergenerational trauma and promote family healing. Stronger family connections, cultural identity and connection to culture contributes to develop, providing the opportunity for truth-telling and education.



CONTACT

Make contact with KBH survivors, their families and community in a personal and sensitive way.

We will make time to get to know you and understand how we can support you.



SEE

Experience of survivors, descendants, and program participants

"Can you help me?"	You might be looking for information.
"What am I doing here?"	"I want to know more about my story."
"What if this makes things worse?"	
You might be nervous and asking, "Am I in the right place?"	You might be looking for support but you're not sure what to ask for.
"Am I allowed to be here?"	You might be feeling... ...sad ...angry ...overwhelmed ...shame.
"Am I talking to the right person?"	"I hope I don't have to tell my story more than once."
"Will they listen? Will they believe me?"	
You might be wondering if you can trust us.	
"Will you really help me? Will you do what you say?"	

BE

Workers' behaviours

"We're a Stolen Generations survivor-led community and we're here to honour and work with you, your family and community."	We will make time to get to know you and understand how we can support you.
We will welcome you openly each time we see you. We will always hold this space open for you and your family.	We will... ...support you ...link you with the people and supports that you need ...advocate for you.
We will do our best to make sure you feel safe, cared for and respected.	We will stay with you on your journey.
"What can we do for you? What would you like to change? We'll try to help you."	We will always seek your permission and keep your trust.
"Take your time".	When times are hard, when you're hurt or when you're angry, we will be there for you.

DO

Workers' skills and actions

Listen actively and attentively.	Explain clearly what supports and services are available through KBHAC and that we can refer them to other culturally safe services that can also help.
Demonstrate empathy and understanding.	Document the contact with permission and then offer to share what you have documented.
Warm, open, welcoming body language.	Talk about and map out how we will meet their needs and goals.
Respectful level of eye contact.	
Don't interrupt someone telling their story.	Silence has its own reward with time and can allow someone's story to unfold. Silence is a space of learning and not uncomfortable.
If anger is directed at you, don't get defensive. Remain calm, patient and wait for an opening to de-escalate the situation. Afterwards, talk to your team leader to debrief.	



CONNECT

Re-connect KBH survivors, their families and the community to service providers and their community to activate collective healing.

We will walk with you through this journey, taking it one day at a time.

We will connect with you and your community.



SEE

Experience of survivors, descendants, and program participants

"I don't want this to continue."
 "I know something is wrong, I just don't know what it is."
 "I'm scared to share my experience."

As you open up to us, you might feel many different emotions, and this might be overwhelming.

You might feel...
 ...scared
 ...stuck
 ...confused
 ...as though you are wrong
 ...sadness and pain
 ...alone
 ...a sense of hope and purpose
 ...a million emotions at the same time.

You might have lots of questions for us—about KBHAC and how we can help, or about you, your family, community and culture.

You might be looking for a strong connection to culture and community and to feel culturally safe.

"I want to feel safe."
 "I'm doing this for my future/ my children. I want the pain to stop with me."

BE

Workers' behaviours

We will connect with you and your community.

"Your time with us matters".

We will take the time with you to understand your story when you're ready and find ways to help you. We will listen to you and respect your story.

We will walk with you through this journey, taking it one day at a time.

"You can ask as many questions as you want."

We will get you the information you need and ask for.

"The journey can be scary but it's worth it."

We acknowledge your experience and story. We will help you understand that you are not alone and there are other people who share experiences with you.

We will do our best to reconnect you with your cultural identity.

We will not pass judgement on you.

On your journey there are times you may feel uncomfortable, and we will be there with you.

We will stay with you for as long as you want to stay with us. When you begin to heal and hope, we will still be there with you.

DO

Workers' skills and actions

Build trust and a personal relationship—let them know and show them that KBHAC is there for them.

Maintain regular contact with them through check-ins, phone calls and follow-ups. Be patient and don't give up, particularly if they are hard to reach.

We will recognise, respect and hold each person's knowledge of their cultural identity, story and journey.

Explain things clearly, including:

- what supports and services are available
- processes for getting supports, including that things can be slow, but we will be there with them the whole way

- why you need to ask them certain questions.

Let them know that they can stop you and ask any questions they might have.

Explain to them that it is important to capture all the information and ask them if it is okay to take notes. Let them know that you can read or show the notes to them.

Advocate for them and begin to link them with the supports and services they need.

Let them know that we will walk alongside them to services and supports if they want.



SUPPORT

Provide for individual and collective healing needs by building trust and confidence and offer individual support, group support, social, emotional and spiritual wellbeing support.

There is nothing more empowering than having people around you that care.



SEE

Experience of survivors, descendants, and program participants

You may begin to feel ready to ask for help.

"I've never been helped before."

"I want to know what supports or services I can access."

You might know what type of support you want, or you might have no idea.

You might feel wary or uncomfortable in and around services and staff.

