

**REFLECT
RECONCILIATION
ACTION PLAN**

April 2023 – September 2024

*Because
we care*



FROM THE ARTIST: The **circle** on the left represents BaptistCare, the one on the right represents the Aboriginal and Torres Strait Islander and the central circle represents the coming together of both.

There are songlines behind the three circles to represent the story of reconciliation.

Stars have been added to the **songline** symbol to represent dreams for change as part of BaptistCare's journey to reconciliation.

There are **stones** below to represent the difficult times faced by Aboriginal and Torres Strait Islander peoples and they are set in a mountain with the peak beneath the circle of reconciliation to symbolise the journey to get to this point. Small trails of dots surround stones set in the mountain to represent the Indigenous community navigating challenges faced.

You can also see **journey lines** on the mountain (line of dots) and the pinky brown line of dots on the mountain represent seeds of hope. **Trees** on mountain represent growth and healing.

Above the circles you can see **stars** (biringung, 6 dots surround one) which represent the dreams we all share for the future in regards to reconciliation and change.

The white symbols amongst the **stars** represent **significant moments** that have happened to get to reconciliation. Circular symbols in the sky represent significant moments yet to happen.

Artwork by **Kyrilee Shields**

Statement from CEO of Reconciliation Australia

Reconciliation Australia welcomes BaptistCare to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

BaptistCare joins a network of more than 2,200 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen

reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables BaptistCare to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations BaptistCare, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

About BaptistCare

BaptistCare is a leading not-for-profit Christian based care organisation that has been serving the aged and people living with disadvantage since 1944.

We support over 16,000 people across more than 90 locations in NSW and the ACT. We offer a range of services which include, residential aged care, home care, retirement living, and community services, such as affordable housing, no-interest loans, and services for women and children escaping violence.

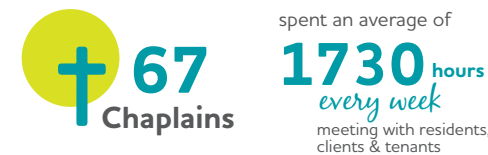
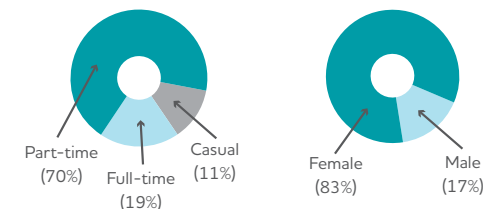
From humble beginnings, BaptistCare has grown into one of the nation's most respected care providers, employing more than 3,700 staff, with a further 500 volunteers.

We value the diversity of our team and are proud to be recognised by Diversity Council Australia (DCA) as an Inclusive Employer, one of only 30 employers to have been acknowledged for its achievements in 2022-2023. Approximately 3% of our workforce identify as Aboriginal and/or Torres Strait Islander peoples (based on our participation in the 2022 DCA Inclusion at Work Survey). Around one third of our workforce were born overseas, and one third are from a culturally and linguistically diverse background.

