

# Reconciliation Action Plan

NOVEMBER 2020 - NOVEMBER 2022



**“Padniadlu wadu:  
Let’s walk together  
in harmony”**

Kaurna Elder Uncle Lewis Yerloburka O’Brien



RECONCILIATION  
ACTION PLAN

**INNOVATE**

# Acknowledgement of Country

## Baptist Care SA acknowledges the Traditional Owners of the land.

We recognise and respect their cultural heritage, beliefs, and deep connection and continued guardianship of these, lands, sky and waters. We value the contributions of Elders past and present, we are committed to learning from those emerging.

The Bible says “let justice flow like water” (Amos 5:24) and we follow this example as we seek the justice of righting the wrongs of the past. We express our gratitude that we share this land today, our sorrow for the costs of that sharing and our hope that we can move to a place of justice and partnership together.

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**“All this is from God, who reconciled us to Himself through Christ and gave us the ministry of reconciliation: that God was reconciling the world to Himself in Christ, not counting people’s sins against them. And He has committed to us the message of reconciliation”**

2 Corinthians 5:18 -19



## Foreword



**This Reconciliation Action Plan reflects Baptist Care SA’s faithful heritage of building respectful relationships and active engagement with Aboriginal and Torres Strait Islander people that spans over 100 years in South Australia.**

Inspired by the servant heart of Jesus Christ and in keeping with our core values, this Reconciliation Action Plan (RAP) underpins Baptist Care SA’s commitment to seeing our employees, volunteers and students on placement walking alongside Aboriginal and Torres Strait Islander people and communities.

The RAP aims to further strengthen Baptist Care SA’s long-standing relationships with Aboriginal and Torres Strait Islander people and communities. The RAP also seeks to demonstrate the organisation’s commitment to providing welcoming, culturally safe and respectful places and opportunities for all current and future Aboriginal and Torres Strait Islander employees, volunteers and clients to plan, act and learn together.

This document is the outcome of extensive consultation and thorough planning. It sets out a range of initiatives and steps that Baptist Care SA plans to take as we move toward the further development of positive, sustainable relationships with our Aboriginal and Torres Strait Islander people and communities.

For many years, Baptist Care SA has sought to be an active participant in, and contributor to, our nation’s Transition Pathway toward reconciliation with First Nations peoples.

This document reflects our desire that implementation of the RAP over the next two years will help to create a culturally welcoming and safe environment in which enriched relationships between Aboriginal

and Torres Strait Islander and non-Indigenous people will be fostered so that we can all flourish together.

I am very pleased to present our Reconciliation Action Plan 2020 – 2022.

**Graham Brown**  
Chief Executive Officer



# Baptist Care SA Tjukurrpa (Dreaming) 'Transition Pathways'

## Art overview & artist bio.

Early in 2019, Baptist Care SA commissioned Molly Nampitjinpa Peterson of the Luritja Nations, NT, now living in Adelaide, to paint her interpretation of how people at Baptist Care SA's WestCare Centre are assisted to move along their own, unique 'transition pathways from adversity to opportunity'.

We asked Molly to share with us how this beautiful artwork evolved and what it means to her. Molly says:

"I was born near Papanya out in the bush. I learned my tjukurrpa, my dreaming, when I was 12 years old. My grandmother and grandfather would write the signs on the ground and I would learn from it. They would draw these pictures with dirt that I paint now. When I was 17, I learned how to paint.

This painting is about all the work that Baptist Care SA does in South Australia.

There are people from different cultures all working together to make life better. There are houses for people who don't have houses. There is good food for people and gardens.

In the corner of the painting there are Elders having lunch with Baptist Care SA workers. In the other corner there is an art workshop for people who want to paint. There are Baptist Care SA workers looking after children and there are people meeting in the church.

Between all the people there are paths for people to walk on. Many different types of people use the paths. Some people can't walk or have a disability and Baptist Care SA helps them to get on the paths too.