You could be feeling...
...impatient
...scared the support won't last.

"Let me have the right to be wrong. I want to be supported and allowed to make mistakes."

You may find it hard to find a service that is right for you. On the other hand, you may find a service that is the right fit.

BE

Workers' behaviours

We will be there for you and make you sure you feel safe as we get the right supports and services for you.

When we can't provide a support or service, we will link you with a service that can.

"When people feel cared for, trusted and supported, they can begin to heal and grow."

We believe in you and your abilities. We will encourage you to see options, to set goals and work towards them.

We will acknowledge even the smallest of wins and we will honour how far you've come.

We will show we really care.

"There is nothing more empowering than having people around you that care."

It's OK to make mistakes. We learn from mistakes. We will still be here for you.

"You may stumble on your journey. Don't be hard on yourself. We all stumble."

DO

Workers' skills and actions

Together, develop a plan for them that meets their needs and their goals.

Set small goals along the way and acknowledge milestones and achievements together.

Coordinate supports, services and referrals.

Be clear and honest about the available levels of support.

Honour and follow through on the commitments and plans made.

Be mindful of the specific needs of each person and be flexible—everyone is unique and what works for one person might not work for someone else.

Be reliable, calm, proactive, and plan ahead.

Be a positive influence. Show them how they can do things for themselves.

Review and reflect on your time together.

Be open, transparent and accountable with your actions, including when things don't go as planned.

When people are ready, encourage them to take on small responsibilities and challenges to grow their confidence.



YARN

Promote individual and collective healing through support and yarning with KBH Survivors, their families and community members.

The more I talk, the stronger I get.



SEE

Experience of survivors, descendants, and program participants

"The more I talk, the stronger I get."

You might be looking for friendships and want to get involved in groups.

You might meet other people like you.

"It wasn't just me and my family."

"Someone else understands my journey."

You might be scared or worried to yarn with others about your story.

"I'm not ready to share my story."

"I don't have the words."

You might not have all the pieces of your story.

You might find it hard to remember things.

You might feel like you have so much to say all at once... or you might feel like you have nothing to say.

You may feel like you are starting to heal.

"I have my own pain, but I can now see that I can heal my pain."

BE

Workers' behaviours

"Start from the beginning."

"Take your time, it's OK."

We will support you to understand your story. It might be difficult, but we will be there with you through the good and the bad.

We recognise your resilience, your unique strengths and how far you've come.

We will help you rebuild your story and your life.

We understand it can be hard to share your story, take your time, we will be patient.

We will encourage you to only share what you are comfortable sharing. We will let you yarn at your own pace.

We will give you the space to feel what you feel.

We will respect your story and acknowledge the strength it takes to share your story. It is an honour to walk with you on your journey.

Your journey with us is a two-way-learning. We learn from you.

We will welcome you openly into the larger KBHAC community. We are all here and care for you.

DO

Workers' skills and actions

Link them with other people in the KBHAC community that can make them feel welcome and support them.

Let them take the lead in telling their story and sharing it with others when they are ready, at their own pace.

Listen actively and attentively.

Demonstrate empathy and show your understanding of what they share with you.

Acknowledge how hard truth-telling can be and how painful sharing their story can be.

Validate their experiences, recognise their strength, and hold the space for them to feel their pain.

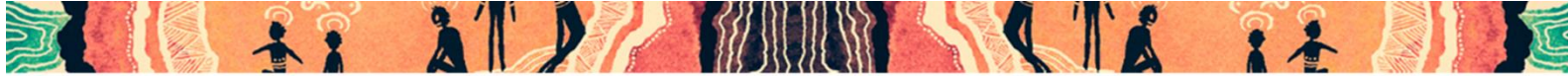
Support them to access and understand family records and information safely.

Support them through the feelings that arise from uncovering and understanding their story.

Encourage them to participate in groups to yarn.

Facilitate group meetings and yarns and ensure people have the space to be heard and respected.

Look after yourself and your colleagues when supporting people with their emotions, experiences and grief. Reach out to your colleagues if you need support.



GROW

Continue to work with KBH survivors, families and the KBH community to address multigenerational trauma and promote family healing.

SEE

Experience of survivors, descendants, and program participants

"I understand my own story, so now I can help others."
"All I ever wanted was to be free to be me."

You might feel like you now have found a sense of purpose and freedom.

You now have the right to love and respect yourself and your story.

"I came to understand I hadn't done anything wrong—it was done to me."

You may be more able to deal with change, trust others and talk freely.

"I have the right to speak and to share."

"I am reconnecting with my heart and story and the impacts it had on me and my family."

You may feel like you can now tell the story of a genocide that has happened to us.

You may be thinking, "What next?"

You might now be able to see a future for yourself and you might have new goals for yourself with which you'd like support.

You might now have hope for future generations—that they won't go through what you did.

You might now want to pass on your knowledge and wisdom to our children and future generations.

