Aboriginal Cultural Inclusion Framework 2011-2015

NSW GOVERNMENT
Family & Community Services
Ageing, Disability & Home Care

Minister's message

Political leadership and Ministerial accountability will be the cornerstones of the NSW Government's commitment to improve the lives of Aboriginal communities. As Minister for Ageing and Minister for Disability Services, I am committed to re-affirming the Government's intention to close the gap on Aboriginal disadvantage. Improving outcomes and opportunities for Aboriginal people and their communities is a whole of government responsibility.

My approach to ageing and disability services will focus on:

- supporting the development of a strong and vibrant Aboriginal workforce;
- strengthening Aboriginal Home Care;
- the delivery of the second phase of *Stronger Together*;
- consulting on the best way to implement client directed supports and client-focussed service arrangements; and
- working in partnership with the non-government sector to deliver the best possible outcomes for older people and people with a disability, their families and carers.

Ageing, Disability and Home Care has built a solid foundation in delivering flexible, responsive and culturally inclusive services for Aboriginal people.

I will support the Chief Executive to ensure that the guiding principles of the Aboriginal Policy Statement are implemented through the Aboriginal Cultural Inclusion Framework. The Framework will provide a new model of accountability for monitoring programs and services to ensure real improvements are delivered to older Aboriginal people, Aboriginal people with a disability, their families and carers.

Andrew Constance
Minister for Ageing
Minister for Disability Services

Cover image artwork by Colin Wightman

Foreword

Ageing, Disability and Home Care (ADHC) is committed to working in ways that are supportive and empowering of Aboriginal people, their families and communities. One way to achieve this is to strengthen service delivery and improve outcomes for Aboriginal people. Equally important is the implementation of a robust accountability and monitoring framework to ensure that strategies are being implemented to bring about real change in the level of disadvantage experienced by Aboriginal communities.

I am proud of ADHC's achievements to date but I acknowledge that there is still much to be done to achieve social and cultural inclusion for our Aboriginal clients and their carers.

The Aboriginal Cultural Inclusion Framework 2011 – 2015 provides a new model of accountability for monitoring the delivery of programs and services to Aboriginal people. An important part of the Framework is planning for the future needs of Aboriginal people by:

- engaging Aboriginal communities when planning and delivering services;
- employing more Aboriginal workers to provide 'face to face' assistance to Aboriginal people to access the services they need;
- taking a more flexible approach to service delivery; and
- strengthening overall accountability of ADHC's work to improve outcomes for Aboriginal people.

I will lead ADHC in implementing this new accountability and monitoring framework and look forward to working in collaboration with Aboriginal clients, their families, communities and carers to develop a responsive service system that will be sustainable into the future.

Jim Moore
Chief Executive

Contents

1 What is the Aboriginal Cultural Inclusion Framework? 5

1.1 Why does ADHC need an Aboriginal Cultural Inclusion Framework?

1.2 How will the Aboriginal Cultural Inclusion Framework support culturally inclusive services?

1.3 Annual Aboriginal cultural inclusion strategies

1.4 ADHC Aboriginal Advisory Committee

2 Roles and responsibilities 9

Chief Executive

Aboriginal Service Development and Delivery Directorate

Central Office directorates

Regions

3 Implementation and reporting 10

3.1 Headline indicators

4 Overview 11

4.1 Key Result Areas, outcomes and secondary indicators

What is the Aboriginal Cultural Inclusion Framework?

1

The *Aboriginal Cultural Inclusion Framework 2011 – 2015* provides a new model of accountability for the delivery of programs and services to older Aboriginal people, Aboriginal people with a disability, their carers and families.

The Aboriginal Cultural Inclusion Framework builds upon the Aboriginal Policy Statement which outlines the commitment of Ageing, Disability and Home Care (ADHC) to strengthen services for Aboriginal people and provides the overarching principles and objectives of ADHC's Aboriginal policies and programs. The Policy Statement commits the agency to work towards the following Key Result Areas (KRAs).

Aboriginal communities will be engaged and included
Aboriginal people are engaged in all aspects of service development, planning and delivery.

Strengthened services
Services will develop their capacity to provide culturally competent services that meet the needs of Aboriginal families and their communities.