I see all of the work that Baptist Care SA does and that's all in this painting."





# Our vision for reconciliation

**Baptist Care SA, motivated by Christ’s servant heart, aspires to be a leading, life-transforming agency, founded in a faith community that is engaged in client focused care.**

Our vision for reconciliation is for a community in which Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander peoples walk together in harmony; honouring the cultures and heritage of Aboriginal and Torres Strait Islander peoples, and working together to eradicate social injustice.

Baptist Care SA strives to be a place where Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander peoples work together in a positive partnership to find ways to make people’s lives better. With a focus on culture and traditions, we are privileged to work with Aboriginal and Torres Strait Islander communities in a number of our services.

Baptist Care SA is committed to ensuring the visibility, voice and valuing of Aboriginal and Torres Strait Islander peoples and cultures.

Baptist Care SA acknowledges that Aboriginal and Torres Strait Islander People have endured historical injustice and dispossession of their land, language and culture and we recognise this is continuing today. This has profoundly influenced and impacted all aspects of life.

Baptist Care SA longs for healing and we are committed to playing our part in making amends for past and present wrongs toward a future where we can walk together in harmony.



# Our values



**Baptist Care SA aims to develop and implement integrated approaches that enable people to receive the support they need to move along their own unique Transition Pathways and have increasing opportunities to flourish as individuals and in their community.**

Underpinning all of our work are these four values:

Integrity	Compassion	Empowerment	Innovation
Ensuring personal and corporate transparency and the highest ethical standards.	Treating people and communities with empathy, dignity and fairness.	Releasing individual strengths that promote personal and community transformation.	Fostering a culture of continuous improvement, staff engagement and improved client outcomes.



# Our business

**Baptist Care SA is an innovative, purpose-driven, faith-based organisation with over 100 years of experience of developing and delivering innovative solutions to address social issues impacting vulnerable and marginalised groups in South Australia.**

We work across multiple service domains with a clear mission to springboard disadvantaged people and communities out of poverty, adversity, and isolation toward a life of opportunity.

We offer a comprehensive suite of programs that support transition pathways from adversity to opportunity including:

- Homelessness and emergency care services
- Aboriginal specific services
- Settlement and inclusion services for refugees and asylum seekers
- Children and family services
- Youth, education, and training services
- Mental health services

- Disability support services
- Employment readiness support programs
- Drug and alcohol services
- Adventure therapy and camping
- Chaplaincy services in hospitals and prisons
- Support for community inclusion ministry of local Baptist churches

We deliver services in metropolitan Adelaide (including Adelaide CBD, Hallett Cove, Melrose Park, Salisbury, and Wayville offices), the Adelaide Hills and Fleurieu Peninsula, Murray Bridge, Mt. Gambier, and Port Lincoln.

Baptist Care SA employs more than 860 staff. As at 1 June 2020, 17 of our staff identify as Aboriginal and/or Torres Strait Islander people. We are committed to setting and achieving

targets for employing Aboriginal and Torres Strait Islander staff, so that Aboriginal and Torres Strait Islander communities can access safe and culturally appropriate services with respect and dignity.

Baptist Care SA is the community services arm of the Baptist Churches of South Australia, which are the organisation's moral owners. In addition, the organisation works with Commonwealth, State and Local government, other not-for-profit organisations and the overall South Australian community.







## Our Reconciliation Action Plan

**Baptist Care SA's inaugural Reconciliation Steering Committee was formed in 2014. This Committee developed our first Reconciliation Action Plan (RAP) in 2015 and have been advocating for reconciliation ever since.**

This Reconciliation Action Plan (RAP) seeks to build on our previous RAP and our work to date and to guide our organisation to a new level of engagement with Aboriginal and Torres Strait Islander communities. This RAP is a testament to, and example of, our commitment to making amends for past and present wrongs, deepening our commitment to achieving equitable participation, and increasing cultural responsiveness by aligning our strategies with meaningful actions and accountability.

