ABORIGINAL CULTURAL COMPETENCY STANDARDS
A Self-Assessment Process for Community Housing Providers

ABORIGINAL CULTURAL COMPETENCY STANDARDS
A SELF-ASSESSMENT PROCESS FOR COMMUNITY HOUSING PROVIDERS

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Our Place - Pathways to Community Spirit
Acrylic on Canvas, 2015

The artwork used in this document was created by:

Lorraine Brown is the premier artist of the Coomaditchie United Aboriginal Corporation. Lorraine is a Jerrinjah woman born in Bega. One of 7 children. Lorraine views her ability to paint as a gift. She uses bold colours that reflect her coastal upbringing. "We're East Coast Saltwater People" Lorraine says "My colours symbolize my life. I had a great childhood, hgreat parents and family and extended family."

Narelle Thomas is one of Lorraine's sisters. Narelle is Lorraine's key support worker. While Lorraine does the fine work Narelle fills in the details. "But I need to be able to see what Lorraine is thinking – otherwise it's no good, I can't go do it". Lorraine and Narelle work like professional dancers, one leads and the other follows and no-one steps on any toes. You can see they have been working together for many, many years.

ABORIGINAL CULTURAL COMPETENCY STANDARDS
A SELF-ASSESSMENT PROCESS FOR COMMUNITY HOUSING PROVIDERS

ABOUT THE SELF-ASSESSMENT PROCESS

1. ABORIGINAL CULTURAL COMPETENCY STANDARDS

Seven Aboriginal cultural competency standards for self-assessment have been developed through a collaborative process with the community housing sector[1]. The standards are outlined in Diagram 1. The self-assessment process will enable community housing providers to review and improve their cultural competency in relation to these standards.

STANDARD 2
HISTORICAL & SOCIAL FACTORS

STANDARD 3
PERSON & FAMILY CENTRED PRACTICE

STANDARD 7
FEEDBACK ISSUES RESOLUTION

STANDARD 1
RIGHTS

STANDARD 4
SERVICE ACCESS & SUPPORT

STANDARD 6
GOVERNANCE

STANDARD 5
SERVICE DELIVERY & PRACTICE

1 Over 20 community housing providers provided input into these standards via workshops held across NSW.

2. CONTEXT WITHIN THE COMMUNITY HOUSING FOR ABORIGINAL PEOPLE STRATEGY

Developing cultural competency standards within the mainstream community housing sector is a key deliverable of the Community Housing for Aboriginal People 2012-14 Strategy (CHAP).

The self-assessment process is designed to work in a complementary fashion along with other community housing sector resources (including Foundations for Success – a guide for social housing providers working with Aboriginal people and communities released in March 2015) and to facilitate achievement of other CHAP deliverables, including:

- Developing strategies which focus on sustainable Aboriginal tenancies
- Maintaining an upward trend for Aboriginal household targets in mainstream community housing
- Promoting employment opportunities for Aboriginal staff in mainstream community housing
- Establishing local partnerships that support capacity development and are of mutual benefit to both Aboriginal community housing organisations and mainstream community housing providers, such as a mentoring program.

PRINCIPLES OF THE CHAP ENGAGEMENT FRAMEWORK

The underpinning principles and engagement areas from the CHAP, and which inform this resource, are:

- **Information:** providing balanced and objective information to help clients understand issues, options, opportunities and solutions.
- **Consultation:** obtaining, listening to and acknowledging the impact of client feedback during the development of policies, projects, products and services.
- **Involvement:** working directly with clients throughout the development of policies, projects, products and services, to ensure their concerns are reflected in the process.
- **Collaboration:** partnering with clients in each aspect of decision-making processes, to incorporate their advice and innovation as far as possible.
- **Empowerment:** implementing the decisions of clients.

3. HOW THIS RESOURCE IS ORGANISED

The self-assessment process is organised around the seven cultural competency standards.

FOR EACH STANDARD, THERE IS:

- A conversation starter which includes:
  - A summary of the key principles which support the standard
  - The key features of each standard (usually four features per standard)
  - Prompt questions for each standard feature (designed to promote discussion and valid self-assessment)
  - Examples of good and leading practice.

- A self-assessment matrix which can be used to assess where your organisation is currently up to and to identify examples of good and leading practice which may assist your organisation to achieve a higher level of cultural competency.

- A planning template which enables you to document what your organisation already does well and to plan for what you might want to do differently.

4. CONDUCTING A SELF-ASSESSMENT

The self-assessment process is intended to be flexible. It encourages a continuous improvement approach and can be adapted to suit your organisation's circumstances, capacity and tenancy profiles.

When starting the self-assessment process, it is recommended that you review all seven standards. However, you can approach the standards in any order and you can address the standards one at a time, or as a group. If you choose to explore them one at a time, it is a good idea to plan for when you will address the other standards so it stays on your organisation's agenda. Throughout the development of these standards, it was generally agreed that Standard 1: Rights is a good starting point for self-assessment. This is why Diagram 1 on page 5 of this document places it in the centre of all the standards.

EXPLORING EACH STANDARD HAS THREE BROAD STEPS:

1. **Begin the conversation** about Aboriginal cultural competency as it relates to the standard you are reviewing and your organisation

   Using the Conversation starter page:

   - Read and familiarise yourself with the key principles and features about that standard
   - Work through the prompt questions for the standard on the left hand side of the page and then discuss the corresponding examples of good and leading practice on the right hand side of the page.

2. **Use the Self-assessment matrix** for the standard you are reviewing to identify where your organisation is at now

   Using the Self-assessment matrix – a continuous improvement approach to Aboriginal cultural competence:

   - Consider each strategy listed on the matrix and tick those which your organisation currently implements and /or does well.
   - Identify areas which your organisation would like to improve. You can use the information in the self-assessment matrix and also in the Conversation starter for ideas.

You may find that your organisation implements leading practice in some areas but is less culturally competent in others, and this is to be expected. This will help you to identify both the areas where you are doing well and the areas for improvement, and both are important for planning

3. **Plan for change and continuous improvement**

   Using the Planner page:

   - Document your findings. The Planner page has a section to document the areas which your organisation is doing well and a section where you can plan for improvements. Use it as is or adapt it for your purposes or organisation.
   - Integrate your plan for improving cultural competency into your organisation's business plan. Monitor and evaluate implementation and continually improve as required.

Integrate your improvement plan into your organisation's business plan, and monitor and evaluate implementation

Use the planner page to document your findings and plan for improvements

1. Using the conversation starter, familiarise yourself with the standard you are reviewing

Work through the prompt questions for the selected standard and then consider

Identify areas which your organisation would like to improve

2. Using the self-assessment matrix, identify which strategies your organisation currently implements and does well

3.

THE SELF-ASSESSMENT PROCESS

5. CAUTIONARY NOTE ABOUT THE ENVIRONMENT FOR SELF-ASSESSMENT

Each Community Housing Provider (CHP) will have a unique set of circumstances, experiences, portfolios, stock, relationships, skills, resources, networks, connections, capacity and leadership.

In addition, the diversity and complexity within and between Aboriginal communities throughout NSW make the improvement of community housing service provision to these communities a complex and nuanced enterprise. Please use this process as a starting point for discussions within your services, with your partner organisations and with the people with whom you have existing relationships.

6. CONFIDENTIALITY

It is important to remember that this self-assessment process is for your organisation's INTERNAL use only. It relates to your organisation's circumstances, priorities, future planning and quality improvement processes.

There is no requirement that the outcomes of any assessments undertaken using these processes are made available to anyone outside the organisation and they cannot be used by FACS or anyone else to measure performance or compliance with any regulatory code.

7. RELATIONSHIP TO NATIONAL REGULATORY CODE

The National Law includes the National Regulatory Code, which sets out the performance outcomes and requirements that must be met by registered CHPs.

The performance outcomes under the National Regulatory Code are:

1. **Tenant and housing services** – the CHP is fair, transparent and responsive in delivering housing assistance to tenants, residents and other clients

2. **Housing assets** – the CHP manages its community housing assets in a manner that ensures suitable properties are available at present and in the future

3. **Community engagement** – the CHP works in partnership with relevant organisations to promote community housing and to contribute to socially inclusive communities

4. **Governance** – the CHP is well-governed to support the aims and intended outcomes of its business

5. **Probity** – the community housing provider maintains high standards of probity relating to the business of the provider

6. **Management** – the CHP manages its resources to achieve the intended outcomes of its business in a cost-effective manner

7. **Financial viability** – the CHP is financially viable at all times.

The CHAP cultural competency standards align to these performance outcomes in general terms.

In particular, outcomes 1, 2, 3, 4 and 6 above are clearly articulated in these standards as they relate to service delivery practices and principles for Aboriginal tenants and community engagement.

8. QUALITY IMPROVEMENT AND MANAGEMENT SYSTEMS

The majority of CHPs in NSW have existing Quality Assurance or Quality Improvement mechanism in place; however, as part of the CHAP strategy it is important that these systems be improved to specifically incorporate the cultural needs of Aboriginal tenants, families, communities and organisations.

Some CHPs have undertaken accreditation under the National Housing Standards and some of these Aboriginal-specific standards articulate into those national approaches but have particular importance for NSW Community Housing.

The expectation is that CHPs, as part of their existing commitment to the CHAP Strategy and goals, will extend their existing Quality Management System practices to encompass these areas of service delivery for Aboriginal people, tenants and communities.

There are various terminologies relating to Quality Improvement; however, in these draft standards the terms Continuous Improvement Cycle (CIC) and Quality Management System (QMS) are used to capture the basic process of continual and informed service development and improvement.

The following are some basic principles embedded within the 7 standard framework – each element will have particular relevance and unique meaning to each CHP (and they will demonstrate cultural competence and strive toward leading practice in ways that derive from their service history, local Aboriginal community, existing relationships and tenancy profiles).

These include:

- QMSs are supported by evidence of Aboriginal inclusion and relevant data.
- Aboriginal staff, clients and community members are actively engaged in QMS processes.
- Specific Aboriginal cultural assessment measures are included in QMS and planning processes.
- The views and interpretations of Aboriginal staff, clients and services are actively sought and included in QMS.

STANDARD 1 RIGHTS

KEY PRINCIPLES
Privacy, confidentiality, dignity, self-determination.
Rights to quality service provision, kinship principles and cultural safety.

