

First Nations*

Cultural Capability Framework



2019 - 2021



Anglicare
Southern Queensland

*First Nations is used in reference to Aboriginal and Torres Strait Islander people of Australia in respect to the preferred traditional nation names and/or language groups.



Olivene Yasso

Anglicare Southern Queensland First Nation's Cultural Capability Framework

Acrylic on canvas

Painting Description

Campfire/Waterhole

Five Circles in the middle represent the capabilities
REL8, Knowing, Being, Doing and Embedding

6 Musical Instruments

The guiding principles the heartbeat or rhythm

4 U

4 Domains: Systems, Organisation, Profession and Individual

5 Enablers

Green meeting places

Services

Boomerang

Workforce

NESW meeting places

Governance

4 Waterholes

(Information, Communication, Technology and Marketing) – Digital

Human Tracks (Hands & Feet)

Evidence and Innovation

Inner circle meeting place/campfire

Heart – REL8ing/Reflecting

Circles

Knowing, Being, Doing, Embedding

Musical Instruments

Guiding Principles



Acknowledgement

Anglicare Southern Queensland (Anglicare) acknowledges Aboriginal and Torres Strait Islander (First Nations) peoples as the first Australians and recognise their culture, history, diversity and their deep spiritual connection to land, sea, sky and community. We acknowledge the Traditional Owners and Custodians of the land on which our service was founded and also of the lands on which our sites are operating today. We pay our respects to the Aboriginal and Torres Strait Islander elders both past, present and emerging, who have influenced, challenged and supported Anglicare on their journey thus far. We extend that respect to our Aboriginal and Torres Strait Islander staff, clients, partners and other stakeholders. We will continue to work together to build a service that values and respects our First Nations people.

Anglicare's Statement of Intent

Anglicare acknowledges and pay respects to Aboriginal and Torres Strait Islander elders, community, staff and clients, past and present, on whose lands our services are delivered. We sincerely thank everyone, including our partners and stakeholders for their ongoing kindness and commitment to share their time to work in partnership with Anglicare to create better outcomes for our First Nations peoples.

Anglicare shares in the national and state visions of improving outcomes and closing the gap of disadvantage faced by First Nations peoples. To achieve this Anglicare is committed to ensuring our organisation is well positioned to meet the needs of Aboriginal and Torres Strait Islander peoples.

The First Nations Cultural Capability Framework 2019-2021 (the Framework) is a genuine step forward and will create the foundations and guidance to deliver culturally proficient services in partnership with our First Nations peoples. We require a commitment from all staff, individually and collectively, to gain a better understanding of cultural capability and apply this to their respective roles.

The Framework supports Anglicare Strategic Plan 2018-2021 to 'developing a more inclusive and culturally competent workforce' and this is demonstrated through a number of measures including our Strategic Intent, our Strategic Workforce Plan, our Anglicare Capability Framework and Rel8 (relationship-based and client-focused practice).

Our Strategic Intent is to create positive outcomes for clients, families and communities and advocate for social justice for vulnerable people through advocacy and social policy change. The Framework will guide us to achieve fundamental changes so that our services are responsive to the cultural needs of our First Nations people; so that our staff have the knowledge and skills to deliver care in culturally capable ways; and so that our work environments are at all times culturally respectful and supportive for our First Nations staff.

The Framework

The purpose of the Framework is to provide overarching principles for our policy, planning, information systems, human resource management, education and training. The Framework will guide the skills, knowledge and behaviours that are essential for all levels of Anglicare's workforce to provide culturally appropriate services for Aboriginal and Torres Strait Islander Queenslanders.

The Framework includes:

- Our **Vision** for our cultural capability development
- **Guiding Principles** that underpin our efforts
- **Cultural Capability Domains** – System, organisation, profession and individual
- **Cultural Capability Levels** – Reflecting/relating (Rel8), knowing, being, doing and embedding



- **Our Strategic Key Enablers**

- o Services
- o Workforce
- o Governance
- o Digital
- o Evidence and Innovation

- **A Dillybag (toolkit)** of strategies and resources to support the development process

- o Cultural Audit Tools – quality improvement and assurance.
- o Cultural Capable Training Suite – developing the cultural capabilities of the workforce.
- o Aboriginal and Torres Strait Islander Employment Strategy – creating a safe and attractive work environment that creates an employer of choice for Aboriginal and Torres Strait Islander people.
- o Guide to Aboriginal and Torres Strait Islander Relationship and Partnership Building - resource for engagement with Aboriginal and Torres Strait Islander people to build genuine relationships and partnerships.
- o Reconciliation Action Plan – plans for action.
- o Aboriginal and Torres Strait Islander Staff Network – providing a voice to Aboriginal and Torres Strait Islander staff and a way to nurture and support staff.