In 2019 Baptist Care SA released its Strategic Horizons Plan, which incorporated a number of initiatives aiming to strengthen our work with Aboriginal and Torres Strait Islander peoples and communities.

Baptist Care SA's RAP provides the opportunity for our organisation to better understand and act on the cultural context, values, views and aspirations of Aboriginal and Torres Strait Islander peoples and communities. It is a living document that will be regularly reviewed,

reported on and evaluated. The RAP is a tangible demonstration of Baptist Care SA's commitment to Aboriginal and Torres Strait Islander peoples and communities.

While relationships with local Aboriginal and Torres Strait Islander Communities continue to be strengthened, further organisation-wide, sustainable connections will facilitate genuine understanding and partnership.

**Our RAP will contribute to Baptist Care SA's future by helping us to:**

- implement culturally appropriate services and engagement for Aboriginal and Torres Strait Islander clients
- build a workplace that is culturally safe and inclusive for Aboriginal and Torres Strait Islander peoples
- be a more dynamic, innovative and diverse organisation
- strengthen our cultural integrity and be leaders of change

**A number of principles have underpinned the conversations and provided touchstones in drafting the Plan. These include:**

- reconciliation is a commitment and a process, not an end point
- reconciliation is a shared responsibility
- we are guided in our actions towards reconciliation by the wisdom of Elders and of the wider Aboriginal and Torres Strait Islander community
- individual as well as institutional "cultural responsibility" is more than awareness or competency, it is about creating positive change
- Respect, Relationships and Opportunities are not discrete concepts and are inter-related
- a meaningful RAP needs to be both inspirational as well as practical - to celebrate what has been achieved and to continue to build on this.



# RAP governance

## The RAP underpins Baptist Care SA’s commitment to Aboriginal and Torres Strait Islander employees, volunteers, clients and communities.

The RAP proposes to strengthen Baptist Care SA’s relationships within Aboriginal and Torres Strait Islander communities and provide a culturally safe organisation for all current and future Aboriginal and Torres Strait Islander employees, volunteers, and clients.

The Executive Leader for Organisational Development has been appointed as the RAP Champion from the Executive Group and will be actively involved in progression of current and future RAPs. Baptist Care SA has two groups which are chaired by the RAP Champion; the Reconciliation Steering Committee (RSC), and the RAP Working Group. Both groups report to the RAP Champion, the Governance, Strategy and Stakeholder Committee, and the Baptist Care SA Board.

Both groups are made up of staff with relevant skills, experience and knowledge. The Reconciliation Steering Group promotes awareness and understanding of Aboriginal and

Torres Strait Islander cultures across the organisation and advises on best practice methods and targets for the recruitment, retention and provision of suitable working conditions of Aboriginal and/or Torres Strait Islander staff. The RAP Working Group is charged with developing the RAP and taking steps to ensure Baptist Care SA is held accountable to it.

Baptist Care SA values co-design and actively seeks the contribution, shared knowledge and experience of Aboriginal and Torres Strait Islander people. As such, one member of the RAP Working Group and two members of the Reconciliation Steering Committee identify as Aboriginal and/or Torres Strait Islander people. As well as seeking input from the wider Aboriginal and/or Torres Strait Islander community, two of the regular members of the group identify as Aboriginal people and represent those who can’t be at every meeting.

### RAP Champion

Executive Leader, Organisational Development

### Baptist Care SA’s RAP Working Group

- Executive Leader, Organisational Development
- Senior Manager, Family Pathways
- Manager, Organisational Capability
- Manager, Practice Excellence
- Senior Advisor, Aboriginal Services
- Executive Assistant

### Baptist Care SA’s Reconciliation Steering Committee

- Executive Leader, Organisational Development
- Area Manager Eyre Peninsula
- Manager, Adventure Pathways
- Manager, Homelessness and Aboriginal Services
- Senior Advisor, Aboriginal Services
- Case Manager, Eastern Adelaide Homelessness Service.