PROMPT QUESTIONS…DEVELOPING EVIDENCE	EXAMPLES OF GOOD AND LEADING PRACTICE

1.1 Emphasis on respecting the choices, preferences and participation of Aboriginal people.

Q: How do we actively ensure the participation of Aboriginal people? **Q:** What guides us in developing service options and choices? **Q:** How do we measure good participation by our clients? **Q:** Do our processes suit different learning and communication styles?	• Culturally appropriate training provided. • Inclusion of advocacy roles and support for designated speakers and community representatives. • The board has Aboriginal members appointed (including a range of experience and expertise). • An Aboriginal advisory group is established and resourced.

1.2 Actively reflects the principles of freedom from discrimination, abuse and exploitation

Q: How well do we understand the principles of anti-discrimination and equity? **Q:** Do all levels and areas of our organisation operate on these principles? **Q:** What do we do to actively ensure these principles are reflected in our work? **Q:** Whose perspective decides issues where there are many opinions?	• Localised Aboriginal induction and training for all staff. • Annual review of policies with specific inclusion of Aboriginal perspectives (clients, staff, community). • Open dialogue forums with Aboriginal service providers. • Allocation of responsibility for meeting targets throughout organisation levels.

1.3 Practice reflects culturally-supportive and inclusive methods for Aboriginal clients and families.

Q: Are culturally-supportive practices currently employed? **Q:** Who decides what is culturally supportive – client or service provider? **Q:** How are options made available to Aboriginal clients? **Q:** Are our staff trained and supported to deliver these inclusive methods?	• Culturally tailored support services are provided. • Cultural practice review panel is established to improve service. • Local community representatives and partner agencies are involved in quarterly workshops to continually monitor and improve service delivery. • Staff, community and clients provide awards to staff demonstrating high standards in the provision of service to Aboriginal people.

1.4 Provision of opportunities and support for Aboriginal people to actively participate in the development of processes and policies.

Q: How do we test ideas and policy initiatives to ensure cultural appropriateness? **Q:** Do we have more than one "Aboriginal" voice or expert? **Q:** How do we acknowledge the contributions of Aboriginal clients, community members and organisations? **Q:** Do we rely mainly on paper-based or computer-based methods for policy development? Or do we actively canvas views face-to-face?	• Local Aboriginal service panel reviews draft policies. • Advocacy roles are actively supported (including community representatives and partners). • The board has experienced Aboriginal members appointed and engaged. • An Aboriginal Advisory Group is established and resourced.

SELF-ASSESSMENT MATRIX - A CONTINUOUS IMPROVEMENT APPROACH TO ABORIGINAL CULTURAL COMPETENCE

ABORIGINAL CULTURAL COMPETENCY STANDARD 1 RIGHTS

LEADING PRACTICE

NCOSS and NSW Federation of Housing Associations acknowledge service actions as a benchmark in sector leadership

Service signs up to the Close the Gap targets as a priority outcome for Aboriginal tenants and local communities

Historical and current social issues affecting Aboriginal tenants are a standing agenda item on management meetings and reporting

Service targets and goals setting incorporate local Aboriginal community priorities as developed through collaborative planning processes

Specific training provided to all staff regarding Aboriginal consumers' rights and tenancy support options in the local area

Local events are used as a regular forum to promote tenancy rights to Aboriginal community members with NAIDOC Week and Reconciliation Week being annual commitments

Local connections, referral mechanisms and service support options are assessed through a locally developed cultural appropriate matrix to ensure historical and family issues inform practice decisions

Management KPIs and service targets publicly and specifically report against rights-based criteria

Inclusivity and anti-discrimination practices within the service are tailored to meet the needs of the local Aboriginal community

Aboriginal tenants are provided with multiple confidential avenues to voice their opinions, concerns and suggestions regarding service delivery standards, quality and cultural safety

Audio-visual and YouTube segments are developed with the local community and tenants to demonstrate "rights in action" in their tenancies and service access journey

Tenant action committee and support group is established and resourced to provide peer education and reinforcement to Aboriginal tenants

Specific funding is allocated/sourced to enable an Aboriginal Outreach Worker to focus on rights and quality of service delivery to Aboriginal tenants

Dedicated staff training plans are enacted to ensure that all staff complete locally-recognised Aboriginal cultural competency training, including practical service elements for supporting tenancies by Aboriginal people and families

Aboriginal representation at all levels of service, policy and governance match local Aboriginal population demographics

Tenants are provided with access to independent advocacy and support options (both Aboriginal and non-Aboriginal) regarding their tenancy and consumer rights as a normal business practice

HIGH CULTURAL COMPETENCE

Staff receive training in Aboriginal-specific tenancy and consumer rights

Multiple Aboriginal community events are used throughout the year as a forum for promotion of tenancy rights

Service outcomes are mapped against Aboriginal tenancy rights with transparent reporting

Anti-discrimination principles are adhered to and promoted throughout the service to Aboriginal tenants

Evidence is actively sought from Aboriginal tenants regarding their understanding of rights and tenancy issues

Local posters and information resources are provided

"Yarn ups" and BBQs are used to generate tenant discussion and access to personal support and face-to-face information options

Aboriginal tenants are able to easily access rights and tenancy information from multiple sources within the service and through established referral partnerships

Comprehensive training is provided to all staff with particular inclusion of local information, speakers and practices

Aboriginal people are represented across the service commensurate with broad population standards (e.g. 3% target)

Aboriginal service networks and partnerships provide advice and practice support for working with Aboriginal tenants

Comprehensive service referral arrangements are available for Aboriginal tenants with local and confidential options promoted

MEDIUM CULTURAL COMPETENCE

Aboriginal tenants are provided with specific information concerning their tenancy rights and service rights

Aboriginal-specific pamphlets and brochures are displayed and provided to tenants

NAIDOC Week events are used to promote service support for the rights of Aboriginal tenants

Tenancy rights and service delivery standards are promoted by staff during interactions with Aboriginal tenants

Basic Aboriginal Cultural Awareness Training and Competency is provided for staff

AAboriginal staff are employed or local Aboriginal service partnerships are in place

Tenant rights are not individually explained and supported through culturally appropriate mechanisms

Aboriginal tenants are provided with general referral options regarding tenancy support and rights (e.g. phone numbers or general advice services)

LOW CULTURAL COMPETENCE

Little or no Aboriginal-specific cultural training in place

Few if any Aboriginal staff, board members or formalised working partnerships with Aboriginal groups, tenants or organisations

Limited knowledge of Aboriginal service user, consumer or other rights amongst staff

Aboriginal service advice and support is limited to single sources or individual worker's personal contacts

What do we do well and what evidence do we have for this? How do we know?	What might we do differently to align with this standard? What evidence do we need to collect? What timeframe will we do this in? Who will be responsible?

STANDARD 2 HISTORICAL AND SOCIAL FACTORS INFORM PRACTICE

KEY PRINCIPLES
Historical policies and practices are understood and addressed.
Social impacts and family dynamics are incorporated in service design.

PROMPT QUESTIONS…DEVELOPING EVIDENCE	EXAMPLES OF GOOD AND LEADING PRACTICE

2.1 Service strategies overtly address significant areas of historical impact and disadvantage for Aboriginal people.

Q: What are the major historical factors affecting Aboriginal people in our service region(s)?
Q: How do we know what is major or minor in terms of past policies and our role in the current housing and social sector?
Q: How do we assess the impacts of past practices and policies on our work and the way we do it?
Q: How much do we know about local Aboriginal culture, communities and history?

- Appropriate training is provided to planners, policy staff and service delivery specialists in social and historical factors affecting Aboriginal communities and families.
- Clear statements of recognition and support are provided as starting points for working with Aboriginal tenants and services.
- Local impacts and stories are used as learning tools.
- All staff and management are able to identify and describe local issues and impacts.

2.2 All staff complete and maintain relevant cultural awareness and cultural competency training specific to their area and clientele

Q: How often do we provide Aboriginal cultural competency training to our staff?
Q: Is our training provision generic in nature or specifically relevant to the communities we service?
Q: What input do local communities and tenants have into the scope and design of training?
Q: How do we measure the efficacy and impact of our Aboriginal cultural training?

- Localised Aboriginal cultural training is provided for all staff.
- Aboriginal cultural competency is specifically identified in all job descriptions and individual development plans (tiered to match job characteristics and community requirements).
- Clear linkages are made between training and service delivery outcomes (practical application).
- Staff with contact and responsibility for Aboriginal tenancies receive specialised cultural training.

2.3 Aboriginal social and cultural factors affecting tenancy are specifically addressed in service policies, procedures and practices.

Q: How do we identify social and cultural factors affecting Aboriginal clients in our policies and procedures?
Q: What aspects of our service are "Aboriginal-friendly" and welcoming?
Q: How do we adapt or interpret policies to support Aboriginal tenants?
Q: In what ways are we flexible in policy terms to account for factors affecting Aboriginal tenants?

- Cultural factors, knowledge, information and understanding are regularly discussed during policy development.
- Social factors affecting Aboriginal tenancies and families are actively researched to ensure current best practice standards are adhered to.
- Service practices proactively address potential areas of disadvantage or difficulty for Aboriginal tenants.
- Services have appropriate and reflective Aboriginal staff levels.

2.4 Specific strategies to ensure cultural safety, application of cultural principles and appropriate understanding of Aboriginal connection are deployed

Q: In what ways do we include Aboriginal concepts and principles of connection in planning and policy development?
Q: Do we only interact with Aboriginal community members when there is a problem or crisis?
Q: What feedback do we receive from Aboriginal clients regarding cultural appropriateness and safety?
Q: How do we measure the effectiveness of our Aboriginal community relationships and linkages?

- A Reconciliation Action Plan (RAP) is developed with the local Aboriginal community, staff and management.
- Organisational practice and policy actively identify areas of innovation and service improvement for Aboriginal cultural matters.
- An Aboriginal Advisory Group is established and resourced to provide clear advice to management and board members.
- Service staff have high proficiency of communication skills to ensure appropriate terminology is utilised in the correct situations (e.g. general cultural names, local collective names, language groupings, cultural identity and affinity, nations, country, kinship).