Our Impact



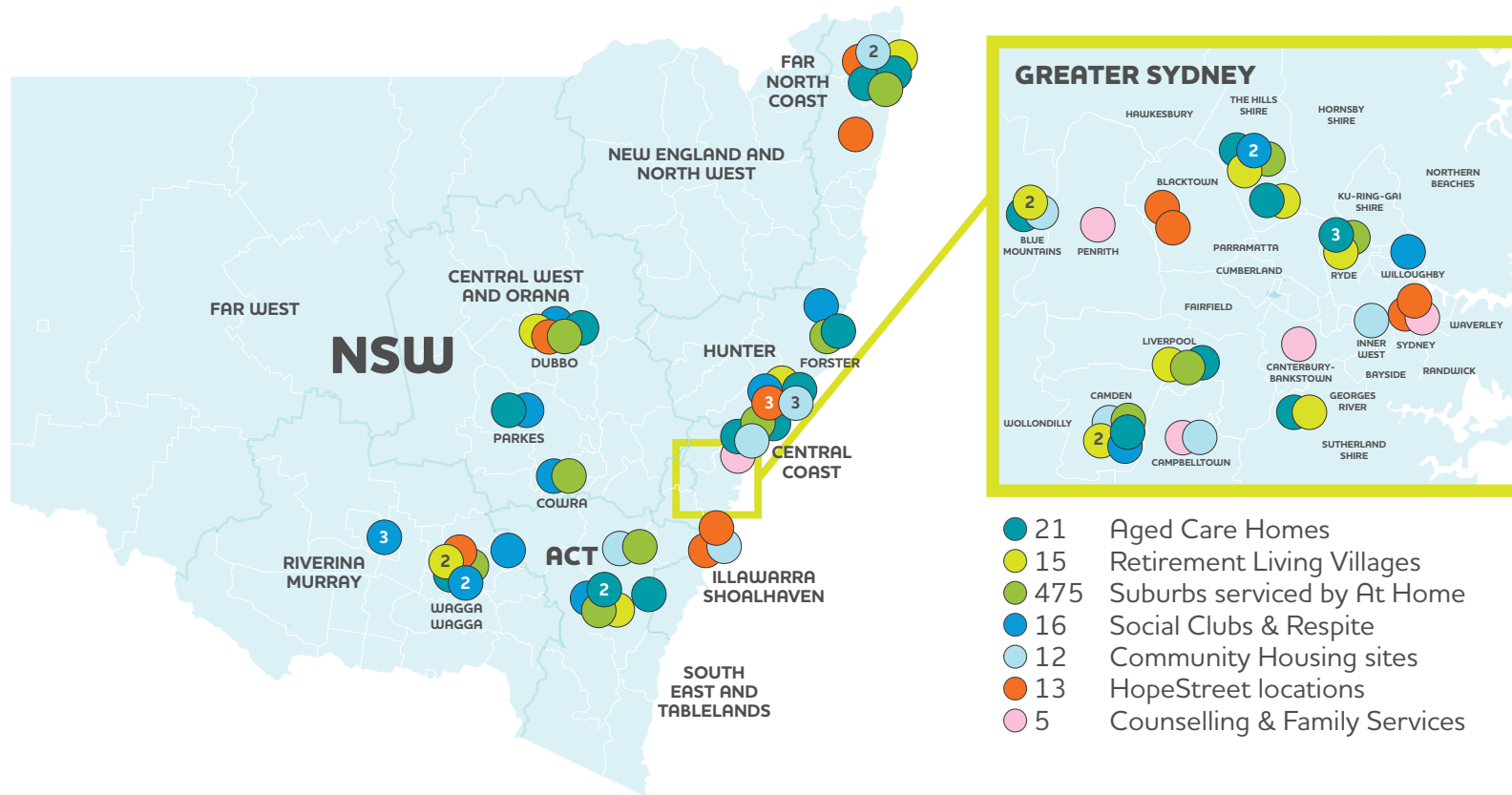
OUR PEOPLE



\$10,442,242 Total value of No Interest Loans since 2008 to 30 June 2022

Information as of December 2022.

Our Locations



Information as of December 2022.

Our RAP

BaptistCare's vision is to see every individual living well and is deeply rooted in our Christian faith. The values that guide us – being loving and reliable, respecting the individual and empowering every individual to live well – are at the core of our approach to reconciliation.

BaptistCare recognises and acknowledges that Aboriginal and Torres Strait Islander peoples have endured past and present injustices and the dispossession of their land, language and culture as a consequence of colonisation, and we recognise this is continuing today. As a Christian organisation committed to transforming lives by expressing the love of Christ, we aspire for social justice for First Nations Australians in the present and future. We invite our employees, customers, partners and stakeholders to move towards strengthening relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples, for the benefit of all Australians, as we move towards a just, equitable and reconciled Australia.

Cultural safety is at the core of our vision for reconciliation. We aspire to:

“Acknowledge past and present wrongs and injustices, build and embed cultural safety and create safe spaces across our whole organisation, so we can work towards healing and walking together.”

On our reconciliation journey, we recognise we have a commitment to listen deeply: We will become a place where First Nations peoples have an equal voice that is respected and heard. We have a commitment to listen.