The Process

Cultural Capability is a development process and must be embedded at the **system, organisation, professional** and **individual** levels as everyday practice, not an add-on. It requires the gaining of a complex set of skills that are essential to every role within the organisation. It requires the distinct, but cumulative process of bringing together behaviours, attitudes, skills and actions within our strategic key enablers (Services, Workforce, Governance, Digital and Evidence and Innovation) congruently to enable effective relationships and partnerships with First Nations peoples that deliver culturally safety for all. The Dillybag (toolkit) are the strategies and resources to support the development.

It is critical that all staff (including volunteers) undertake a journey from increasing our awareness to embedding cultural capabilities as everyday practice. Westerman (2012) and Gorringe and Spillman (2009) combined creates a First Nations definition of the development process as shown in the diagram below. The process can be defined as a distinct, but cumulative relationship between:

- cultural awareness (knowing)
- cultural sensitivity (empathy, appreciating)
- cultural competence (practice, demonstrating)
- cultural proficiency (embedding as organisational practice)





Outcomes

The Framework including the Dillybag of resources that will provide Anglicare with a guide to developing practical strategies that can be implemented within service areas, programs or sites and the capabilities that improve the way we work with First Nations peoples and communities.

Implementation will achieve the following key outcomes:

- Develop the knowledge, behaviours, attitudes and skills of the Anglicare workforce to perform culturally cognisant service delivery and practice applying this to their day to day work.
- Provide the learning and development pathways to acquire those skills across the organisation.
- Embed the policies, practice and service delivery that is reflective and are aligned to the needs of the Aboriginal and Torres Strait Islander communities.
- Communicate and engage effectively in a culturally safe, sensitive and respectful manner.
- Build genuine, trusting and authentic relationships with Aboriginal and Torres Strait Islander people as the foundations to partnerships.
- Cultivate a workplace culture that respects, acknowledges and values the diverse skills, knowledge, experiences and perspectives of Aboriginal and Torres Strait Islander people and communities.
- Influence and advocate, in the spirit of Reconciliation and Makarrata, the aspirations and voices of Aboriginal and Torres Strait Islander people to the broader community.

Cultural Capability Vision

Bring love, care, hope and humility to our relationships with First Nations peoples and through provision of services to ALL in a culturally safe and inclusive way.

Guiding Principles

Guiding Principles underpins our decision making to create a culture that is safe, inclusive and empowering for First Nations peoples. When making decisions, developing plans and actions or engaging individuals or communities we adhere to the following:



Valuing, understanding and respecting Aboriginal and Torres Strait Islander culture

Valuing, understanding and respecting Aboriginal and Torres Strait Islander people, community, culture and their inherent rights is fundamental to delivering services that are culturally safe, accessible and responsive.



Aboriginal and Torres Strait Islander involvement in decision-making at all levels

Aboriginal and Torres Strait Islander people have the right to self-determination and are the expert leaders in designing culturally safe and accessible services, policies and practices, including the evaluation of these. Aboriginal and Torres Strait Islander people should be recognised as the primary guardians and interpreters of their culture.



Strong cultural leadership and responsibility

Cultural leadership is the knowing, being and doing that acknowledges, respects and incorporates Aboriginal and Torres Strait Islander culture and people as integral to delivering culturally responsive, safe and accessible services. All leadership levels of Anglicare have a responsibility for actively modelling and encouraging a paradigm shift in all staff towards cultural capability to create a culturally safe workplace.



Health Equality and Human Rights approach (Social Justice Leadership)

Our approach is anchored in Health Equality and Human Rights where the inequalities, discriminatory practices and unjust power relations are analysed and addressed in service delivery systems, organisation and practice.

- o United Nations Declaration on the Rights of Indigenous Peoples
- o Australian Charter of Healthcare Rights
- o Child Protection Act 1999 (Qld)
- o Human Rights Act 2019 (Qld)
- o Aged Care Diversity Framework
- o World Health Organisation Human Rights and Health



Relationship and Partnership Building

Genuine and authentic relationship building through Reconciliation is the key to developing sustainable partnerships with Aboriginal and Torres Strait Islander people and communities. Build the relationship and work in partnership to achieve the aspirations of First Nations peoples.