Innovative and flexible services
Innovative and flexible service planning and delivery will focus on the needs of our Aboriginal clients.

Aboriginal workforce diversity
Aboriginal workforce participation will be increased in ADHC operated and ADHC funded services.

Social inclusion through access and awareness
Culturally specific resources will be developed to increase awareness of and access to services by Aboriginal people and communities.

The *Aboriginal Cultural Inclusion Framework 2011 – 2015* outlines the outcomes ADHC aims to achieve under each of the KRAs and the indicators we will use to assess our success.

1 What is the Aboriginal Cultural Inclusion Framework?

1.1 Why does ADHC need an Aboriginal Cultural Inclusion Framework?

Aboriginal people are the most socially and economically marginalised people in New South Wales and experience greater barriers in accessing services than the rest of the community. Some of these barriers are related to poor linkages and coordination across the system, cultural misunderstanding by service providers, socio-economic issues, racial discrimination and some are about the availability and distribution of services.

The Aboriginal Cultural Inclusion Framework will assist ADHC to reduce potential barriers, deliver improved services to Aboriginal people, and provide consistency in developing ADHC's cultural capability to meet the needs of Aboriginal people. In this context cultural capability means the "skills, knowledge and behaviours that are required to improve and deliver services in a culturally respectful and appropriate manner to Aboriginal people."[1]

The Aboriginal Cultural Inclusion Framework provides an overarching monitoring and accountability framework which consolidates ADHC's approach to improved service delivery. It builds on ADHC's previous Aboriginal policy initiatives and the recommendations of the NSW Ombudsman's 2010 report Improving service delivery to Aboriginal people with a disability: A report of the implementation of ADHC's Aboriginal Policy Framework and Aboriginal Consultation Strategy.

1. Queensland Health Strategic Plan for Multicutural Health 2007–2012, Brisbane

1.2 How will the framework support culturally inclusive services?

A number of key policy and initiatives will complement the Aboriginal Cultural Inclusion Framework.

- *The Let's See It Through: Aboriginal Employment Strategy 2011 – 2015* sets out the strategies ADHC will undertake to employ additional Aboriginal staff, retain our staff and support their career development. The strategy commits the agency to working towards a new target of 10 percent representation of Aboriginal employees across the ADHC workforce by 2015.
- The Aboriginal Impact Statement Checklist and Guidelines provide a consistent way for the agency to engage Aboriginal people in the development and implementation of new and reviewed policies, procedures and services.
- The Aboriginal Consultation and Engagement Toolkit will provide a practical resource to assist the agency to consult effectively with Aboriginal people and communities.
- The Aboriginal Cultural Competency Training Framework ensures ADHC delivers high quality, consistent cultural competency training to equip staff and managers to provide culturally inclusive services and promote a culturally competent and supportive working environment.
- The Services Our Way – Aboriginal Support Packages provide a flexible person-centred service delivery model for Aboriginal clients with a disability; ensuring Aboriginal clients are the driver of how and where services are sourced and delivered to meet their needs.

1.3 Annual Aboriginal Cultural Inclusion Strategies

The Aboriginal Cultural Inclusion Framework requires ADHC regions and Central Office to develop annual Aboriginal Cultural Inclusion Strategies detailing the specific actions they will undertake to achieve the KRAs and outcomes. It also provides guidance to ensure that services, programs and policies of the agency are culturally inclusive.

1.4 ADHC Aboriginal Advisory Committee

An important element of the Aboriginal Cultural Inclusion Framework is the establishment of a state-wide, strategic ADHC Aboriginal Advisory Committee which will include the Chief Executive, the Deputy Directors-General and up to twelve external Aboriginal community members. The Committee will inform a strategic and coordinated approach to ensure culturally inclusive service delivery.

The ADHC Aboriginal Advisory Committee has the following roles:

- to oversee the implementation and review of the Aboriginal Cultural Inclusion Framework and related documents
- to provide a communication and consultation mechanism for Aboriginal people and communities across NSW
- to receive reports from and provide advice to regions and Central Office on the development, implementation and monitoring of Aboriginal Cultural Inclusion Strategies.