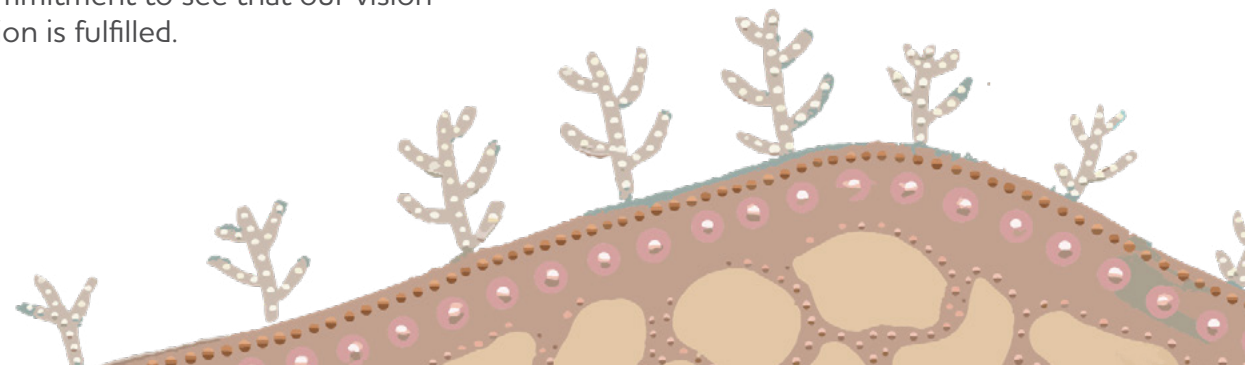
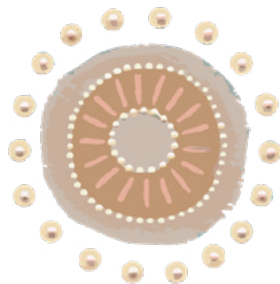
We intend our Reconciliation Action Plan (RAP) to provide an accountable, structured framework for BaptistCare to support our vision for reconciliation and enhance cultural safety in our organisation. Our RAP will be an Action Plan for all of BaptistCare – spanning aged care, retirement living, home care, community services and housing, support services – as we aspire to build cultural safety for employees, customers, partners and stakeholders.

We have a commitment to see that our vision for reconciliation is fulfilled.

Our Ongoing Reconciliation Journey

BaptistCare formed a Reconciliation Action Plan Working Group in early 2021, with representation from different parts of the organisation. A First Nations employee is the co-Champion of the Working Group. Recognising the strong commitment of our leadership team, the General Manager, Marketing & Communications, has been appointed by the CEO as the Reconciliation Action Plan Executive Champion.

Our reconciliation journey so far has focused on listening, starting to build cultural safety, and fostering shared understanding across the organisation.





Listening

We started this journey back in 2021, by listening and learning.

Throughout 2021 we attended the Reconciliation Australia virtual conference and had meetings with the First Nations representatives from organisations in our network including Anglicare, UnitingCare and Lendlease, to learn about their RAP experiences and journey. We also had the opportunity to hear from the CEO of the Aboriginal Health and Medical Research Council of NSW and the CEO of Illawarra Aboriginal Medical Service.

In partnership with the Baptist Association of NSW/ACT and other Baptist partner organisations, we have also jointly convened a series of impactful Listening Workshops to listen to and learn from First Nations elders and leaders, including Brooke Prentis, Uncle Russell Saunders and Dr Eddie Synot. These workshops provide an opportunity for RAP working group members, members of the BaptistCare executive leadership, and representatives from the board of directors to deeply listen and learn from First Nations community leaders and reflect on what reconciliation means for BaptistCare.

Cultural Safety

Fostering cultural safety on our RAP journey is a key priority.

The RAP Working Group has participated in in-house cultural safety training (led by a First Nations member of the RAP Working Group), and this training has also been rolled out to several teams. Through these sessions, we aim to create a space for discussion, ideas, and thoughts, encompassed in self-reflection, empathy and advocacy.