SELF-ASSESSMENT MATRIX - A CONTINUOUS IMPROVEMENT APPROACH TO ABORIGINAL CULTURAL COMPETENCE

ABORIGINAL CULTURAL COMPETENCY STANDARD 2
HISTORICAL AND SOCIAL FACTORS INFORM PRACTICE

LOW CULTURAL COMPETENCE		MEDIUM CULTURAL COMPETENCE		HIGH CULTURAL COMPETENCE		LEADING PRACTICE	
						Policies are formally reviewed annually by a well-resourced and recognised Aboriginal Policy Advisory Group	
						Local Elders are engaged in staff induction and training to provide local perspectives and stories, including historical events impacting on the local community, tenancy	
						Information and educational materials are developed featuring local community members and tenants to enhance understanding of rights amongst the Aboriginal community	
						Service targets and goals setting incorporate local Aboriginal community priorities as developed through collaborative planning processes	
				Reconciliation Action Plan (RAP) is developed in partnership with the local Aboriginal community and services		RAP and supporting policy development is recognised as Leading Practice through networks, sector peaks and other awards	
				Service reviews and planning identify and address Aboriginal service and communication needs with specific reference		Comparisons showing the service's improvements against Close the Gap standards are published and promoted locally	
				Practice principles address cultural safety requirements of local community members in multiple ways and formats		Local connections, referral mechanisms and service support options are assessed through a locally developed cultural appropriate matrix to ensure historical and family issues inform practice decisions	
				Understanding of local Aboriginal community issues and experiences informs practice decisions and communication approaches		Staff and management all have high proficiency in communication skills for working with Aboriginal tenants and community members	
		Broad Aboriginal cultural awareness training is provided to staff		Specific Aboriginal cultural awareness training is delivered to staff on a regular basis		Tailored and specialised Aboriginal Cultural Competency Training is delivered to all staff and management throughout the year	
		Aboriginal flag and artwork displayed in service waiting and reception areas		Multiple examples of Aboriginal artwork, imagery, connection and media are displayed throughout the service		Local Aboriginal artists and community members are commissioned and/or supplied to develop Aboriginal artworks, themes and other acknowledgement practices	
		Local communities, language groups, Nations or other culturally significant identifiers are included in service documents, materials and presentations		Copies of the National Apology and other key documents are available and promoted		Ceremonies and promotions relating to significant dates and events are held in partnership with the local community and Elders	
		Basic service needs mapping is undertaken regarding the locations, needs and access of Aboriginal people		Comprehensive community mapping and demographic planning is maintained to ensure appropriate focus on the needs of Aboriginal tenants and community members		Funding is provided /accessed for innovative Aboriginal tenancy support and retention initiatives to address historical disadvantage and recent community experiences	
No Aboriginal-specific information or referencing is included in service documents and materials		Information and materials specifically note Aboriginal people as tenants of the service or desirable potential tenants		Diverse marketing approaches and promotions materials are developed to suit the environment and historical context of local Aboriginal communities		Senior management of the service regularly meet with Aboriginal community leaders and service managers to assess the appropriateness and effectiveness of Aboriginal-specific initiatives	
Poor or limited knowledge of past practices and policies as they affect Aboriginal families and tenancies		Aboriginal people and families are portrayed in a positive manner		Program design and underlying philosophical approaches reinforce the inherent cultural and social values of the Aboriginal community and people		Differences between national/state approaches and the local approaches developed with community members are clearly articulated and justified according to local cultural and social requirements	
Little or no involvement of Aboriginal people, tenants or services in the development of service practices, policies or options		References to Aboriginal culture, families and issues are made in a strength-based framework		Impacts of policies and program initiatives are fairly and openly assessed for potential impacts for Aboriginal tenants and community members		Clear reporting is made to the local Aboriginal community and service networks regarding the service's performance against key elements such as Aboriginal involvement, engagement, participation, development	
Limited interaction or crisis-only engagement with Aboriginal tenants and services		Regular contact is maintained with key Aboriginal service providers		Clear partnership and service delivery agreements are developed with local Aboriginal service providers and NGOs with Aboriginal programs and staff		Collaborative, whole-of-family, service interactions occur across sectoral boundaries as needed in order to provide appropriate "wrap around" services for Aboriginal tenants and families	

What do we do well and what evidence do we have for this? How do we know?	What might we do differently to align with this standard? What evidence do we need to collect? What timeframe will we do this in? Who will be responsible?

STANDARD 3
PERSON AND FAMILY CENTRED PRACTICE

KEY PRINCIPLES
Individual, family, community needs are the focus of decision-making. Individual and family dynamics are respected and addressed through policies and strategies.

PROMPT QUESTIONS…DEVELOPING EVIDENCE	EXAMPLES OF GOOD AND LEADING PRACTICE

3.1 Decision-making processes are culturally sensitive, flexible and tailored for local needs.

Q: How do we as a service support tenants in their decision-making? **Q:** When do we recognise the need for flexible approaches? **Q:** How do we ensure that decision-making processes are culturally appropriate for Aboriginal tenants and families? **Q:** In what ways are processes localised or tailored for specific tenants, families or communities?	• Tenant rights and involvement opportunities are mapped out in diagrammatic form ("Tenancy Journey") and used as a reference point during tenancy management. • External advocacy services and Aboriginal agencies are invited to support tenants in negotiating tenancy issues. • Crisis issues can be flagged with a designated Aboriginal contact worker to prevent unnecessary escalation (e.g. funerals, mental health crises, non-resident stays). • Decisions are not required "on the spot" unless a crisis is evident or impending tenancy termination is looming (i.e. time is allowed for "offline" and "culturally appropriate" discussion).

3.2 Cultural needs are included in service planning and decision-making procedures

Q: Where do we get advice and information on what cultural aspects are relevant and critical to supporting tenancies? **Q:** Are there particular neighbourhoods, areas or locations which have cultural implications? **Q:** In what ways do we attempt to match family needs to housing allocations or transfers (e.g. bedrooms, transport, access)? **Q:** Do we have different families and groups advising our service staff and management?	• Kinship mapping and family connections are actively pursued as part of initial assessment and case management. • Confidential practice advice from experienced Aboriginal workers and housing specialists with experience working with Aboriginal families is used to ensure quality practice standards. • Staff are provided with individual cultural mentors and buddy system options. • Tenancy support staff receive dedicated training in family dynamics and communication skills with Aboriginal families.

3.3 Aboriginal clients and their families are actively supported to contribute to decisions.

Q: How do we understand what our Aboriginal clients want? **Q:** Do we have any working partnerships or collaborative arrangements with other specialist services? **Q:** When do we provide opportunities for tenants to participate in decision-making processes (as opposed to passive completion of criteria assessment procedures)? **Q:** What occurred when tenants (Aboriginal or non-Aboriginal) last disagreed with a decision or action of the service?	• Case management and case co-ordination roles are clearly allocated between partner organisations. • Management Key Performance Indicators (KPIs) include specific elements recognising the importance of collaborative and culturally-appropriate decision-making processes. • Managers specifically address cultural needs and decision-making processes during team debriefs, supervision and service reviews. • Information summaries, event notifications, and participation opportunities are distributed via SMS, Facebook and other direct methods.

3.4 Support mechanisms and partnership networks aim to address the range of family needs.

Q: What are the most common family issues that impact upon Aboriginal tenancies (and more generally)? **Q:** Do we have specific Aboriginal agencies or advisers to address these priority issues? **Q:** What do we currently do in cases of "complex needs" or crisis situations for our Aboriginal tenants? (If we do not currently have Aboriginal tenants in this situation, what do we need to plan for in the future?) **Q:** How many new Aboriginal partnerships or affiliations have been developed by us in the past year?	• "Whole of family" strategies are used to maintain a comprehensive tenancy map. • Established working arrangements are in place with Centrelink to ensure timely advice and clarification for tenants (within confidentiality constraints). • Specialist services (e.g. mental health, gambling support, chronic health care) are promoted and actively incorporated into tenancy management planning. • Assessments of family needs and tenancy maintenance use a "strength-based" methodology.

ABORIGINAL CULTURAL COMPETENCY STANDARD 3
PERSON AND FAMILY CENTRED PRACTICE

LOW CULTURAL COMPETENCE
- Ad hoc arrangements are in place with limited services to support staff working with Aboriginal tenants
- Poor or limited knowledge of past practices and policies as they affect Aboriginal families and tenancies
- Little or no involvement of Aboriginal people, tenants or services in the development of service practices, policies or options
- Limited interaction or crisis-only engagement with Aboriginal tenants and services

MEDIUM CULTURAL COMPETENCE
- Ad hoc arrangements are in place with limited services to support staff working with Aboriginal tenants
- Aboriginal staff are able to be mentored and supported by senior staff or Aboriginal personnel
- Practice guidelines for working with Aboriginal tenancies and families are updated in accordance with the latest policy and legislative settings
- Services specialising or experienced in working with Aboriginal clients in the Housing Sector are involved in developing service guidelines or practice support for staff
- A listing of support services is developed for Aboriginal tenants and staff
- General staff training on Aboriginal cultures and competencies includes family dynamics, communication skills and kinship elements
- Aboriginal tenants are asked to contribute to decision-making and planning
- Staff are able to access specialised training and professional support for working with Aboriginal families if required on a case by case basis

HIGH CULTURAL COMPETENCE
- Strength-based assessment and reporting approaches are trained and supported for all staff with specific focus on Aboriginal tenancy and family issues
- Case management and specific responsibility areas are well documented and negotiated with involved service providers
- Culturally appropriate decision-making and participation methods are mandated in service practices and policies
- Inter-service case management or tenancy maintenance is supported by service practices and policies
- Mentoring or coaching system is established to provide support to staff working with Aboriginal families who have complex needs
- Aboriginal staff are provided with resourced choices of mentor and professional development
- CIC is used to inform practice and support developments involving Aboriginal tenancies and families
- Specialist services are regularly consulted with and/or engaged in working effectively with Aboriginal clients and supporting family tenancies
- External advocacy services are available for Aboriginal tenants and staff
- Staff are provided with targeted and localised training and support regarding local Aboriginal cultural protocols, kinship connections and family relationship dynamics
- Aboriginal tenants, family members and/or advocates are involved throughout decision-making processes and tenancy support developments
- Training and support is provided to staff to enable them to understand and work effectively with Aboriginal families and tenancies with complex dynamics