Roles and responsibilities under the Aboriginal Cultural Inclusion Framework

2

Chief Executive

The Chief Executive provides leadership and strategic management in relation to the development and implementation of the Aboriginal Cultural Inclusion Framework and related documents.

The Aboriginal Service Development and Delivery Directorate

The Aboriginal Service Development and Delivery Directorate (ASDD) provides leadership, coordination, and support across ADHC for improved responsiveness of programs and services for Aboriginal people, their families and communities.

ASDD is responsible for:

- monitoring Aboriginal Cultural Inclusion Strategies and providing consolidated reports to the Executive and the ADHC Aboriginal Advisory Committee
- providing advice and support to regions and Central Office in relation to the development of and reporting on cultural inclusion strategies
- coordinating the development of the Central Office cultural inclusion strategies
- providing the secretariat to the ADHC Aboriginal Advisory Committee.

Central Office directorates

Central Office directorates are responsible for;

- the development and implementation of strategies relevant to their area of responsibility for inclusion in the Central Office Aboriginal cultural inclusion strategy
- providing six monthly reports on strategy they are responsible for, through the ASDD
- presenting reports on progress to the ADHC Aboriginal Advisory Committee when requested.

Regions

Regional Aboriginal cultural inclusion strategies will provide an action plan to improve access for Aboriginal people and for delivering culturally inclusive services.

Regions are responsible for;

- development and implementation of their Aboriginal Cultural Inclusion Strategies
- presenting their draft annual cultural inclusion strategies to the ADHC Aboriginal Advisory Committee for input and endorsement,
- providing six monthly reports on their strategies to the ASDD
- presenting an annual report to the ADHC Aboriginal Advisory Committee on the outcomes of their strategies
- monitoring their own regional performance against their Aboriginal Cultural Inclusion Strategies.

3 Implementation and reporting

Monitoring of the Aboriginal Cultural Inclusion Framework will incorporate the following key elements:

- Six monthly progress reports by regions and Central Office to ASDD and yearly reports to the state-wide ADHC Aboriginal Advisory Committee detailing the actions and performance measures in the Aboriginal Cultural Inclusion Strategies.
- Six monthly consolidated state-wide reports to the Executive and the ADHC Aboriginal Advisory Committee, on outcomes against performance measures and strategies.
- Provision of data by regions and relevant Central Office directorates on the Framework's performance indicators.
- Incorporation of responsibilities under the Aboriginal Cultural Inclusion Framework into Senior Executive performance agreements.
- An annual internal evaluation of performance under the Framework to inform its ongoing development.

The Aboriginal Cultural Inclusion Framework provides a monitoring framework which will evolve over time. As a result, data is not yet available for some of the indicators. Work will be undertaken over the life of the Framework to develop ADHC's data capacity and refine the indicators in relation to Aboriginal service delivery. These indicators are marked in the Key Result Area (KRA) tables with an asterisk (*).

3.1 Headline Indicators

ADHC's progress in achieving culturally inclusive service delivery will be primarily measured by improvements in the following Headline Indicators:

- Proportion of Aboriginal people accessing ADHC and ADHC funded services (KRA 2 & KRA 5).
- Proportion of the potential population of Aboriginal people accessing disability and aged care services (KRA 2 & KRA 5).
- Number of Aboriginal clients receiving person-centred flexible support packages (KRA 3).
- Percentage of Aboriginal staff employed by ADHC (KRA 4).
- Governance and consultation model implemented at a state and regional level (KRA 1).
- Expenditure on Aboriginal disability and aged care programs and services (all KRA's).

The Aboriginal Cultural Inclusion Framework overview

4

The following table provides an overview of the Key Result Areas, the outcomes under each KRA and the secondary level indicators linked to the outcomes.

This table provides the basis for the development of and reporting on Aboriginal Cultural Inclusion Strategies.

KRA 1 - Aboriginal communities will be engaged and included Aboriginal people are engaged in all aspects of service development, planning and delivery.	
Outcomes	**Initial indicators/measures**
i Consultation with Aboriginal communities and stakeholders informs the development and delivery of all ADHC programs, policies and services. ii Formal consideration of the impact of all new policies and programs on Aboriginal people and communities.	■ Aboriginal consultation plans developed and implemented. ■ All Aboriginal Cultural Inclusion Strategies are presented and endorsed by the ADHC Aboriginal Advisory Committee. ■ Number of Aboriginal impact statements included in program and policy proposals.