Shared Understanding

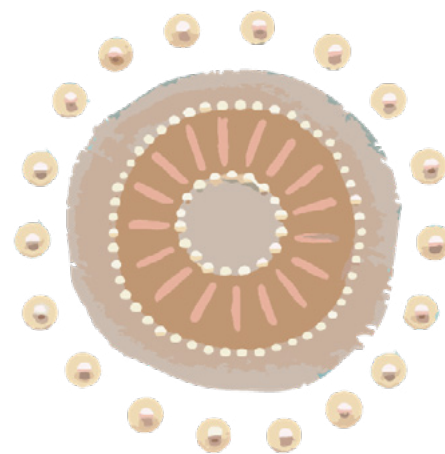
We announced our commitment to develop a RAP during National Reconciliation Week in May 2022. Since this time, we have consulted more than 140 staff from all parts of the organisation on the question of ‘what does reconciliation mean to you?’

This included in-person and online sessions focussed on building shared understanding around our reconciliation journey. All staff have been invited to contribute their perspectives.

We have also developed an ‘on-demand’ information session, available to all staff on the training portal.

Our Reconciliation Action Plan Working Group

Formed in 2021, BaptistCare’s Reconciliation Action Plan Working Group has led the development of the inaugural Reflect RAP, with active support from the BaptistCare Board, executive and senior leadership. The Working Group includes representatives from across the organisation, who are all passionate advocates for reconciliation.



As of February 2024, the RAP Working Group included the following individuals:

Executive Champion	Benjamin Galea, General Manager, Marketing & Communications
Co-Champion	Sharon Reddy, Assistant Manager, Home Services (<i>First Nations representative</i>)
Co-Champion	Elizabeth Hukins, Community Services Operations Lead, Community Services
Community Services & Housing	Deborah Roach, Community Development Coordinator, Community Services (<i>First Nations representative</i>); Jaymie Lea Thaidy, Coordinator, Community Services (<i>First Nations representative</i>); Joanne Zahorodnyj, Hub Leader, Community Services
Marketing & Communications	Netra Chetty, Creative Lead Manager
People & Culture	Matt Bond, Head of Human Resources
Commercial, Strategy & Finance	Thomas Griffiths, Head of Strategy & Investments
Property Development	Lisa Petro, Development Manager
Sustainability & ESG	Heather Chai, Sustainability Manager

Our partnerships/current activities

BaptistCare’s Reconciliation Action Plan Working Group leads internal activities and coordination on reconciliation activities.

Externally, BaptistCare engages with Aboriginal and Torres Strait Islander peoples – as clients, stakeholders, and in the community across all aspects of the organisation, as well as internally. Through our Community Services and Housing division, we are working towards co-designing programs and initiatives with Aboriginal and Torres Strait Islander communities.

‘Designing with’ not ‘designing for’ – Community Services and Housing case study

Community Services and Housing is working towards the co-design process being integral to program logic and delivery. Co-design is a process of designing with, rather than designing for. Those who are most impacted by the design, especially those with needs least served by existing designs, are involved in the process from its earliest stages.

Community ownership and co-design is essential for creating the conditions for relationships, empowerment, participation, capacity building and wellbeing – these outcomes are central to the purpose and strategy. BaptistCare engages with a foundation of trust and a track record of culturally sensitive engagement and responsiveness to community needs. First Nations peoples are deferred to in the co-design process – having a direct say over the design, strategy, and cultural alignment.

We do this through local advisory with First Nations peoples, ongoing community conversations and activating community engagement plans, from consultation to ownership.

BaptistCare’s community development and work with First Nations peoples in western Sydney, offers an example, as set out in the case study.

Case Study: Community Development in 2770, Western Sydney

BaptistCare is part of the 'Together in 2770' Collective, a collective approach to community development and mobilisation in the 2770 postcode in Western Sydney. This encompasses the socially and economically disadvantaged suburbs of Willmot, Tregear, Lethbridge Park and Bidwell. The Collective's partners – BaptistCare, The Hive, Jesuit Social Services, Salvation Army, Bidwell Uniting and HIPPY – share a commitment to creating the conditions for community-led change.

The 2770 postcode is a diverse and vibrant community, faced with complex social and economic challenges and poor public infrastructure and services. In the 2021 Census, around 5000 residents identified as Aboriginal and/or Torres Strait Islander peoples, and around one-third of residents identified they were born overseas.