LEADING PRACTICE
- Kinship mapping is a standard service provision option for all Aboriginal tenants
- Privacy and cultural safety guide family-based practices and expectations of participation
- Specific training on "Aboriginal concepts and impacts of shame" is undertaken with local and external providers to inform practice approaches
- Choice of staff contact member is available to Aboriginal tenants with an overarching concern for capacity, appropriateness and skill level
- Report writing and assessment guidelines are addressed through tailored training and workshops to ensure staff maintain high standards in documentation and appropriate cultural sensitivity regardless of sectoral nuances
- Staff attend fortnightly management supervision to ensure that case roles and resourcing are being appropriately maintained
- Confidential case reviews are conducted with Aboriginal advisers to assess policy effectiveness, practice appropriateness and potential improvements
- Involvement in intensive case planning and inter-service case management processes is fully supported and well resourced
- Buddy system and partner organisation placements are in place to embed cross-service collaboration and cross-sector co-ordination
- Mentoring and career development for staff prioritise the development of family-centred competency and practice skills
- Aboriginal competency assessments for staff and teams overtly review capacity and capability to provide service levels for complex Aboriginal family dynamics and situations
- Cross-sector expertise is actively sought and included in staff training and planning from areas such as mental health, Aboriginal health, child development, probation and parole, justice health, education, employment
- External advocacy and support services are regularly utilised by tenants and staff
- Kinship mapping and family connections form a standard component of tenancy management planning and integrated service care plans
- Planning is undertaken to maintain consistent information flow to key identified family members, including planning for alternate contacts and decision-making limitations
- Specialist training providers are sourced to deliver high level training on critical areas of family relationships and practice identified through CIC processes
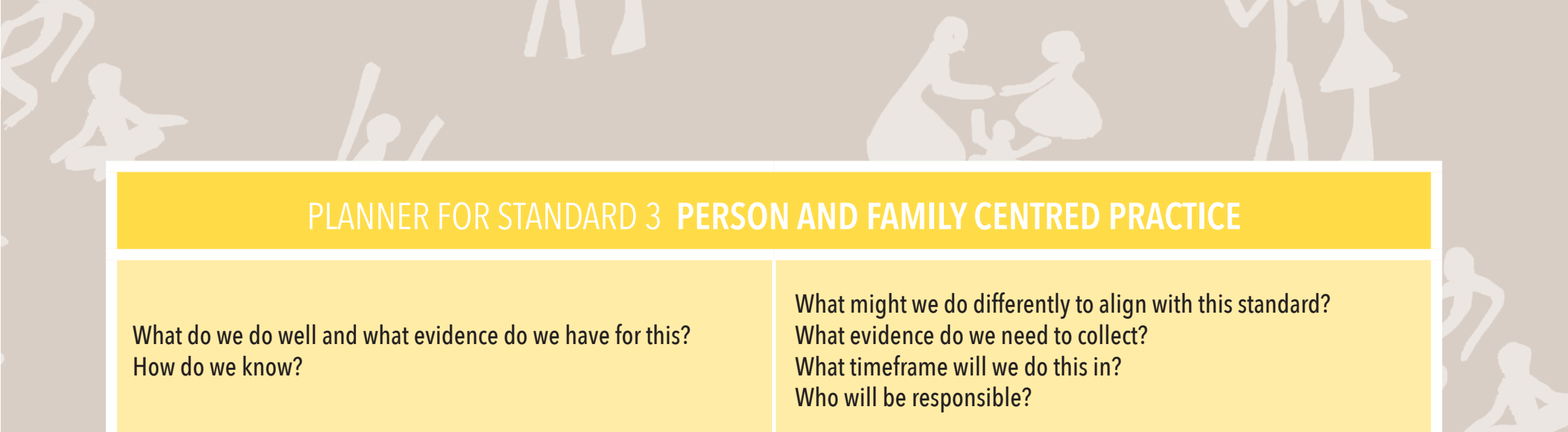
PLANNER FOR STANDARD 3 PERSON AND FAMILY CENTRED PRACTICE

What do we do well and what evidence do we have for this? How do we know?	What might we do differently to align with this standard? What evidence do we need to collect? What timeframe will we do this in? Who will be responsible?

CONVERSATION STARTER

STANDARD 4 SERVICE ACCESS AND SUPPORT	KEY PRINCIPLES Aboriginal people are able to access appropriate services for their tenancy needs. Services use and promote referral networks to Aboriginal tenants.
PROMPT QUESTIONS…DEVELOPING EVIDENCE	**EXAMPLES OF GOOD AND LEADING PRACTICE**

4.1 Services are demonstrably accessible to Aboriginal people and families

Q: Have we adapted any access methods to suit the needs of the local Aboriginal community? **Q:** In what ways are we welcoming and inviting to Aboriginal tenants? **Q:** What do we do differently/same for Aboriginal clients? **Q:** How are we perceived in the Aboriginal community? And how do we know this?	• Outreach system instigated to meet with potential tenants at other organisations. • Informal BBQ day provided to connect with local community members. • Elders morning tea hosted to build connections with community leaders and members. • Option of meetings being conducted outdoors or off-site if client prefers (rather than "interview room" style).

4.2 Service documentation and assessment procedures are appropriate to the needs of Aboriginal clients.

Q: Do our online or mobile systems require high data limits or access to computers? **Q:** If someone needs assistance, how do we offer this and decide what is appropriate? **Q:** What do we understand about the sensitivities for many Aboriginal families regarding disclosure of personal details and data matching fears? **Q:** Is our material on tenant rights, NSW Civil & Administrative Tribunal (NCAT) and other legal aspects suitable for the local Aboriginal community?	• Partnership developed with local community hub to provide access to computers and technical support during convenient hours. • Assessment processes include a "case review" style check by service staff and Aboriginal specialists to ensure "no gaps" and catch "information omitted for cultural reasons". • Non-official care arrangements are sensitively assessed (e.g. grandparents caring for multiple generations). • Flexible options are provided regarding any requirements for Aboriginality Certificates or bona fides based on local cultural practices and partnerships.

4.3 Aboriginal people are actively engaged in culturally appropriate materials and activities.

Q: Do we have promotional materials specifically aimed at Aboriginal tenants? **Q:** Are there any local materials specific to this community or area? **Q:** What assumptions are we currently making about Aboriginal literacy and numeracy (positive or negative)? **Q:** Are our materials strength-based in their design and content?	• Local "Aboriginal English" or "Plain English" versions of key information are developed with local partner agencies. • Aboriginal flag and artwork is appropriately and sensitively displayed on publications and materials. • Video, audio, print, mobile and online materials are developed with Aboriginal audience requirements specifically addressed. • Large font size is used for materials for "older" Aboriginal tenants (i.e. 45+ years).

4.4 Services are effectively developing and utilising referral networks across the range of Aboriginal service needs.

Q: Which areas or issues are not adequately covered by referral systems? **Q:** Are our referral networks "people-based" or "service-based"? **Q:** How many Aboriginal networks and referral pathways do we currently have in place? **Q:** What sensitivities are there regarding referrals and information sharing for the local Aboriginal community?	• Case Management approaches are used for tenancy support with clearly allocated agency and service responsibilities. • "One stop shop" guidelines allow for use of resources to co-ordinate meetings, documents, negotiations). • Partnerships are developed with the Non-Government Organisation (NGO) sector for Aboriginal-specific assistance and program support. • Joint applications and planning are conducted to provide a "whole of family" support network.

SELF-ASSESSMENT MATRIX - A CONTINUOUS IMPROVEMENT APPROACH TO ABORIGINAL CULTURAL COMPETENCE

ABORIGINAL CULTURAL COMPETENCY STANDARD 4
SERVICE ACCESS AND SUPPORT

LOW CULTURAL COMPETENCE	MEDIUM CULTURAL COMPETENCE	HIGH CULTURAL COMPETENCE	LEADING PRACTICE
			Service is recognised by awards or commendations from local Aboriginal community or leaders for its role in improving access for Aboriginal people
			Strategic planning days are jointly held with local Aboriginal service providers to improve service access arrangements
			Staff receive high level training in Aboriginal cultural communication skills and family interaction dynamics
			Joint case planning and support arrangements are developed based on Aboriginal tenant's preferences and cultural requirements
		Aboriginal art, design and imagery is used in Aboriginal-specific and generalist materials	Local Aboriginal artists and designers are included in procurement lists and tender processes
		Partnerships are developed with Aboriginal service providers and organisations to inform awareness of local businesses who deal respectfully with Aboriginal people	Aboriginal services and businesses are actively sought out to tender for contract work or service delivery partnerships
		Service has an Aboriginal workforce commensurate with local population demographics and tenancy profiles	Service employs many Aboriginal workers from local community, other areas, ages and backgrounds
		Transport support options are provided to Aboriginal tenants	Transport support is provided or negotiated through partnerships for Aboriginal tenants and families with specific family-friendly options resourced
	Information deemed relevant to Aboriginal tenants is forwarded to tenants and made available at the service	Information is provided in Plain English formats	Elders lunches and Aboriginal family days are held twice yearly at appropriate calendar times
	Information summaries are provided for Aboriginal tenants with limited cultural tailoring or presentation	Information is not "dumbed down" or over-simplified for Aboriginal audiences but appropriately packaged and presented	Information is tailored for priority Aboriginal audience segments (e.g. aged, young parents)
	Aboriginal people and services are invited to service events and functions	BBQs and informal events are held to provide opportunities for broader community access and development of connections	The service hosts an annual community event to recognise Aboriginal service leaders, community leaders and champions
	Some flexibility for Aboriginal tenants is available regarding meeting scheduling and locations	Case co-ordination ensures scheduling of meetings and appointments is reflective of Aboriginal cultural and family responsibilities	CIC indicates that meetings and appointments are improving with regard to key aspects such as Aboriginal tenant satisfaction levels, streamlining of schedules, fewer cancellations, equitable
Few if any partnerships with Aboriginal organisations or agencies providing services for Aboriginal people	Memorandums of Understanding (MOUs) or paper-based partnership agreements with Aboriginal services (e.g. Aboriginal Medical Service (AMS), Legal Service, Land Council)	Membership of local Aboriginal and Housing Sector committees and interagency networks are used to improve access via referral and partnership mechanisms	Elders are active supports of the service and provided with regular update opportunities and connection events
Few if any specific Aboriginal materials or information	Aboriginal flag is included on materials and brochures	Locally produced information materials are developed with Aboriginal people, services or designers	An Aboriginal communications guideline and checklist is implemented to ensure that all materials are assessed and, if necessary, amended to ensure appropriateness for the local Aboriginal community and tenants
No Aboriginal staff or arrangements for accessing experienced Aboriginal personnel in partner services	Limited informal connections and arrangements with Aboriginal service providers	Functional case management referrals are in place with Aboriginal service providers and supports	Aboriginal Workforce Plan is implemented to develop capacity within the service and improve service relevance to the local Aboriginal community
Formal office environment or interview locations only option available to Aboriginal tenants or community members	The option for out-of-office meetings is available on request	Cultural safety and confidentiality requirements of Aboriginal people are actively addressed with a range of alternatives available to tenants and community members	Culturally-appropriate intake, assessment and support procedures are developed to enable options of home visits, neutral venues, private rooms, choice of non-Aboriginal provider, ability to nominate preferred staff contacts

What do we do well and what evidence do we have for this? How do we know?	What might we do differently to align with this standard? What evidence do we need to collect? What timeframe will we do this in? Who will be responsible?