# Current activities & partnerships

### NAIDOC

Baptist Care SA holds NAIDOC events each year. They are inclusive events to which staff, volunteers, clients and the community are invited. Baptist Care SA continues its support to successfully highlight the value of Aboriginal and Torres Strait Islander Australians’ contribution to our organisation.

### National Reconciliation Week

Baptist Care SA recognises that every one of us has a role to play when it comes to reconciliation, and in playing our part we collectively build relationships and communities that value Aboriginal and Torres Strait Islander peoples, histories and cultures. We share, support and celebrate National Reconciliation Week each year by hosting events in line with Reconciliation Australia’s events.

### Aboriginal and/or Torres Strait Islander People in Residence

In 2020, partnership with South Australian Housing Authority, Baptist Care SA responded to the COVID-19 emergency by making the Mylor Adventure Campsite available to Anangu stranded in Adelaide as a safe and culturally attuned accommodation site. The site was made available to 60 women and children from the Anangu Pitjantjatjara Yankunytjatjara (APY) Lands.

Baptist Care SA developed a partnership with Anangu led organisation Iwiri Corporation. Iwiri, in partnership with Baptist Care SA, provided interpreting and translation services, painting and weaving activities and education support for children and young people including traditional dance.

Baptist Care SA also partnered with Nunkuwarrin Yunti, an Aboriginal Community Controlled Health provider to provide GP, nursing and allied health services on site, helping Anangu be strong and healthy.

Baptist Care SA in partnership with Health SA Aboriginal Health Unit and South Australian Housing Authority and with Wirraway Homestead, also provided a once off quarantine service for Anangu stranded in Alice Springs during the COVID-19 emergency who were seeking opportunity to return home to the APY Lands. This venture successfully enabled 28 Anangu to meet quarantine requirements to then return through the Biosecurity zone into the APY Lands.

### Advisory Group

An Advisory Group was established for Aboriginal and Torres Strait Islander staff to be supported in a culturally safe and welcoming space.

While this is an informal group, formed to provide support for identified staff, members are encouraged to offer advice and input to the Reconciliation Steering Committee to improve the Reconciliation Action Plan. Members are also encouraged to attend, and offer support to, the Reconciliation Steering Committee.

### Relationship with Aboriginal and/or Torres Strait Islander Organisations

Baptist Care SA, as an embedded community organisation, has relationships with a broad range of Aboriginal Community Controlled Organisations. Across the partnership continuum, these relationships range from networking to warm referral, to collaborative case management to formal partnerships. This range of

partnerships is evident across all of Baptist Care SA’s service offerings. Working relationships and/or formal partnerships are in place with the following organisations:

- Aboriginal Sobriety Group
- Iwiri Corporation
- Living Kurna Cultural Centre
- Nunkuwarrin Yunti
- Tauondi College
- Nunga Mi:Minar
- KWY
- TandanyaWardli Youth Centre
- Turkindi Network.

### Elders Program

Our Elders Program supports men and women who identify as Aboriginal and/or Torres Strait Islander people, residing in the Southern and Eastern Metropolitan areas of Adelaide. Specifically, we work with people over 50 years old, who are living in the community and are aged and frail. We also work with women over 18 years, who are living with a moderate, severe or profound disability and/or experiencing social isolation. The program provides:

- counselling, information and advocacy
- group activities such as craft groups and excursions
- social Support including assistance with day to day tasks such as shopping and banking
- transport including assistance to attend appointments
- centre-based engagement activities.



# Current activities & partnerships

## Deadly Pathways

Deadly Pathways is a mentoring and engagement program for Aboriginal and/or Torres Strait Islander youth and is focused on promoting pride within culture and developing opportunities for the future. Working with 16 to 24 year olds, our dedicated team aims to re-engage and support young people to participate in education to prepare for employment.