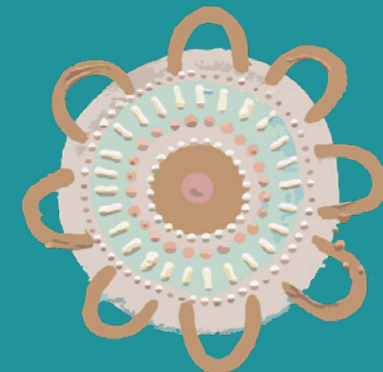
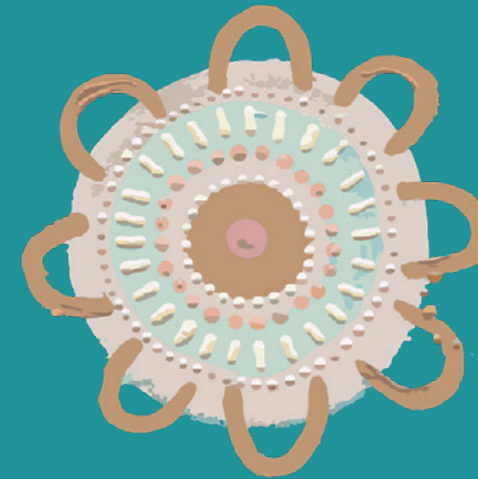
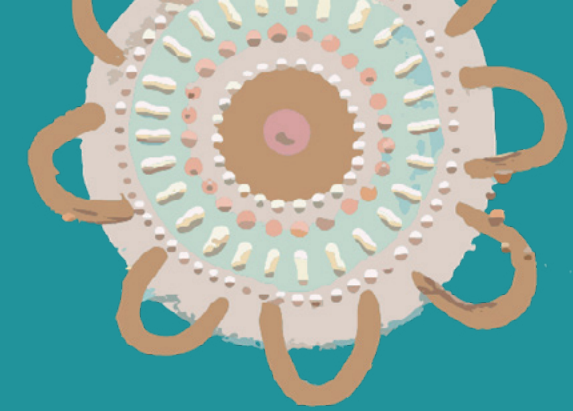
In the past, the approach to providing Commercial Strategy & Finance in the 2770 postcode has been fragmented. Services have operated in silo, resulting in service gaps, a 'program focus' rather than a 'client focus,' and a community left feeling 'handed-around'.

But we recognise that community members are experts in their own lives. Local knowledge is needed to bring change and design effective solutions. As part of the 2770 Collective, BaptistCare is working alongside our partners and the community

to create a cycle of empowerment, informed by evidence-based community development methodologies.

First Nations families and workers are central to this approach. By taking a place-based approach, and working collectively to 'blur the distinctions' between services and First Nations peoples, the Collective is cultivating relationships of accountability and is reconfiguring the way services are developed and delivered. We embrace 'blurring the distinctions' as an essential element for services and workers to be seen as trustworthy – helping to create the conditions for respectful relationships and collaboration with First Nations peoples. This ongoing learning is guided by the principles of 'being here, being trustworthy and being together.'

For example, in Willmot, based on this co-design approach – and directly informed and shaped by community voices – we are piloting a community organising initiative around transport, to help overcome a key barrier to employment. Partnering with community, we are advocating for better public transport to access economic centres, employment and education – this aspires to help facilitate much needed access to employment opportunities for First Nations peoples and other members of the community.





Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> • Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence, including: <ul style="list-style-type: none"> › Mapping at an organisational level our existing relationships with Aboriginal and Torres Strait Islander stakeholders and organisations (stakeholder mapping). › Reviewing existing stakeholder engagement plans with a focus on elevating and deepening relationships with First Nations stakeholders. › Identifying opportunities to deepen relationships to allow connections and shared learnings across all pillars of the organisation and build ongoing relationships and practice. 	November 2023	Sustainability Manager
	<ul style="list-style-type: none"> • Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations and leverage internal knowledge and expertise. 	July 2023	Sustainability Manager
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> • Develop a communications and engagement plan for NRW and other significant First Nations dates. Empower First Nations voice in all facets of design of the communications, including, but not limited to: <ul style="list-style-type: none"> › Circulating Reconciliation Australia’s NRW resources and reconciliation materials to our staff. › Planning a NRW event(s) with opportunities for all staff and board members to be invited to participate. › Encouraging and supporting staff, senior leaders and board members to participate together in at least one event to recognise and celebrate NRW. 	April 2023 & April 2024	Communications Manager