Embedding Cultural Capabilities

Cultural Capability must be embedded into all facets of Anglicare, it needs to be planned and implemented, monitored, reviewed and evaluated. Developing our cultural capabilities is an ongoing and intentional development process. It requires allocated and committed resourcing.

Cultural Capability Domains

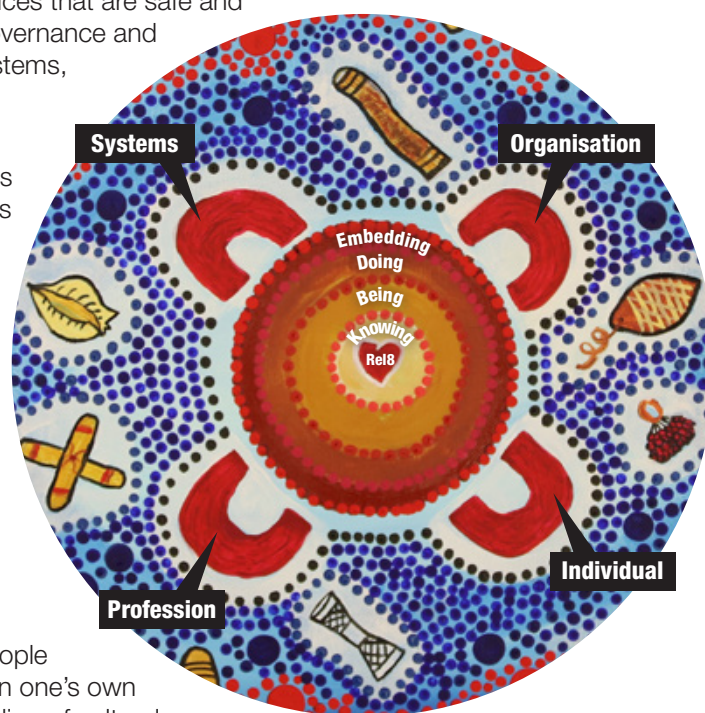
The Framework adapts the 'The National Health and Medical Research Council' (2006:29) model which acknowledges four domains of cultural competence: system, organisation, profession and individual. Cultural capability must be embedded into all four domain levels.

System – The system supports the organisation to deliver services that are safe and of a high quality. This includes effective policies, procedures, governance and practice frameworks, quality management systems, training systems, mechanisms for monitoring and sufficient resourcing for cultural capability development.

Organisation – Developing an organisational culture that values cultural capability as an integral core component of the business and accordingly is continuously supported, monitored and evaluated. Including strong cultural leadership, capable of diversity management and demonstrates culturally competent behaviours and practice at all levels.

Profession – Many professions now have their own cultural competency standards to guide their practice. Cultural competency has been identified as an important element of professional development especially when working in the human services and health industries. Staff require the confidence and to be supported to work with clients and communities.

Individual – All staff require the knowledge, attitudes and behaviours to work with Aboriginal and Torres Strait Islander people and communities in a culturally safe way. It includes reflecting on one's own culture and unconscious bias whilst gaining a better understanding of cultural differences and celebrating each other's differences. It's about understanding race, power and privilege within systems (social, government, organisations) and understanding the difference between individual power and systems/organisational power.





Cultural Capability Levels

Five Cultural Capability Levels collectively define the complex set of skills needed to be culturally capable. Each level needs to be attained and combined to achieve cultural competency. These levels are not only needed within the individual domain but also within the systems, organisation and profession domains. This framework has adapted the following five capability levels:

- **Reflecting/Relating Rel8** – Anglicare's Rel8 philosophy provides a framework for all staff to work in a relationship-based, client-focused way to achieve excellent outcomes. It is our values in action. Rel8 facilitates an environment where our people are continually reflecting, evaluating, learning and improving their decision-making and practice across the organisation.
- **Knowing** – is the gaining of knowledge of other cultural group's characteristics (history, values, beliefs, customs and practices). Acquiring knowledge of past and present interactions with oneself (individual), an organisation or system/s.
- **Being** – Demonstrating authentic respect in all interactions by incorporating Rel8 philosophy and practice whilst applying the knowledge gained to our behaviours and attitudes. Having an awareness of one's own culture and bias, especially the unconscious bias. Awareness of cultural differences and similarities among and between different cultures including the awareness of race, power and privilege and the impacts this has on other cultural groups. It's about knowing that differences exist between cultures and not assigning a value to the differences (good or bad). It is then operating within this knowledge in a sensitive and respectful manner.
- **Doing** – Taking action in a culturally appropriate way by applying the cultural knowledge and sensitivities gained and observing the guiding principles outlined in the Framework. Our actions means the cultural needs of the cultural group are met, whilst building cultural resilience of the cultural group and cultural competency for those working with them.
- **Embedding** – Cultural capability embedded into every day practice and business, not an add-on but the everyday norm. It includes incorporating cultural practices especially where it demonstrates best practice.

Cultural capability is achieved when our systems, organisational culture, professional standards/qualities and our staff create a culturally safe workplace that is spiritually, socially, emotionally and physically safe, that minimises harm and people feel safe within their cultural identity. The cultural needs of the cultural group are met, whilst building cultural resilience of the cultural group and cultural competency for those working with them.

Key Enablers

Anglicare's Strategic Plan 2018-2021 outlines five 'Key Enablers' that, with our strategies, will support the shaping of our operations. Below are the five Key Enablers and their process:

- **Services** – Build client confidence as a provider of choice demonstrated through an enhanced community profile and reputation, strong partnerships and sustainable growth.
- **Workforce** – Be an employer of choice supported by frameworks and systems which enable us to attract and retain a diverse, high-performing and capable workforce equipped to deliver for the future needs of our communities.
- **Governance** – Improve risk management, governance and reporting frameworks and systems for decision making focussed on client outcomes and meeting stakeholder requirements.
- **Digital** – Establish digitally agile systems which enable us to improve business performance, client outcomes and service efficiency.
- **Evidence and Innovation** – Build strength in evidence-based practice and innovation demonstrated by models of service based on research, and responsive quality improvement outcomes.

Cultural Capabilities and Strategic Key Enablers

Key Enablers	Knowing	Being	Doing	Embedding
Services	<p>Knowledge on local First Nations communities, traditional owner groups, respected elders, organisations and community groups including culture, history, experiences, past policies and impacts, protocols, governance systems and community aspirations and challenges. This will help to understand both the barriers and the opportunities within each domain and ensure our service delivery is culturally capable.</p>	<p>Operating with authentic respect, being aware of own values and bias, actively seeks out First Nations peoples perspectives and considers them with sensitivity and with a view to develop mutually beneficial and equal partnerships. By understanding the sensitivities, behaviors and attitudes within each domain, that can create both barriers and opportunities to service delivery will enable our services to respond in a culturally capable manner.</p>	<p>This requires combining the knowledge and sensitivities of how each domain impacts positively and negatively on First Nations peoples and developing actions that build confidence with First Nations peoples as a provider of choice, demonstrated through an enhanced community profile and reputation, building strong partnerships that foster trust and mutual respect.</p>	<p>Embedding First Nations culture into everyday service delivery.</p> <p>Continually evaluate our service delivery and the enabling systems, to take into consideration cultural and historical context, embedding culturally competent responses to ensure full access and participation by First Nations peoples in decision making processes and services whilst continuing to create strong relationships.</p>
Workforce	<p>Understanding the ways recruitment and retention frameworks and systems can create cultural barriers for First Nations peoples especially in recruitment but also gaining knowledge on best practices that create attractive and culturally safe workplaces to retain staff. Workforce has the knowledge, behaviours and attitudes to effectively engage and enhance relationships with First Nations peoples to deliver services in partnership. Having a knowledge of how systems can create barriers and how this is evident within the workplace.</p>	<p>Acknowledging and embracing First Nations peoples as equal partners in the development of systems, programs and services as integral contributors to understanding potential barriers and best practice. Workforce embraces difference without assigning a value (good or bad) they challenge behaviours and attitudes that are inappropriate or discriminatory and advocating for First Nations peoples, seeking out their perspectives.</p>	<p>Being an employer of choice of First Nations peoples supported by frameworks and systems which enable Anglicare to attract and retain a diverse, high performing and culturally capable workforce equipped to deliver services in a culturally safe and inclusive manner.</p> <p>Develop workforce diversity measures to monitor, measure and evaluate our cultural capability developments pertaining to our workforce goals of being an inclusive and culturally competent workforce.</p>	<p>Continually evaluate our recruitment and retention processes to be culturally safe and accessible to First Nations people and include First Nations perspectives through participation in decision-making processes.</p> <p>Our staff have access to the learning and development opportunities to develop their cultural capabilities to deliver culturally safe and effective services.</p>