## Accommodation for Aboriginal and/or Torres Strait Islander Men

Support for Aboriginal and/or Torres Strait Islander men is an important part of our organisation and connection to community. This program provides a supported accommodation service for Aboriginal and/or Torres Strait Islander men who are homeless or have experienced chronic homelessness and who have high and complex needs as assessed by the Department of Human Services Exceptional Needs Unit.

## Homelessness Support – Eastern Adelaide

The reasons for homelessness are varied and never simple. In our Eastern Adelaide Aboriginal and Torres Strait Islander Homelessness program, we work with Aboriginal and/or Torres Strait Islander men, women and families who are homeless or at risk of homelessness to help them find and maintain long term stable housing.

We use holistic case management to work with our clients to identify the barriers and challenges that are preventing them from finding long term housing. Our Case Managers assess accommodation and support

needs and provide the appropriate support. We also work in partnership with the South Australian Housing Authority and Community Housing Organisations.

## Recruitment

Baptist Care SA targets employment opportunities for Aboriginal and/or Torres Strait Islander people for a broad range of roles including front line practitioners, support workers, administration, hospitality and corporate positions. We have set a goal to increase the percentage of our workforce who identify as Aboriginal and/or Torres Strait Islander people from 2% to 3%.

One of our key recruitment strategies to engage and strengthen our Aboriginal and/or Torres Strait Islander workforce is through targeted Aboriginal and Torres Strait Islander recruitment campaigns that are tailored to the needs of Aboriginal and/or Torres Strait Islander candidates. This includes attracting Aboriginal and/or Torres Strait Islander candidates through Aboriginal and/or Torres Strait Islander community forums, Aboriginal and Torres Strait Islander radio and through our Aboriginal and/or Torres Strait Islander organisational partnerships such as Tauondi College. We are in the process of tailoring our recruitment process to include input from Aboriginal and/or Torres Strait Islander staff and includes Aboriginal and/or Torres Strait Islander representation in a culturally safe environment.

Aboriginal and/or Torres Strait Islander employees at Baptist Care SA are supported through the local

Aboriginal and/or Torres Strait Islander employee network who meet for the purpose to provide peer to peer support.

## Our Practice Framework

Baptist Care SA's Practice Framework has two core elements; Cultural Responsiveness and Restorative Practice. The culturally responsive element ensures that the cultural identity, safety, traditions and needs of our clients – especially clients from Aboriginal and Torres Strait Islander communities – are valued and promoted, so that we can build on their strengths.

Restorative practice is relational and helps staff and volunteers work with Aboriginal and/or Torres Strait Islander individuals, families and communities; enabling them to build and maintain positive and constructive relationships.

## Higher Apprenticeships Pathway

Baptist Care SA is exploring opportunities, as well as key partnerships, through the Higher Apprenticeships Pathway with a specific focus on employment for Aboriginal and/or Torres Strait Islander peoples.

## Cultural Training for All Staff

Baptist Care SA has established relationships with local Aboriginal Elders who, together with members of our organisation's Advisory Group, have contributed to the development of our Cultural Awareness Pre-Engagement online learning module which focuses on Aboriginal and/or Torres Strait Islander peoples.

Baptist Care SA strengthened the cultural proficiency of our workforce and expanded on our learning offerings. This training was supported by Australians Together who rolled out our face to face cultural awareness training across the organisation. This has completed phase one of our plan to build a strong culturally aware organisation.

In 2020 we commenced scoping phase two of our plan which includes cultural awareness training that focuses on assisting staff to practically support the needs of our Aboriginal and/or Torres Strait Islander clients. Further to this, every new joiner to the organisation watches a video put together by Australians Together as an introduction to Aboriginal and Torres Strait Islander cultures.