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Communicate our commitment to reconciliation to all staff, including targeted communications from the CEO about BaptistCare's reconciliation journey. 	June 2023	Communications Manager
	<ul style="list-style-type: none"> Facilitate opportunities for the Senior Leadership Group to hear directly from a First Nations person, and support for site-level listening and learning experiences (for example with local First Nations leaders). 	December 2023	Co-Champions, RAP Working Group (Elizabeth Hukins & Sharon Reddy)
	<ul style="list-style-type: none"> Identify both internal and external stakeholders that our organisation can engage with on our reconciliation journey. 	November 2023	Sustainability Manager
	<ul style="list-style-type: none"> Continue to identify and work with RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey and share learning and resources to achieve vision and goals, including, but not limited to: <ul style="list-style-type: none"> Building on the learnings from our 2022 collaborative reconciliation Listening Workshops (held jointly with other Baptist affiliated organisations) and identifying at least one opportunity to collaborate on reconciliation with these partners in 2023-24. 	July 2023	Sustainability Manager
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Research best practice and policies in areas of race relations and anti-discrimination, including: <ul style="list-style-type: none"> Establishing benchmarks for cultural safety, researching best practice and learning from stakeholders/RAP organisations. 	July 2024	Head of HR
	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs, building on the findings and analysis of our inaugural Inclusion at Work Diversity & Inclusion survey (conducted in partnership with the Diversity Council of Australia). 	July 2024	Head of HR

Action	Deliverable	Timeline	Responsibility
5. Improving cultural safety for and relationships with First Nations staff	<ul style="list-style-type: none"> ● Support respectful relationships with First Nations staff by improving internal cultural safety, including: <ul style="list-style-type: none"> › Building awareness about existing leave provisions available to First Nations staff (for example, existing leave provisions for sorry business and other significant cultural days). › Reviewing and identify improvements in how leave policy for First Nations staff is communicated during recruitment and orientation phases. › Reviewing leave policy around Australia Day (and the potential opportunity for staff to opt to take a holiday on an alternative date of their choosing). › Reviewing other staffing policies and identifying policy gaps in creating safety and inclusion for First Nations staff, including improving educational material available to educate existing workforce about working with First Nations peoples and delivering culturally safe services and reviewing material on the BaptistCare website. › Reviewing and revising BaptistCare’s guide for staff on working respectfully with Aboriginal and Torres Strait Islander peoples, the ‘Working with First Nations Peoples: Our Shared Values’ guide. 	February 2024	Head of HR
6. Support the Uluru Statement from the Heart	<ul style="list-style-type: none"> ● Build relationships with Aboriginal and Torres Strait Islander peoples and communities by actively supporting the Uluru Statement from the Heart, including by: <ul style="list-style-type: none"> › Designing an internal awareness raising-campaign to educate and engage staff on the Uluru Statement from the Heart. › Exploring the potential for collaborative advocacy opportunities (e.g. with Baptist Partner organisations) on the Uluru Statement from the Heart. 	July 2023	Communications Manager



Respect

Action	Deliverable	Timeline	Responsibility
7. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"> Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation, including identifying the ongoing resources required to embed our reconciliation vision and to research and develop cultural learning 	December 2023	Sustainability Manager
	<ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation. 	August 2023	Head of HR
	<ul style="list-style-type: none"> Assess, design and implement an organisation-wide approach to cultural safety training for all staff, including: <ul style="list-style-type: none"> Assessing how to include cultural safety in on-boarding and orientation. Reviewing existing online modules and increasing uptake of the modules. Reviewing the learning needs of existing/continuing staff. Enabling a tailored approach to cultural safety training with introductory and deeper-diver modules, that can be tailored to the individual learning journey. Strongly encouraging all staff to complete a module of L&D cultural safety within their first six months' of employment. 	July 2024	General Manager, People and Culture
	<ul style="list-style-type: none"> Identify appropriate and respectful opportunities to include storytelling and First Nations voices and perspectives in cultural safety training, to help increase understanding and respect. 	December 2023	RAP Working Group co-Chairs (Elizabeth Hukins & Sharon Reddy)