STANDARD 5 SERVICE DELIVERY AND PRACTICE	KEY PRINCIPLES Aboriginal cultural and family requirements drive service delivery. Knowledge-based and relationship-based service delivery is valued and promoted.
PROMPT QUESTIONS…DEVELOPING EVIDENCE	**EXAMPLES OF GOOD AND LEADING PRACTICE**

5.1 Aboriginal family, kinship and cultural responsibilities are incorporated in service decisions and practices.

Q: Where are Aboriginal cultural needs and aspects included in current policies and procedures? **Q:** When does Aboriginality come into play in terms of policy decisions? **Q:** Do we have multiple information sources and advice mechanisms concerning Aboriginal cultures and connections? **Q:** How do we know or understand that cultural issues are relevant in particular circumstances?	• Kinship mapping and family social support networks are developed with tenants as part of case management approach. • Tenants provide feedback through culturally safe and confidential processes to inform service practice reviews. • An Aboriginal Cultural Advisory Team is established. • Partnerships with local Aboriginal service providers and agencies specifically focus on service delivery improvements and shared expertise.

5.2 Aboriginal cultural and practice issues are clearly allocated within KPIs and responsibility structures for management.

Q: Does our annual report comment on service delivery achievements with Aboriginal tenants? **Q:** Are there specific KPIs addressing Aboriginal cultural and tenancy priorities across our organisation? **Q:** If targets for Aboriginal service delivery are not met, what happens? **Q:** Are senior managers reporting to local community leaders or organisational networks regarding Aboriginal service delivery goals and achievements?	• QMSs actively monitor and report on Aboriginal-specific and Aboriginal-relevant service activities. • Chief Executive Officer (CEO) reports to the board monthly on Aboriginal targets and issues as normal practice. • In complex case management instances service responsibilities are directly reported against as well as case reviews to assess changed strategies or requirements for altered focus. • Leadership roles for Aboriginal cultural awareness and connections are allocated throughout the organisation across service streams.

5.3 Staff are provided with appropriate and consistent training in relevant cultural competencies for service areas.

Q: Do we have an Aboriginal Cultural Awareness requirement? **Q:** How often do staff receive training or information on Aboriginal communication, family dynamics, sensitive issues or terminology changes? **Q:** Do the local community refer to themselves as Aboriginal, Torres Strait Islander, Indigenous, Koori, Murri, Goori, or some other collective term? **Q:** Do staff understand the term "Stolen Generations" and its impacts?	• Aboriginal cultural awareness and competency training is delivered for all staff through a tiered approach aligned with their role descriptions and responsibilities (e.g. basic awareness for non-contact and off-site administrative roles; intense training for case managers and tenancy support officers, overview training and policy perspectives for managers and committee members) – but with consistent core goals and learning outcomes. • Monthly Personal Development Plan reviews prioritise Aboriginal cultural competency as a key deliverable. • Funding is allocated annually for leading practice training (e.g. Mental Health Course specifically for assisting Aboriginal clients). • Information package of local history, stories and events is provided to all staff.

5.4 Strategic workforce and service planning includes recruitment and retention of Aboriginal staff and partnering with Aboriginal services.

Q: Do we actively pursue Aboriginal employees? **Q:** Are our Aboriginal staff only employed or contracted for Aboriginal-specific roles or activities? **Q:** How are Aboriginal staff and managers of Aboriginal staff supported and included in service decisions and design? **Q:** If we do not have any Aboriginal staff internally what are our networks and partnerships like?	• Local partnerships established with job support agencies and employment programs to promote the opportunities of work with the CHP sector. • Mentoring mandated for Aboriginal employees to ensure they can "switch off" and maintain reasonable boundaries within community settings. • Aboriginal staff are offered opportunities to work in a wide range of BOTH Aboriginal-specific and generalist roles. • Network relationships are employed to supplement internal expertise and access specialised services (e.g. grief counseling, domestic violence, juvenile justice, preschool access).

SELF-ASSESSMENT MATRIX - A CONTINUOUS IMPROVEMENT APPROACH TO ABORIGINAL CULTURAL COMPETENCE

ABORIGINAL CULTURAL COMPETENCY STANDARD 5
SERVICE DELIVERY AND PRACTICE

LOW CULTURAL COMPETENCE	MEDIUM CULTURAL COMPETENCE	HIGH CULTURAL COMPETENCE	LEADING PRACTICE
			The service is recognised through local and regional awards for service delivery and other relevant categories of service quality for Aboriginal people
			Long-term strategic planning occurs to develop local service partnerships with key sector agencies
			Aboriginal cadetships and traineeships are provided for local Aboriginal students and graduates
			Multi-agency coordination case management is used to maintain and support tenancies
		Staff have a designated contact point for practice issues and debriefing when working with, or preparing to work with, Aboriginal tenants	The service has an identified and senior "champion" for quality Aboriginal service delivery
		Managers each have specific reportable KPIs regarding Aboriginal service delivery elements	All programs have reportable and meaningful measures of service quality and appropriateness for Aboriginal tenants
		Service management guidelines specifically develop professional support plans for Aboriginal staff and non-Aboriginal staff working with Aboriginal tenants	Service standards and guidelines are assessed against national best practice standards and quality criteria developed collaboratively with local communities and agencies
		There are multiple avenues by which staff can access cultural information, receive practice support and develop a broad knowledge of the local community needs and issues	Staff are provided with opportunities to access nationally-recognised training and networking opportunities in order to enhance their Aboriginal cultural competencies and practice repertoire
	Staff are able to identify and access Aboriginal cultural competency areas required for their role	Skills updates are matched in a timely fashion to tenancy profiles and case allocations	Service-wide Aboriginal competency assessment measures are undertaken annually to ensure capacity and capability parallels community and service needs
	Organisational representatives attend major community events such as NAIDOC Week	CEO and senior managers regularly attend Aboriginal community events and networking opportunities	Staff and managers from various areas (not just those specifically servicing Aboriginal tenants) frequently participate in community functions and activities
	Staff are able to access mentor and coaching opportunities for specific practice support	Internal mentoring and coaching in Aboriginal service practices and approaches is provided to all staff	National standards for Aboriginal mentoring as well as recognised qualifications in coaching are promoted and supported throughout the organisation
	Some access to Aboriginal advisers and support personnel is available on a needs basis	External and independent sources of Aboriginal cultural advice, guidance and referral are fostered and developed for access by staff	Aboriginal guest presenters, coaches and trainers are regularly contracted and invited to deliver practice guidance and skills enhancement to staff
No specific reference to Aboriginal culture or kinship in policies or procedures	Limited reference to and understanding of Aboriginal cultural factors and kinship dynamics	Aboriginal tenancies are supported and maintained through the effective use of kinship mapping, family intersection planning and inclusion of cultural factors	Detailed Aboriginal cultural protocols and family kinship form the basis of tenancy support and case management when working with Aboriginal clients
Responsibility for developing Aboriginal service standards and partnerships is poorly allocated within the service or reliant on individual initiative	Service delivery standards and policies have limited guidance concerning Aboriginal tenancies and partnership development	CIC processes monitor and develop appropriate policies and service guidance for staff working with Aboriginal tenants	Overall service planning includes long-term implementation plan for upskilling of all staff in the areas of Aboriginal cultural competency and practice
Training on Aboriginal service delivery, practice requirements and skill development is limited or only in response to crisis events	Aboriginal staff or those with direct Aboriginal tenancy support roles are provided with Aboriginal cultural competency training	Comprehensive and targeted training in Aboriginal cultural awareness and understanding is provided to all staff	Service recognised as a sector leader in the development of Aboriginal workforce, partnerships and service delivery
Aboriginal staff and networks are limited or non-existent	Aboriginal people are encouraged to apply for positions when they become available through Aboriginal media and networks	Active measures are taken to increase employment of Aboriginal people and develop networks with local Aboriginal agencies	Specific goals are established regarding the recruitment and development of a well-trained and well-regarded Aboriginal workforce with high level partnerships and referral networks

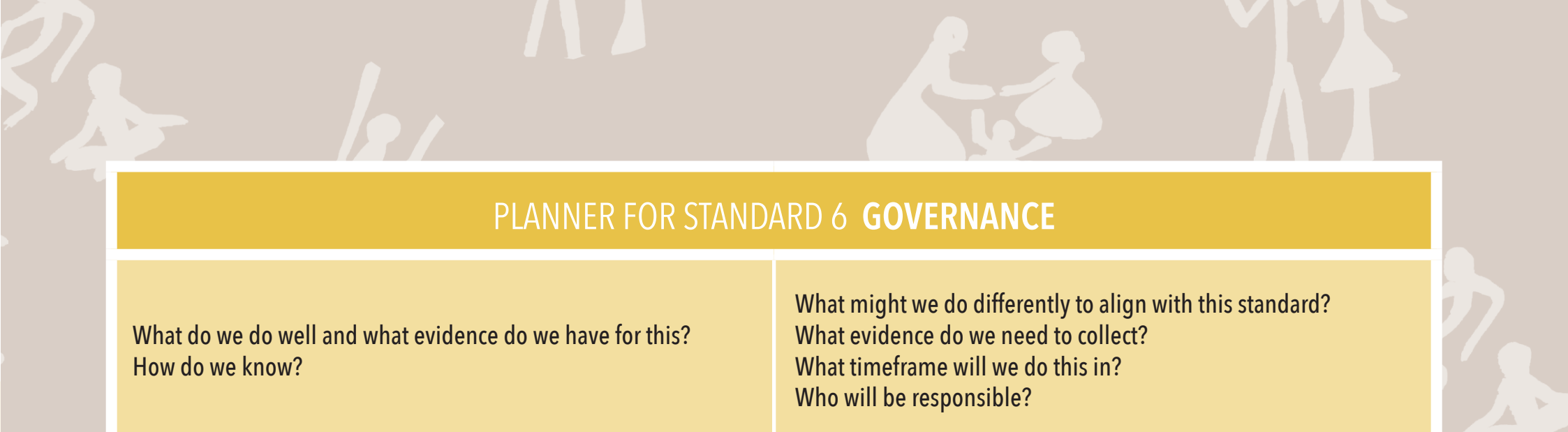| What do we do well and what evidence do we have for this? How do we know?	What might we do differently to align with this standard? What evidence do we need to collect? What timeframe will we do this in? Who will be responsible?