## Cultural Training for Leaders

Baptist Care SA is working with Aboriginal and/or Torres Strait Islander people to design, develop and deliver a Leadership cultural awareness program. The program uses applications, based on Indigenous frameworks and cultural principles, to equip and empower individuals, teams and organisations. This program will flip the current practices in leadership methodology and be delivered across the organisation.





# Relationships



## Reconciliation can be defined as the coming together of people.

As such, Baptist Care SA is committed to bringing Aboriginal and/or Torres Strait Islander peoples and their non-Aboriginal and Torres Strait Islander counterparts together, to learn from and communicate with one another and build, in partnership, a better future for all Australians. We recognise that relationships are essential to the success of reconciliation and aim to improve outcomes for individuals and communities, drawing on the inherent strengths and resilience of our Aboriginal and/or Torres Strait Islander peoples to foster and create positive change.

Action	Deliverable	Timeline	Responsibility
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	Feb 2021 Feb 2022	Executive Leader Service Pathways
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	Feb 2021	Executive Leader Service Pathways
Participate in and celebrate National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials.	May 2021 May 2022	Executive Leader Organisational Development
	RAP Working Group to participate in an external NRW event.	May 2021 May 2022	Chief Executive Officer
	Register all our NRW events on Reconciliation Australia's NRW website.	Apr 2021 Apr 2022	Manager WestCare Centre
	Organise at least one NRW event each year.	Apr 2021 Apr 2022	Manager WestCare Centre
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	Apr 2021 Apr 2022	Chief Executive Officer
Promote reconciliation through our sphere of influence.	Implement strategies to engage our staff in reconciliation.	Feb 2021	Manager Organisational Capability
	Communicate our commitment to reconciliation publicly.	Nov 2020	Manager Marketing & Communications
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Mar 2021	Senior Advisor Aboriginal Services
	Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	Mar 2021	Chief Executive Officer
Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Nov 2020 Nov 2021	Senior Manager People & Culture
	Develop, implement and communicate an anti-discrimination policy for our organisation.	Jan 2021	Senior Manager People & Culture
	Engage with Aboriginal and/or Torres Strait Islander staff and/or advisors to consult on our anti-discrimination policy and identify potential future needs.	Feb 2021	Executive Leader Organisational Development
	Educate senior leaders on the effects of racism.	Feb 2021	Manager Organisational Capability

# Respect



## Aboriginal and Torres Strait Islander peoples are the First Nations peoples of the Australian continent and its islands.

Australia was, and still is, home to ancient laws, customs and cultures, to strong ancestral ties between person, land and sea. Baptist Care SA acknowledges the importance of this history and aims to actively cultivate an environment which both respects and protects these ways of knowing and being.

Action	Deliverable	Timeline	Responsibility
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	Nov 2020	Executive Leader Organisational Development  Senior Advisor Aboriginal Services
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Jan 2021	Executive Leader Organisational Development  Senior Advisor Aboriginal Services
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Jan 2021	Executive Leader Organisational Development  Senior Advisor Aboriginal Services
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Nov 2020	Chief Executive Officer  Manager Marketing & Communications
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	Nov 2020	Manager Organisational Capability
	Consult local Traditional Owners and/or Aboriginal and/or Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	Nov 2020	Manager Organisational Capability
	Develop and implement a cultural learning strategy to raise cultural capability of all staff across the organisation.	Nov 2020	Manager Organisational Capability
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	Feb 2021	Manager Organisational Capability
	Investigate local cultural immersion experiences for staff.	May 2022	Manager Organisational Capability
Participate in and celebrate NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	Jul 2021 Jul 2022	Chief Executive Officer
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	May 2021 May 2022	Senior Manager People & Culture
	Promote and encourage participation in external NAIDOC events to all staff.	July 2021 July 2022	Executive Leader Organisational Development



# Opportunities

Baptist Care SA is an organisation where advocacy and justice are key to our beliefs and purpose.



We are therefore committed to identifying and creating opportunities that will lead to real change for Aboriginal and Torres Strait Islander peoples.