Action	Deliverable	Timeline	Responsibility
8. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area. 	February 2024	Creative Lead, Marketing & Communications
	<ul style="list-style-type: none"> Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols, including reviewing existing policy and meeting agenda templates. 	March 2024	Creative Lead, Marketing & Communications
	<ul style="list-style-type: none"> Develop policy and organisation-wide approach to featuring an Acknowledgement of Country on the BaptistCare website. 	March 2024	Creative Lead, Marketing & Communications
	<ul style="list-style-type: none"> Develop policy and organisation-wide approach to featuring an Acknowledgement of Country in email signatures, including a template for staff to utilise. 	November 2023	Creative Lead, Marketing & Communications
9. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> Raise awareness and share information amongst our staff about the meaning of NAIDOC Week. 	June 2023	Communications Manager
	<ul style="list-style-type: none"> Introduce our staff to NAIDOC Week by promoting external events in our local area. 	June 2023	Communications Manager
	<ul style="list-style-type: none"> RAP Working Group to participate in an external NAIDOC Week event. 	First week in July 2023	Sustainability Manager



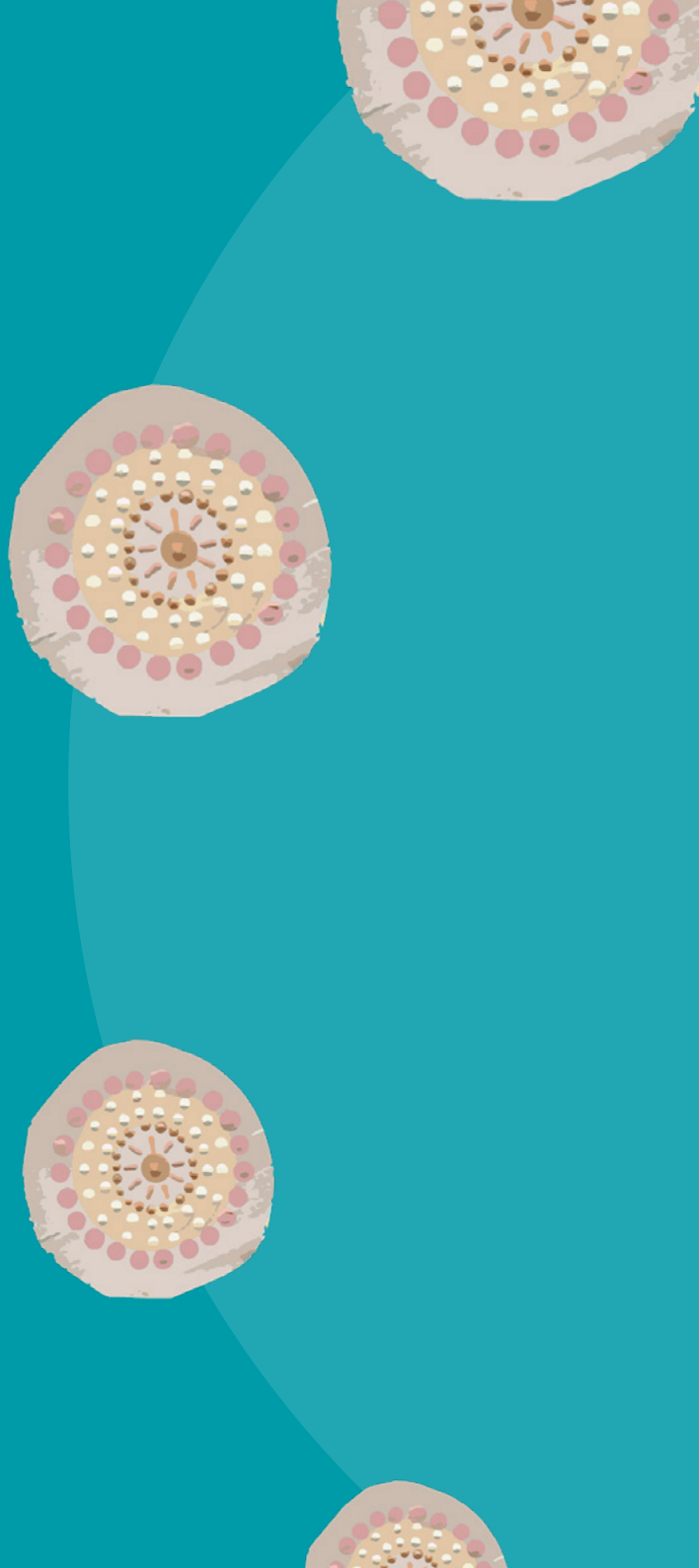
Opportunities

Action	Deliverable	Timeline	Responsibility
10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	RECRUITMENT <ul style="list-style-type: none"> Review recruitment processes to assess how inclusive and safe the processes are for First Nations candidates to apply for employment with BaptistCare, and identify and rectify gaps for improvement, including but not limited to: <ul style="list-style-type: none"> Exploring community channels and Aboriginal and Torres Strait Islander community organisations to share/advertise employment opportunities available at BaptistCare. Reviewing on-boarding support provided to First Nations employees when they join the organisation. 	July 2024	General Manager, People and Culture
	<ul style="list-style-type: none"> Investigate potential training and employment partner organisations to work with to develop employment pathways for First Nations staff into BaptistCare (e.g. Home Care traineeships), including: <ul style="list-style-type: none"> Scoping opportunities to build on and grow existing BaptistCare First Nations employment pathways, including exploring potential funding, partnership and investment opportunities 	July 2024	General Manager, People and Culture