"I hold the knowledge now and they are the knowledge holders of the future."

You might now feel more connected to your cultural identity.

BE

Workers' behaviours

We open the door so you can keep growing.

We acknowledge how far you've come, and we will support you to keep going even further.

We will stay with you on your healing journey. You will always be part of the KBHAC community.

I understand my own story, so now I can help others.

We will stay with you on your healing journey. You will always be part of the KBHAC community.



DO

Workers' skills and actions

Be a role model and connect them with people in the KBHAC community to strengthen resilience, collective healing and growth.

Encourage their growing sense of independence and self-determination for them to live their lives to the fullest.

Celebrate how far they have come.

Create opportunities and encourage them to grow into their place in the KBHAC community and take part in events, collective healing and supporting others.

Support them to share their stories, including with younger generations and different communities.

Reassure them that the KBHAC community will always be there for them.

Conclusion

Through a genuine co-design and partnership approach, KBHAC and Nama Jalu have developed this Practice Framework that underpins KBHAC's activities and encapsulates the values, voices, and principles of the Survivor-led organisation. The Framework now serves as the central document for KBHAC, providing staff, service-users, and the community with a way of understanding how KBHAC will work alongside them. More broadly, the Framework provides a best practice example for how other stakeholders, such as different NGOs and different government organisations, can work with Survivors and their families in a way that understands and prioritises the healing journey, as well as supports a strong future for Survivors, their descendants and families, and our communities.

Impact of practice framework

The Practice Framework has made a strong impact on KBHAC and their practices as an organisation, but also continues to make a positive impact on the sector more broadly. KBHAC management and staff members have reported that the Framework has had a significant positive influence on their work and continues to resonate with their experiences at work, supporting them to consistently service the community in a way that aligns with the values of KBHAC. It has also been reported to be useful in showing service-users and the community how KBHAC works. Staff and community enjoy its visual and diagrammatic elements, which support it to be user-friendly and accessible by people who prefer visual communication styles.

The Practice Framework has the capacity to have an impact on healing practices for Survivors, families, and others impacted by the government policies that led to the Stolen Generations, as well as those effected by multigenerational trauma more generally. It has been well received by the broader Aboriginal community-controlled sector, with staff at KBHAC hearing from organisations in other areas, such as the Northern Territory, that they have used the Framework in the delivery of their services. Workers in NSW Health, NSW's Department of Communities and Justice, NSW Department of Education and mainstream NGOs. Through helping staff understand the complex challenges that Stolen Generations Survivors continue to

face, the Framework can support Aboriginal and government organisations to deliver both novel and existing models of case support. Further, through strengthening connections with Survivors and the broader community, the Framework can positively impact all stages of Aboriginal-led social work practices and cultural healing more generally.

Documented approaches for those affected by such policies and traumas remain limited. By taking a genuine co-design approach and culturally strong engagement methods that was led by the voices of Survivors and facilitated by trauma-informed Aboriginal team members, it is believed and hoped that this Framework will continue to contribute to the field of Aboriginal trauma-informed, Survivor-led approaches both nationally and internationally.

One of the KBHAC descendants Lesley Franks described that the Framework's importance comes from its ability to ensure that participants' initial introduction to their service is appropriate, with recognition of signs of trauma and responding in a trauma informed way being embedded in practice. It also helps people understand the impacts of trauma on themselves, their families, and their communities, and helps to ensure that no further traumatisation occurs for clients.

“This framework reinforces the need to revive basic steps to care and support, allowing trust and relationship to be built so help with healing can begin.”

Success factors

Throughout the development of the Framework, some critical success factors were identified by both parties. These included the culturally safe co-design approach and the open and flexible nature of the partnership. KBHAC and Nama Jalu staff developed a genuine relationship and working partnership that allowed, and continues to allow, meaningful collaboration in a respectful, culturally sensitive, and trauma-informed way. Further, the open and flexible nature of the collaboration meant that the development of the Framework could successfully progress and be completed despite the challenges faced by COVID-19. The acknowledgement from

both parties of the changing nature of the healing process over time allowed for the document to remain open to review as KBHAC continues to grow in their work with Survivors, their descendants and families, and communities.

To conclude, one of the KHBAC descendants Lesley Franks will share their words about the Practice Framework:

“Having a framework that works means a lot to me as I have accessed many services when in crisis, and it was clear to me not one had a guide to reference when my support needs became challenging. I have walked out of services many times who may have been able to assist, due to the staff being standoffish, using negative body language, and speaking in patronising ways, so I was not able to have my support needs addressed.

I wholly believe all people thrive in spaces where they feel safe, feel heard, are supported, encouraged, and spoken to with respect. When using this Framework, it sets out a plan of practice from the moment a participant enters the door. I get excited to think how many could be suitably supported using this Framework, which may then lessen the revolving cycle of going from service to service seeking support and/or disengaging from community altogether i.e., suffering in silence.”

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