STANDARD 6 **GOVERNANCE**	**KEY PRINCIPLES** Governance roles lead change and inclusion of Aboriginal issues. Strategic leadership is responsible for driving change throughout the service.
PROMPT QUESTIONS…DEVELOPING EVIDENCE	**EXAMPLES OF GOOD AND LEADING PRACTICE**

6.1 The board/management committee takes the lead in Aboriginal inclusion, cultural training and service development.

Q: Have all board members undertaken Aboriginal Cultural Awareness and/or Competency Training? **Q:** Has there been any external advice or development support provided to the board in relation to Aboriginal service delivery? **Q:** Are there any Aboriginal board members? If so, how many and for how long? **Q:** Are there other ways that the board ensures it is fully appraised of current best practice and service provision for Aboriginal tenants?	• Board members undertake annual Aboriginal Cultural activities. • Annual General Meeting (AGM) reporting overtly addresses improvements and issues in Aboriginal service delivery. • Board instigated Aboriginal-specific KPIs in all management contracts which are directly reportable. • Two (2) board members nominated as the Aboriginal service portfolio contacts – one female and one male.

6.2 Board/Committee members are all capable of leading service practices and standards as they relate to Aboriginal inclusion.

Q: How consistent across board members is the understanding of service standards as they relate to Aboriginal tenants? **Q:** What specialist experience, training, qualifications, skills do board members bring to the organisation in relation to Aboriginal service delivery? **Q:** Is there a board level champion or portfolio holder for Aboriginal inclusion and service delivery? **Q:** is the board accountable to the local Aboriginal community or tenants for their actions?	• Board prioritised a Reconciliation Action Plan (RAP) and ensured its ratification. • All policies are reviewed with specific Aboriginal cultural criteria developed with local community leaders. • CEO is required to provide an update regarding Aboriginal policy and funding changes to the board at each board meeting (e.g. changes to aged care arrangements, disability pension changes). • A comprehensive 10 year Aboriginal capacity building and employment strategy was developed by the board as part of its commitment to the local community.

6.3 Aboriginal client and community issues are included as a standard and central area of planning consideration at the governance level.

Q: Have all board members undertaken Aboriginal Cultural Awareness and/or Competency Training? **Q:** Has there been any external advice or development support provided to the board in relation to Aboriginal service delivery? **Q:** Are there any Aboriginal board members? If so, how many and for how long? **Q:** Are there other ways that the board ensures it is fully appraised of current best practice and service provision for Aboriginal tenants?	• Board members undertake annual Aboriginal Cultural activities. • AGM reporting overtly addresses improvements and issues in Aboriginal service delivery. • Board instigated Aboriginal-specific KPIs in all management contracts which are directly reportable. • Two (2) board members nominated as the Aboriginal service portfolio contacts – one female and one male.

6.4 Strategic planning assesses the impacts of management decisions for Aboriginal inclusion and service delivery.

Q: What QMS is in place currently for the board to monitor success of Aboriginal-specific or Aboriginal-relevant initiatives? **Q:** Does the board specifically enquire regarding Aboriginal perspectives, feedback and outcomes? **Q:** What role do Aboriginal culture, values and issues have in the board's formulation of policy? **Q:** Has the board secured or consented to any additional or targeted funding related to Aboriginal service delivery?	• Board members have designated portfolio responsibility for Aboriginal service delivery. • The board conducts an annual facilitated review of programs and policies with management using external facilitation to assess and improve Aboriginal engagement and outcomes. • Ownership of decisions and public accountability is by the Chairperson and CEO. • Clear strategic targets are established by the board to improve Aboriginal engagement, representation, relationships and participation.

SELF-ASSESSMENT MATRIX - A CONTINUOUS IMPROVEMENT APPROACH TO ABORIGINAL CULTURAL COMPETENCE

ABORIGINAL CULTURAL COMPETENCY STANDARD 6   GOVERNANCE

LEADING PRACTICE

Chairperson and senior governance members are publicly accountable for the service's actions and achievements regarding improvements in Aboriginal relationships, services provision and partnerships

Separate Aboriginal Womens' and Mens'; Youth and Aged representation is provided at the service management level

Aboriginal Governance Awards and Community Service Awards recognise the service's commitment and achievements in Aboriginal service delivery and relationship building

Aboriginal service delivery and partnerships impact forms a standard review element in all funding and policy initiatives

Board/Committee members participate in annual cultural activities with local Aboriginal Elders and community leaders

Board/Committee has developed an Aboriginal Reconciliation Action Plan (RAP) in collaboration with the local community and services

A specific Aboriginal tenancy portfolio is established with female and male committee members

Relationships with sector leaders and peak bodies in the Housing and Aboriginal Affairs arenas are well developed to enable regular briefings and presentations from high level practitioners and policy advisers

Board/Committee memberships include local Aboriginal representatives

The service contributes at a strategic level to policy and legislative debate and development to ensure higher practice standards for Aboriginal tenancy in the sector

The board/committee establishes a clear Aboriginal employment and capacity building target through its strategic policy framework

Members of Aboriginal governance boards and services are actively encouraged and supported to nominate for the service's board/committee

Board/Committee members have individual and portfolio Aboriginal Cultural Competency Plans for their period in office

Aboriginal tenants and community leaders are provided with dedicated opportunities to address board/committee meetings and AGM

Strategic planning establishes service benchmarks for Aboriginal cultural competency

Aboriginal impact and participation measures are established at the strategic level

HIGH CULTURAL COMPETENCE

Strength-based assessment and reporting approaches are trained and supported for all staff with specific focus on Aboriginal tenancy and family issues

Case management and specific responsibility areas are well documented and negotiated with involved service providers

Culturally appropriate decision-making and participation methods are mandated in service practices and policies

Inter-service case management or tenancy maintenance is supported by service practices and policies

Mentoring or coaching system is established to provide support to staff working with Aboriginal families who have complex needs

Aboriginal staff are provided with resourced choices of mentor and professional development

CIC is used to inform practice and support developments involving Aboriginal tenancies and families

Specialist services are regularly consulted with and/or engaged in working effectively with Aboriginal clients and supporting family tenancies

External advocacy services are available for Aboriginal tenants and staff

Staff are provided with targeted and localised training and support regarding local Aboriginal cultural protocols, kinship connections and family relationship dynamics

Aboriginal tenants, family members and/or advocates are involved throughout decision-making processes and tenancy support developments

Training and support is provided to staff to enable them to understand and work effectively with Aboriginal families and tenancies with complex dynamics

MEDIUM CULTURAL COMPETENCE

Aboriginal advisers and independent experts are able to be called upon by the board/committee when needed

Changes in policy and legislation affecting Aboriginal tenancies and communities are brought to the attention of the board/committee

Specific Aboriginal positions or funding are approved by the board/committee

Board/Committee initiates strategic network participation and memberships with Aboriginal agencies and forums

Board/Committee members have completed basic Aboriginal Cultural Awareness Training

The inclusion of Aboriginal reporting measures is required in annual reporting and tenant discussions

The board/committee has developed basic communication policies regarding principles of service delivery and cultural respect for Aboriginal people

Policies and service reporting are analysed by the board/committee with Aboriginal issues or impacts specifically outlined

LOW CULTURAL COMPETENCE

Board/Committee members have undertaken little or inconsistent training in areas such as Aboriginal Cultural Awareness, Aboriginal Policy Development, Communications

AGM, general meetings and management reporting stipulate little if any Aboriginal-specific data or analysis

There are few if any board policies or mechanisms regarding Aboriginal cultural awareness or development of practice guidelines

Policy development and review mechanisms do not include any Aboriginal-specific processes or protocols

What do we do well and what evidence do we have for this?
How do we know?

What might we do differently to align with this standard?
What evidence do we need to collect?
What timeframe will we do this in?
Who will be responsible?

CONVERSATION STARTER

STANDARD 7 FEEDBACK AND ISSUES RESOLUTION	KEY PRINCIPLES Feedback, comment and advice are integral to improved service quality and capacity. The diverse viewpoints and feedback of Aboriginal tenants, clients and agencies require culturally appropriate and sensitive mechanisms and communication skills at all levels.
PROMPT QUESTIONS…DEVELOPING EVIDENCE	**EXAMPLES OF GOOD AND LEADING PRACTICE**

7.1 Feedback procedures and review practices reflect Aboriginal cultural and communication needs.

Q: What has happened in the past when we have received complaints from Aboriginal people?

Q: Who has responsibility for ensuring that Aboriginal tenants have input into their service?

Q: Are there any differences between the feedback or complaints of Aboriginal tenants compared to non-Aboriginal tenants?

Q: Do we assess feedback within a cultural framework? If so, what is it?

- Off-site "yarns" are used to obtain general feedback and information in a non-threatening environment.
- Aboriginal tenants have the option to identify as an Aboriginal person in any complaint process.
- Annual review is conducted to learn from patterns and types of complaints and feedback from clients, including specific attention to any culturally significant trends for Aboriginal clients (e.g. complaints from neighbours of Aboriginal tenants).
- Local Aboriginal Advisory Board provides regular feedback to management on the process and outcomes of service feedback, complaints and issues resolution – in a practice and policy framework (not commenting on confidential cases).

7.2 Service practices support Aboriginal clients and partner organisations to provide appropriate advice and comment.

Q: In what ways do we make ourselves open to receiving formal and informal feedback from Aboriginal people and organisations?

Q: When and how do we raise sensitive issues with our partner organisations and networks?

Q: What happens when a service, agency or peak body queries our practices or service approach?

Q: What mediation or facilitation approaches are used to ensure that client-centred practice guides the discussions and actions?

- Staff who have established relationships with tenants are supported to explore issues or complaints in a culturally supportive manner.
- Specific training is provided to all staff regarding Aboriginal communication and cultural sensitivities (especially on issues such as shame, passive approval, literacy levels, language and community realities).
- Annual reviews are conducted by staff and managers to assess the effectiveness and appropriateness of complaints mechanisms and strategies.
- Options for translating verbal concerns or complaints into a written format are provided to Aboriginal clients.

7.3 Workplace policies and management procedures are aligned with best practice in Aboriginal employment and partnership.

Q: How do we ensure that our strategies and practices match current practice guidelines?

Q: How do we separate workplace issues from community issues relating to Aboriginal staff?

Q: What types of support and mentoring are available to Aboriginal staff?

Q: Are Aboriginal staff offered the opportunity to work with non-Aboriginal clients if they so choose?