KRA 2 - Strengthened services Services will develop their capacity to provide culturally competent services that meet the needs of Aboriginal families and their communities.	
Outcomes	**Initial indicators/measures**
i. ADHC staff and ADHC funded services are culturally competent and inclusive. ii. Aboriginal non-government organisations (NGOs) have the capacity to deliver quality services which meet service standards. iii. Improved data collection and management processes to support needs assessment, allocation of resources and accurate reporting on service participation levels across the community care sector at a local, regional and state-wide level. iv. Aboriginal Home Care has the capacity to expand and deliver quality services.	■ Percentage of ADHC staff who have completed Aboriginal cultural competency training across the agency. ■ Increase in funding allocated to Aboriginal NGOs and increase in number of Aboriginal NGOs receiving funding. ■ Number of Aboriginal NGOs assisted through the procurement processes.* ■ Number of Aboriginal NGOs meeting required service standards.* ■ Increase in total funding allocated to non-Aboriginal NGOs for Aboriginal specific services and programs. ■ Contracts with NGOs incorporate requirements to develop and report on strategies to deliver culturally inclusive services.* ■ Services regularly survey client satisfaction with their services and use this information for continuous improvement.* ■ Increase in number of funded services and programs provided by Aboriginal Home Care.

KRA 3 – Innovative and flexible services Innovative and flexible service planning and delivery will focus on the needs of our Aboriginal clients.	
Outcomes	**Initial indicators/measures**
i. Aboriginal clients receive person-centred flexible service. ii. Location based approaches are implemented in partnership with Aboriginal communities, government and non-government services. iii. Evidence based research and evaluation relating to the needs and outcomes of our Aboriginal client groups.	■ Number of Aboriginal people accessing person-centred flexible models including the Aboriginal Service Delivery Model.* ■ Percentage of clients who report they are satisfied with services provided by the Aboriginal Service Delivery Model and other models.* ■ Number of Aboriginal evaluation and research projects both commenced and completed.* ■ Number of evaluation and research projects which include consideration of the needs of and outcomes for Aboriginal client groups.*

KRA 4 – Aboriginal workforce diversity Aboriginal workforce participation will be increased in ADHC operated and ADHC funded services.	
Outcomes	**Initial indicators/measures**
i. Implementation of *Let's See it Through: Aboriginal Employment Strategy 2011 – 2015*. ii. Aboriginal staff gain new skills and are provided with career development opportunities. iii. Aboriginal staff are retained within ADHC. iv. Increased Aboriginal employment and capability in ADHC funded services.	■ Aboriginal workforce reflects representation across all grades and professional areas. ■ Number and percentage of Aboriginal staff employed including staff in identified or targeted positions. ■ Number of Aboriginal staff participating in career and professional development courses. ■ Number of scholarships offered and accepted under ADHC Aboriginal Scholarship programs. ■ Increase in Aboriginal staff retention rates across the agency by targeted employment programs and professional areas. ■ Number and percentage of Aboriginal people employed by ADHC funded NGOs.*

KRA 5 – Social inclusion through access and awareness Culturally specific resources and approaches will be developed to increase awareness of and access to services by Aboriginal people and communities	
Outcomes	**Initial indicators/measures**
i. Marketing and communication strategies are culturally inclusive. ii. Aboriginal people have equitable access to services. iii. ADHC has culturally appropriate referral and assessment models which promote choice. iv. Increased access and awareness of disability and Home and Community Care services and programs.	■ Number and type of culturally specific resources developed and distributed.* ■ Aboriginal community engagement activities undertaken.* ■ Number of Aboriginal people by program/service type and client type accessing all ADHC operated and ADHC funded services.

Ageing, Disability and Home Care
Department of Family and Community Services NSW
Level 5, 83 Clarence Street
Sydney NSW 2000

Phone 02 8270 2000
TTY 02 8270 2167
www.adhc.nsw.gov.au

© July 2011

ADHC 957 0711