Governance	Understanding the ways that risk management, governance, reporting frameworks and systems can create barriers and misunderstandings but can also improve overall outcomes for First Nations peoples when cultural capability is embedded into organisational practices such as quality improvement, standards and accreditation, quality of care, risk management and safety systems.	With the understanding of the barriers and misunderstandings that can occur, being open to authentic participation of First Nations peoples in the development, implementation and evaluation of quality improvement, standards and accreditation, quality of care, risk management and safety systems.	First Nations people's participation in decision making processes and cultural capability measures are embedded into current tools and initiatives: risk assessment/ management, continuous improvement cycles, risk management, governance and reporting frameworks, safety and quality initiatives.	Cultural capability is embedded in our risk management, governance and reporting frameworks to enable reporting on the organisations cultural capability development, effective client outcomes and partnership building.
Digital	Understanding how information, communication and technology can create barriers to access and participation of service delivery but also provide opportunities if developed in a culturally capable manner.	Being aware of the impacts digital technology can play (both positive and negative) and be open to including First Nations perspectives and participation in the development and implementation of digital services.	Identify opportunities to engage First Nations people in the organisational digital transformation development and implementation especially in regards to client access and social inclusion.	Continually seek First Nations people's perspectives and views on our digital transformation developments, seeking to ensure digital access is culturally responsive.
Evidence and Innovation	Gain knowledge of strategies and initiatives that create best practice and innovative approaches that demonstrate good cultural capability. Understand the cultural and ethical considerations of research in and with First Nations peoples through authentic consultation and participation in research.	Being open to authentic partnerships with First Nations peoples in the development and implementation of new and innovative evidence based best practice. Being sensitive to the discriminatory and unethical practices of past and present research and how First Nations voices were not included in all levels of research.	Applying an evidence based practice built on culturally competent research that can inform policy, planning, education and capacity building, and evaluation. Create mechanisms for First Nations peoples to participate in decision making processes of best practice models.	Work in partnership with First Nations peoples in the development and implementation of innovative and culturally capable best practice models and are sensitive to the cultural and ethical impacts of past and present research on First Nations peoples.



Dillybag (Toolkit)

The dillybag is our toolkit, it outlines key documents, strategies and resources to developing our Cultural Capabilities.

- Cultural Capability Audit Tool – quality improvement and assurance.
- Cultural Capable Training Suite – developing the cultural capabilities training for the workforce.
- Reconciliation Action Plan – plans for action.
- Guide to Aboriginal and Torres Strait Islander Relationship and Partnership Building - resource for engagement with Aboriginal and Torres Strait Islander people to build genuine relationships and partnerships.
- Aboriginal and Torres Strait Islander Employment Strategy – creating a safe and attractive work environment that creates an employer of choice for Aboriginal and Torres Strait Islander people.
- Aboriginal and Torres Strait Islander Networks – providing a voice to Aboriginal and Torres Strait Islander staff, consumers and other relevant stakeholders to create opportunities for First Nations voices participation in decision making.
- Anglicare Cultural Capability Champions – nominated staff from each service centre and corporate service, including a representative from each Management level.



Measures, Evaluation and Monitoring Processes

Measuring and evaluating the success of the Framework will initially occur through a variety of existing evaluation and reporting mechanisms. This includes incorporating implementation of the Framework into:

- Workforce Data
- Client/Community satisfaction
- Key Performance Indicators
- Cultural Audit Tool – provide the action plan and priorities for the organisations cultural capability development
- RAP Impact Measurement Questionnaire

References

Gorringe, S. & Spillman, D. (2009). Creating Stronger Smarter Learning Communities: The role of Culturally Competent Leadership. Retrieved April 18, 2018 from www.strongersmarter.com.au

Schein, Edgar H (1992). Organizational culture and leadership, 2nd ed, San Francisco Jossey-Bass

Westerman, T (2012). Unpublished document – Cultural Audit North & West Remote Health, Indigenous Psychological services, QLD.