	RETENTION & EMPLOYEE EXPERIENCE <ul style="list-style-type: none"> Build understanding of current Aboriginal and Torres Strait Islander staffing footprint to inform future employment and professional development opportunities, including by: <ul style="list-style-type: none"> Consulting and inviting First Nations employees to help co-design this process. Developing opportunities for First Nations employees to connect and network together in a supportive and safe way. 	September 2023	General Manager, People and Culture
	PROFESSIONAL DEVELOPMENT <ul style="list-style-type: none"> Explore options to strengthen awareness of and access to professional development opportunities for First Nations employees. 	December 2023	General Manager, People and Culture
11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Identify opportunities to incorporate support for Aboriginal and Torres Strait Islander owned businesses as part of our responsible procurement approach, including Supply Nation suppliers. 	February 2024	Head of Procurement



Governance

Action	Deliverable	Timeline	Responsibility
12. Maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> Recognise the continuing role of the existing RWG in governing RAP implementation. 	May 2023	Sustainability Manager
	<ul style="list-style-type: none"> Update the Terms of Reference for the RWG. 	May 2023	Sustainability Manager
	<ul style="list-style-type: none"> Expand Aboriginal and Torres Strait Islander representation on the RWG and expand representation on the RWG from operational divisions. 	December 2023	Sustainability Manager
13. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Define ongoing resource needs for RAP implementation, including <ul style="list-style-type: none"> Re-employing an Aboriginal and Torres Strait Islander RAP Lead to lead and oversee implementation of the Reflect RAP, with support and mentoring networks in place (including recruiting externally for this role if needed). Exploring opportunities and resources for an identified liaison and outreach role. 	June 2023	Sustainability Manager
	<ul style="list-style-type: none"> Engage senior leaders in the delivery of RAP commitments, including an annual update. 	November 2023	Sustainability Manager
	<ul style="list-style-type: none"> Define appropriate systems and capabilities resourcing to track, measure and report on RAP commitments as part of sustainability reporting. 	August 2023	Sustainability Manager
14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence. 	June annually	Sustainability Manager
	<ul style="list-style-type: none"> Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire. 	1 August annually	Sustainability Manager
	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. 	30 September, annually	Sustainability Manager
15. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP. 	July 2024	Sustainability Manager



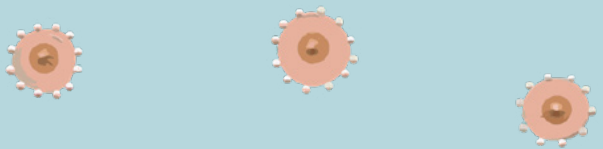
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