- Aboriginal mentoring program is established to provide support to Aboriginal staff and trainees.
- Cultural advisory workshops are held to provide advice and practical training in culturally-appropriate dispute resolution methods.
- Aboriginal staff providing advice are recognised by managers and team members for this capacity (rather than it simply being an unacknowledged default process).
- Twice-yearly reviews are conducted with all staff to assess whether the levels of support and practice are appropriate to their needs and those of their tenants.

7.4 Mechanisms are available to assist Aboriginal staff and clients to resolve issues in culturally appropriate ways.

Q: Do we have Aboriginal cultural advisers available to assist us in our issues resolution practices?

Q: Have we developed partnerships with experienced organisations or consultants to provide best practice advice?

Q: Do we expect Aboriginal tenants to openly criticise service staff or practices?

Q: What safety mechanisms are in place regarding cultural safety, confidentiality, privacy, individual rights, natural justice, tenant rights, employee rights and so on?

- Elders panel established to provide cultural guidance during resolution processes.
- Teams nominate practice leaders to attend training and seminars on issues resolution, cultural communication competency, and other
- Family-centred practice principles drive issues resolution approaches.
- Local issues resolution practice networks are developed with partner agencies.

SELF-ASSESSMENT MATRIX - A CONTINUOUS IMPROVEMENT APPROACH TO ABORIGINAL CULTURAL COMPETENCE

ABORIGINAL CULTURAL COMPETENCY STANDARD 7
FEEDBACK AND ISSUES RESOLUTION

LEADING PRACTICE

- Aboriginal people are provided with culturally safe opportunities to discuss ways of improving complaints mechanisms and resolution strategies as part of the CIC

- A culturally appropriate checklist is attached to complaints resolution decisions to ensure that processes have been followed throughout proceedings

- Decision-making rationale and factors are provided to complainants in plain English format along with documented verbal explanations

- In cases where differing legal or administrative procedures are in effect, specific advice is provided to all parties regarding mechanisms, progress, confidentiality requirements, resolution alternatives and limitations placed on the service (e.g. concurrent counter-claims with elements of harassment, bullying and performance)

- A partnership network is established with Aboriginal organisations and topic experts to develop consistent complaints and issues resolution policies and practices across the local sector and region

- Annual service-wide training is provided by experienced and appropriately qualified Aboriginal organisations or personnel on approaches and options for dispute resolution

- Tenant committee (including Aboriginal representation) is established to ensure that complaints are independently and confidentially addressed

- Case studies on major identified trends (de-identified for individual, community and cultural factors) are developed to train staff and tenants in the effective and appropriate methods for lodging, managing and resolving complaints

- Board/Committee has a standing agenda item focusing on issues handling and complaints to ensure strategic analysis and understanding of trends

- Peak agencies such as the Human Rights Commission, NSW Disability Council, Ombudsman Services are regularly used as a practice review process for ensuring maintenance of current standards and leading sector principles

- Cost and resource issues associated with significant complaints (e.g. racial vilification, harassment, discrimination) are supported by the service to ensure fair access and equality of treatment

- Managers, case-workers and staff are responsible in performance agreements and work plans for ensuring that tenants are fully appraised on current procedures and their options regarding complaints

- An "active" issues canvassing strategy is utilised with Aboriginal tenants to allow for trends identified through the CIC process to be checked with tenants in a culturally appropriate method

- In situations where Ombudsman complaints are proposed, an external advocate is appointed to assist the Aboriginal tenant to fully understand their rights and the processes involved

- Board members and policy developers receive independent expert advice on the effectiveness of complaints mechanisms and feedback for Aboriginal tenants

- The service develops working relationships with external providers to ensure that Aboriginal tenants have a range of support options in complaint matters (e.g. Community Justice Centres, Family Dispute Resolution, Aboriginal Mediation Services)

HIGH CULTURAL COMPETENCE

- The service continuously improves complaints and issues management procedures through the advice of partner agencies and Aboriginal organisations

- Local and regional networks are used as practice forums to ensure that policy changes on complaints and feedback are culturally appropriate and effective for the local community

- Differences between types of complaints and the associated legal or administrative procedures are clearly explained to tenants (and to any advocates) at the time of lodgement

- Regular updates at all stages are provided to tenants who have made or been the recipient of a complaint or issue (in strict accordance with confidentiality, privacy, service agreements and other standards)

- Trends and patterns in complaints and issues management are analysed and included in CIC process

- The service manages complaints in accordance with current legislation and best practice guidelines (e.g. criminal complaints, allegations of abuse, racial vilification)

- Staff actively offer a range of options through which Aboriginal people can articulate concerns or ask for further explanations (including off-site venues and neutral locations)

- Multiple options are provided to Aboriginal tenants to ensure their full understanding and familiarity with their rights and ways to exercise those rights (e.g. written, spoken, third party, advocate, video, text etc.)

- No negative consequences or retribution arise from complaints being made or reported

- Written complaints policy reflects current legislation, service standards and sector policy with specific attention to ensuring that the needs of Aboriginal tenants are addressed

- Cultural safety is a paramount concern in the development of complaints mechanisms

- Aboriginal tenants have the opportunity to nominate the person(s) that they want at the service as the lead contact regarding any complaints

MEDIUM CULTURAL COMPETENCE

- Annual review is conducted by managers to assess feedback type and complaint trends in the service

- Staff are able to demonstrate internal adherence to key legislation and policy practices for feedback and complaints from tenants

- An appropriate and safe environment is provided for Aboriginal tenants to make a complaint or query service decisions

- Tenancy management and client case-work practices include checks to ensure that tenants are knowledgeable of their rights and opportunities to lodge complaints or request additional information

- The service is committed to timely and fair resolution of issues

- Tenants are well-informed of their rights regarding Ombudsman complaint mechanisms

- Aboriginal tenants are provided with the option of speaking with an Aboriginal person or designated contact officer regarding complaints or issues management

- Staff are trained in complaint handling and demonstrate a capacity to implement culturally appropriate processes with Aboriginal tenants

LOW CULTURAL COMPETENCE

- There are inconsistent procedures concerning issues resolution and complaints mechanisms

- Tenants are only able to access information on complaints mechanisms or issues raising processes through brochures or generalist written materials

- Cultural issues are not addressed or referenced in feedback and complaints systems

- Staff do not receive any specific training or support in dealing with complaints or feedback from (or about) Aboriginal tenants

What do we do well and what evidence do we have for this? How do we know?	What might we do differently to align with this standard? What evidence do we need to collect? What timeframe will we do this in? Who will be responsible?

TERM OR ACRONYM	DEFINITION
Aboriginal people	"Aboriginal people" is a collective name for the original people of Australia and their descendants. Sometimes "Aboriginal peoples" is used to emphasise the diversity within and between communities.
Aboriginal person	An Aboriginal person is defined under the NSW Aboriginal Land Rights Act (1983) as a person who: • Is of Aboriginal descent; and • Identifies as an Aboriginal person; and • Is accepted by the Aboriginal community as an Aboriginal person in the community in which they live or have lived.
Aboriginal and Torres Strait Islander peoples	Aboriginal and Torres Strait Islander peoples are the first inhabitants of Australia. Old definitions based on skin colour or percentages of "Aboriginal blood" have been replaced by modern definitions which stress ancestry and identification as the key to Aboriginal identity. Australia has two (2) officially recognised "Indigenous" cultures, namely Aboriginal and Torres Strait Islander.
ABSEC	The Aboriginal Child, Family & Community Care State Secretariat (NSW) is an incorporated not-for-profit community organisation. It is the peak NSW Aboriginal body providing child protection and out-of-home care (OOHC) policy advice to the government and non-government sector on issues affecting Aboriginal families involved in child protection and the OOHC system. ABSEC also advises on funding decisions related to service provision by local Aboriginal community controlled organisations who provide or seek to provide Aboriginal child protection and associated services.
ACAP	Aged Care Assistance Package
ACAT	Aged Care Assessment Team
ACHP	Aboriginal Community Housing Provider
ADNNSW	Aboriginal Disability Network of NSW NSW Disability Advocacy service and government adviser on policies and programs affecting Aboriginal people in NSW. Peak body representing Aboriginal education issues and schooling in NSW.
AECG	Aboriginal Education Consultative Group
AH&MRC	Aboriginal Health and Medical Research Council of NSW Peak body representing AMSs across NSW.
AHO	Aboriginal Housing Office (NSW)
AICCHS	Aboriginal and Islander Community Controlled Health Service
AMS	Aboriginal Medical Service
ATAAS	Aboriginal Tenants Advice and Advocacy Service Advocacy and Information Services for Aboriginal tenants Regionally-based services across NSW.
ATSI/A&TSI	Acronym for "Aboriginal and Torres Strait Islander" commonly used until the mid-1990s by many government agencies and policy areas. Not appropriate to use in documents or dialogue as it can be offensive.

TERM OR ACRONYM	DEFINITION
Brokerage	Brokerage services are basically contracts between funding agencies and a service provider to support a client/consumer/tenant/patient for a specific reason and timeframe. Brokerage services are usually set up for regular times and frequencies (e.g. 8am to 11am, Mon/Tue/Fri). Brokerage services assist consumers with things such as: • Domestic Management support (e.g. cleaning, washing etc.) • Community Connect support (e.g. library access, morning tea etc.) • Independent Living Skills support (e.g. cooking, shopping, personal care) • Financial Management support (e.g. budget, bill payment, shopping). Brokerage as a policy and as a process differs significantly depending on the service area and associated funding guidelines (e.g. Disability under NDIS uses a specific definition for NGOs and providers; Mental Health commonly refers to "brokerage" under HACC and HASI services).
Brokerage Agreement	Formal agreement specifying fee for service and outsourcing service arrangements between organisations and, particularly, in areas such as disability, consumers and recipients. If funding is granted to another service which cannot provide support due to variable circumstances, then they may be able to broker services at a set fee under a brokerage agreement with various agencies and providers (e.g. Commonwealth Respite & Carelink Centre, Life Without Barriers, NSW Carers).
Brokerage (Solution)	Refer to "Solution Brokerage" below (part of OCHRE).
Carer	The NSW Carers (Recognition) Act 2010 identifies a carer as an individual who provides, in a non-contractual and unpaid capacity, ongoing care or assistance to another person who, because of disability, frailty, chronic illness or pain, requires assistance with everyday tasks and activities.
Carers NSW	Peak organisation in NSW for relatives and friends caring for people with a disability, mental illness, drug or alcohol dependency, chronic condition, terminal illness or who are frail.
Case Management	Case management is the process of assessment, screening, planning, implementation, monitoring and review. Case management aims to strengthen outcomes for both families and children and young people through integrated and co-ordinated service delivery. Specific processes and policies apply to different service areas such as Out of Home Care (OOHC), Disability, Mental Health and Substance Misuse.
CHP	Community Housing Provider
CO	Community Organisation
COAG	Council of Australian Governments
Community Engagement	Community engagement refers to the connections between government, communities and citizens in the development and implementation of policies, programs, services and projects. It encompasses a wide variety of government-community interactions ranging from information sharing to community consultation and, in some instances, active participation in government decision-making. It incorporates a range of approaches such as public participation, with people being empowered to contribute to decisions affecting their lives, through the acquisition of skills, knowledge and experience.
Consumer	Consumers are people who use, or are potential users, of services. Consumers may participate as individuals, groups, organisations, representatives or communities. "Consumer" has specific meanings under Mental Health Strategies and in these fields is usually a preferred term to "patient" or "client".
Cost Recovery Agreement	A specific disability-related arrangement between a parent/carer with a care recipient and private funding and an organisation (service or NGO) under the National Disability Agreement.