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	Feb 2021	Senior Manager People & Culture Senior Advisor Aboriginal Services
	Review HR and recruitment policies to remove barriers to Aboriginal and/or Torres Strait Islander participation in the workplace.	Feb 2021	Senior Manager People & Culture Senior Advisor Aboriginal Services
	Increase the percentage of Aboriginal and/or Torres Strait Islander staff employed in our workforce.	Feb 2021	Executive Leader Organisational Development Senior Manager People & Culture
	Appoint an Aboriginal Cultural Liaison Coordinator.	Nov 2020	Senior Manager People & Culture
	Develop and implement an Aboriginal and/or Torres Strait Islander traineeship and scholarship program.	Sept 2021	Senior Manager People & Culture
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Feb 2021	Senior Manager People & Culture Senior Advisor Aboriginal Services
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	Feb 2021	Senior Manager People & Culture Manager Organisational Capability
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Feb 2021	Senior Manager People & Culture Manager Organisational Capability

Action	Deliverable	Timeline	Responsibility
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and/or Torres Strait Islander procurement strategy.	Feb 2021	Executive Leader Corporate Services
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Feb 2021	Executive Leader Corporate Services
	Investigate Supply Nation membership.	Feb 2021	Senior Manager Finance
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and/or Torres Strait Islander businesses.	Mar 2021	Executive Leader Organisational Development Senior Advisor Aboriginal Services
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Oct 2021	Executive Leader Corporate Services
Expand Aboriginal and Torres Strait Islander partnerships and business activities to improve service delivery.	Engage with Aboriginal and Torres Strait Islander organisations to consult with our business activities to improve service delivery.	Feb 2021	Executive Leader Service Pathways
	Engage with Aboriginal and/or Torres Strait Islander organisations to inform and strengthen capability to deliver improved outcomes for Aboriginal and/or Torres Strait Islander people and communities.	June 2021	Executive Leader Service Pathways
	Develop culturally appropriate service models and facilities that meet the needs and aspirations of Aboriginal and/or Torres Strait Islander peoples and communities.	Aug 2021	Executive Leader Service Pathways
	Implement strategies to capture the voices of Aboriginal and/or Torres Strait Islander people to inform continuous improvement of services.	June 2021	Executive Leader Service Pathways



# Governance & tracking progress



**Baptist Care SA is committed to promoting and advancing Aboriginal and Torres Strait Islander participation and success in achieving positive outcomes.**

We also commit to monitoring and evaluation of performance that is integrated into existing practices.

Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	RAP Working Group to meet at least quarterly to drive and monitor RAP Implementation.	Nov 2020 Feb 2021 May 2021 Aug 2021 Nov 2021 Feb 2022 May 2022 Aug 2022	Executive Leader Organisational Development
	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Nov 2020	Executive Leader Organisational Development
	Establish and apply a Terms of Reference for the RWG.	Nov 2020	Executive Leader Organisational Development
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	Sept 2021 Sept 2022	Executive Leader Organisational Development
	Report RAP progress to all staff and senior leaders quarterly.	Dec 2020 Mar 2021 Apr 2021 Sept 2021 Dec 2021 Mar 2022 Jun 2022 Sept 2022	Executive Leader Organisational Development
	Publicly report our RAP achievements, challenges and learnings, annually.	Jan 2021 Jan 2022	Executive Leader Organisational Development
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 22	Executive Leader Organisational Development
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	Nov 2020 Nov 2021	Executive Leader Organisational Development
	Engage our senior leaders and other staff in the delivery of RAP commitments.	Nov 2020 Nov 2021	Chief Executive Officer Executive Leader Organisational Development
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	Nov 2020 Nov 2021	Executive Leader Organisational Development
	Appoint and maintain an internal RAP Champion from senior management.	Nov 2020	Executive Leader Organisational Development
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	Mar 2022	Executive Leader Organisational Development





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Reconciliation Action Plan  
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