TERM OR ACRONYM	DEFINITION
CSO	Client Service Officer (usually under FACS Housing in NSW)
CST	Customer Service Team (usually under Community Housing)
CTG	Close The Gap
Cultural Awareness	Cultural awareness is sensitivity to the similarities and differences that exist between two different cultures and the use of this sensitivity in effective communication with members of another cultural group.
Cultural Competence	Cultural competence means becoming aware of the cultural differences that exist, appreciating and having an understanding of those differences and accepting them. It also means being prepared to guard against accepting your own behaviours, beliefs and actions as the norm.
Cultural Respect	Cultural respect can be defined as the recognition, protection and continued advancement of the inherent rights, cultures and traditions of a particular culture.
Cultural Safety	Cultural safety involves actions that recognise, respect and nurture the unique cultural identity of a person and safely meet their needs, expectations and rights. It means working from the cultural perspective of the other person, not from your own perspective.
Discrimination	"Discrimination" in this instance specifically relates to the principles articulated in the NSW Anti-Discrimination Act (1977) which states that "Discrimination occurs when someone is treated unfairly [italics added] because they belong to a particular group of people or have a particular characteristic". It is not intended to affect services that provide targeted and other "positive discrimination" policies. The Anti-discrimination Board of NSW states that "Specific exceptions like these allow you to favour a particular group in particular situations, and therefore exclude and discriminate against other groups". In some circumstances a specific exemption is required but in the majority a general set of principles apply.
FACS	Department of Family and Community Services (NSW)
FACS Housing	Part of FACS NSW (formerly Housing NSW)
First Nations	Collective name for the original people of Australia and their descendants. Related terms include "First people", First Australians", "First languages". Not used by all communities or individuals so care may be exercised in its use (including local engagement and consultation regarding appropriateness).
FPDN	First Peoples Disability Network (national peak body)
HAC	Housing Appeals Committee
HACC	Home and Community Care (HACC) services help older people and people with disability to remain at home and prevent their inappropriate or premature admission to residential care. Operated under Ageing, Disability and Home Care (ADHC) as part of FACS NSW.
HASI	The Housing and Accommodation Support Initiative (HASI) between NSW Health, Housing NSW and various non-government organisations (NGOs) provides people with mental health problems with access to stable housing linked to clinical and psychosocial rehabilitation services.
HOME	Housing Our Mob Everywhere (HOME) training package is tailored for Aboriginal people and assists them to complete the TAFE-accredited Certificate IV Community Services (Social Housing). This AHO program has been developed specifically for Aboriginal people who work directly or indirectly in delivering tenancy and property management-related services to the Indigenous community housing sector.

TERM OR ACRONYM	DEFINITION
IDAS	Indigenous Disability Advocacy Service
Indigenous	In terms of people this is a generic collective term used to describe a person originating from or characterising a particular region or country. This term is in common use by the United Nations (UN) (often with a small "i" as it is a globally applicable collective name. The majority of Commonwealth Government policies and initiatives currently use the terminology of "Indigenous"; however, NSW Government Programs are known clearly as "Aboriginal" initiatives in line with NSW Government policies.
LALC	NSW has a network of 121 Local Aboriginal Land Councils (LALCs) divided into nine regions. LALCs work for their members and the wider Aboriginal community living in their local area. They assist in matters relating to the areas of housing, legal, employment and other day-to-day matters involving Aboriginal people in accordance with functions detailed under the NSW Land Rights Act (1983).
Linkers	Co-ordinators under the NSW Ability Links Program who work with people who have a disability and their families and carers on specific goal achievement and participation activities.
NAIDOC	National Aborigines and Islanders Day Observance Committee Annual series of national and local events with specific focus on Aboriginal and Torres Strait Islander cultures, communities, organisations, services, and initiatives (including service displays, BBQs, concerts, sporting events and community activities which offer a great opportunity for services to develop relationships and connections). Held during the first full week in July each year.
NCAT	NSW Civil and Administrative Tribunal (formerly known as the CTTT)
NDIA	The National Disability Insurance Agency (NDIA) is the agency responsible for implementing the NDIS.
NDIS	The National Disability Insurance Scheme is designed to improve disability services by providing greater control and choice to people with disability, their families and carers. It is currently being trialled in a number of locations across Australia, to ensure it meets the needs of people with disability. Roll-out of the full scheme in New South Wales, Victoria, Queensland, South Australia, Tasmania, the ACT and the Northern Territory will commence progressively from July 2016.
NGO	Non-Government Organisation
NOT	Notice of Termination
NPARIH	National Partnership Agreement on Remote Indigenous Housing (NPARIH) is a 10-year shared commitment by the Australian, State and Northern Territory Governments to address severe overcrowding, homelessness, poor housing conditions and severe housing shortages in remote Indigenous communities which commenced in 2008.
NRSCH	National Regulatory System for Community Housing
OCHRE	Framework Strategy for NSW Department of Aboriginal Affairs focusing on Opportunity, Choice, Healing, Responsibility, Empowerment.
PARS	Provider Assessment & Registration System (PARS) established by the Aboriginal Housing Office (AHO) to ensure high standards in the provision and management of community housing for Aboriginal and Torres Strait Islander people.
PCA	Person Centred Approach
PFCA	Person and Family Centred Approach

TERM OR ACRONYM	DEFINITION
Provider (NDIS)	A provider is the term used to describe an individual or organisation that delivers a support service or a product to a participant of the National Disability Insurance Scheme (NDIS). Organisations or individuals can apply to be a registered provider with the NDIA.
RAP	Process under Reconciliation Australia to assist organisations to develop business plans that document what they will do within their sphere of influence to contribute to reconciliation in Australia. These Reconciliation Action Plans (RAPs) outline practical actions the organisation will take to build strong relationships and enhanced respect between Aboriginal and Torres Strait Islander peoples and other Australians.
Reconciliation Week	National Reconciliation Week (NRW) is celebrated across Australia each year between 27 May and 3 June. The dates commemorate two significant milestones in the reconciliation journey – the anniversaries of the successful 1967 referendum and the High Court Mabo decision.
SDM	Shared Decision Making
Solution Brokerage	A specific element of OCHRE, the NSW Aboriginal Affairs Plan which established a new cross-government "Solution Broker" role for Aboriginal Affairs. Solution brokerage is the coordinated resolution of issues to bring about improved outcomes in Aboriginal communities. It is based on the requirement for NSW Government agencies to work with each other, and to collaborate with non-government organisations to find practical solutions to issues such as "whole of government".
SHP	Social Housing Provider
SHS	Specialist Homelessness Services
SPO	Special Performance Order

NOTE: The following resource links are not endorsed or prioritised in any particular order.
They are included for the use of CHPs as a starting point for the Improvement Cycle Process.

ABORIGINAL STRATEGIES AND DOCUMENTATION (INCLUDING FACS AND HOUSING SECTOR)

http://www.facs.nsw.gov.au/__data/assets/file/0007/297871/3251_FACS_Aboriginal_Strategy_21_05_14.pdf

http://www.aho.nsw.gov.au/about-us/partners

https://www.adhc.nsw.gov.au/__data/assets/file/0005/239837/Aboriginal_Cultural_Inclusion_Framework_2011-2015.pdf

http://www.shssectordev.org.au

http://www.aho.nsw.gov.au/housing-providers/foundations-for-success

RECONCILIATION ACTION PLANS AND RESOURCES

http://www.reconciliation.org.au/raphub/

CULTURAL AWARENESS, TRAINING AND COMPETENCY

http://www.health.nsw.gov.au/workforce/aboriginal/Pages/respecting-the-difference.aspx

http://www.healthinfonet.ecu.edu.au/cultural-ways-home/cultural-ways-workforce/training

http://mhcc.org.au/media/10545/wfdg-pathway-6-cultural-competency-resource-list.pdf

http://wiki.tafensw.edu.au/sydney/mylearning/index.php/Aboriginal_Cultural_Awareness

https://www.nsw.ipaa.org.au/courses/2014-2015/cultural-awareness-in-the-public-sector

http://www.mbansw.asn.au/Services/Aboriginal-Participation/Aboriginal-Culture-Awareness/

http://www.adnnsw.org.au/about-us

http://www.paraquad.org.au/education-and-training/cultural-competence/

http://www.amnesty.org.au/nsw/event/21615/

http://www.clcnsw.org.au/cb_pages/professional_development_gen.php

http://www.tafewestern.edu.au/files/dmfile/11158TWCulturalCompetenceA4_V82.pdf

http://www.ncoss.org.au/content/view/954/156/

http://www.communitynet.tricomm.org.au/index.php/events/training-a-workshops/training-a-workshops-calendars/57235-nsw-ombudsman-training-calendar-mar-jun-2015

GENERAL ABORIGINAL SUPPORT PROGRAMS, STRATEGIC DOCUMENTS AND RESOURCES

https://www.kidsmatter.edu.au/atsi-resources/search

http://www.nswicc.com.au/about-us

https://www.carersnsw.org.au/how-we-help/support/multicultural

https://www.det.nsw.edu.au/policies/students/access_equity/aborig_edu/PD20080385 shtml?query=Aboriginal+Education+and+Training

http://www.indigenousjustice.gov.au/initiatives/initiative003.pdf

http://www.sectorconnect.org.au/assets/pdf/resources/resourcepg/Aboriginal/Aboriginal_Engagement_Strategies_Summary.pdf

http://www.linkupnsw.org.au/our-services/

http://healingfoundation.org.au/about-us/

http://www.aboriginalaffairs.nsw.gov.au/nsw-government-aboriginal-affairs-strategy/