

Reflect Reconciliation Action Plan

NOVEMBER 2022 – NOVEMBER 2023



Acknowledgement of Country

icare NSW acknowledges the Traditional Custodians, Stewards and language groups of New South Wales and we recognise their connection throughout time to lands and water.

We admire the collective knowledge, wisdom, strength and resilience of First Nations communities and peoples.

We acknowledge and pay respect to Elders, past, present and those of the future, for they will hold the memories, traditions and hopes of First Nations peoples and cultures.

We pay respect to our First Nations participants, colleagues, stakeholders, and partners in Reconciliation.

Our offices are located on the lands of the Eora (Sydney), Darkinjung (Gosford), Awabakal (Newcastle) Dharug (Parramatta) and Tharawal (Wollongong) nations.



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A message from our CEO and Managing Director

We are proud to join the Reconciliation Action Plan (RAP) program and set out our path to deliver better outcomes for the First Nations peoples and communities we work and interact with every day.

Our business plays a critical role in communities across New South Wales. It is our purpose as a business to care for the people of NSW, building trust and confidence so these communities can thrive.

These connections we hold within the community mean we are uniquely placed to make a difference. This responsibility is important to us and something we take pride in, and our inaugural RAP sets us on a course to create a better future.

Working together with First Nations peoples, we will create solutions and improve the way we do things, to play our part in achieving reconciliation and Closing the Gap.

Every day, our teams work with people who have been injured in motor vehicle, workplace, and other accidents. It is through this work that we can have a significant impact on delivering better health outcomes.

Achieving this will mean we improve how we provide access and care to injured First Nations peoples and ensure we have the processes and systems in place to reflect their cultural needs.

Within our team, our culture plan will foster increased diversity, inclusion and belonging, so that First Nations peoples feel respected, safe and supported, no matter how they interact with us.

Our suppliers, partners and stakeholders will see increased focus and engagement to expand the number of First Nations businesses and organisations we engage.

While we have already started work in many of these areas, the four core pillars of our RAP, Relationships, Respect, Opportunities, and Governance, outline the actions we will take to make a difference.

Thank you to the people and organisations who have helped deliver our RAP, our employees, First Nations peoples, Reconciliation Australia and Aboriginal Engagement Consultants, Nganya. This document is an important step for us and is demonstration of our commitment to drive sustainable change.

I am proud to lead our team on this journey as we work together to improve outcomes for First Nations peoples and communities, and I look forward to sharing the progress we make.

Richard Harding
CEO and Managing Director



Message from Reconciliation Australia

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

icare NSW joins a network of more than 1,100 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 icare NSW 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 icare NSW, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine
Chief Executive Officer



About the Artist

Leticia Anne Designs brings together a diverse team of deadly creatives and mentors to support, embrace and empower First Nations businesses, young entrepreneurs and organisations focused on community growth and development.

Lauren Henry is a proud Wodi Wodi and Walbunja person from the Yuin Nation on the South Coast of NSW. Lauren uses artworks as a medium to tell stories and to connect those around them to dig deeper in their learnings of First Nations culture. Lauren has been a part of the Leticia Anne Designs team since 2021.




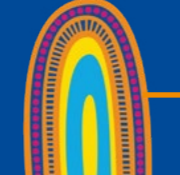

Leticia Anne Designs is a unique business that prides itself on its consultative nature, to best translate its clients' stories to a canvas.



About the Artwork

This artwork is titled 'Together' and is a representation of icare. The artwork boasts bright colours that align with icare and contribute to the story of icare's dreaming.

The artwork represents a connection of people, a sense of community and the importance of connection to Country. The artwork depicts the story of icare and the journey that icare has taken as a collective of individuals, work spaces and as a part of the wider community across New South Wales.

-  In the centre of the artwork is icare as a collective of individuals. The use of layers represents the different aspects of icare, including employees. Moving outwards from the inner circle are other community circles that are impacted by icare, this represents communities and countries across regional and rural NSW.
-  At the top of the artwork are kangaroo tracks on Country, kangaroos cannot travel backwards and are a symbol of icare's resilience.
-  The yarning circles at the top of the artwork represent our Elders and ancestors and the important role they hold in connecting us to culture. They are there to remind us that they are the Traditional Owners of this land.
-  At the bottom of the artwork, there are mountains, these represent the journey that icare has taken and acknowledges the growth that icare has gone through and will continue to explore in the future.
-  Above the mountains are people, the people that work at icare, the people that are impacted by icare and those that icare will service in the future.





Our Vision and Action for Reconciliation

icare is committed to shaping a future in which First Nations peoples and communities share in an equitable, just, prosperous and rewarding future that sees all Australians thrive collectively.

We are focused on playing our role in working side-by-side with First Nations peoples and communities to understand, and create solutions to address gaps in health and employment within the broader context of Closing the Gap.

While we remain committed to meeting the needs of our First Nations participants, businesses and colleagues, we recognise we have the capacity to advocate for and influence the design, and implementation of social policy that enables greater social and emotional wellbeing outcomes for our First Nations communities.

Our work will ensure we strive to create an inclusive culture within our organisation that understands and celebrates the uniqueness of diversity, fosters belonging and responds to the individual and collective needs of the communities we are connected to and serve.

Our values and strategic imperatives enable our people to create and maintain consistent action across all functions of our organisation to make a meaningful contribution to social change, and in sustaining effective relationships with the people we serve.

We recognise our people are instrumental in the work we do. Their compassion and commitment create opportunity for best practice and lasting impact which include:

- Building respectful relationships with First Nations peoples and organisations.
- Acknowledging, understanding and celebrating First Nations cultures, languages, traditions and kinship.
- Leveraging data-led insights leading the assessment and continuous improvement of our services to ensure we are accessible, and responsive to the unique needs of First Nations peoples and communities.
- Advocating improved health and wellbeing outcomes for First Nations peoples.
- Providing opportunities for our people and organisation to strengthen our knowledge and understanding of the lived experiences of First Nations peoples and communities.

While our Reconciliation journey is just getting started, we are determined that we make a meaningful contribution to better-lived experiences, strong and thriving communities, meaningful careers, and advocacy.



About icare NSW

As a Public Financial Corporation, we exist to care for the people of NSW, building confidence and trust so our communities can thrive.

We were set up in September 2015 and provide insurance and care to the people, businesses, and communities of NSW. We are the largest public sector self-insurers in Australia. We act for, administer and provide services to a range of government insurance and care schemes, including:

- Workers Insurance
- Insurance for NSW
- Lifetime Care and Support
- Dust Diseases Care
- Home Building Compensation Fund
- Sporting Injuries Insurance.

Our team supports the long-term care needs of clients following an accident—be it on the roads or in the workplace—to improve quality of life, including a return to work. We provide workers compensation insurance to more than 326,000 public and private sector employers in NSW and their 3.6 million employees.

icare is a New South Wales state-wide organisation employing 1,572 staff across our 5-sites including Sydney, Gosford, Newcastle, Parramatta and Wollongong. The confirmed number of Aboriginal and Torres Strait Islander staff is currently not known, and we will work within this RAP to better support the culturally appropriate ways to understand this. It is a commitment of icare to increase our employment and retention of First Nations employees across all areas of our business and create safe ways to foster transparency of identification in the organisation.

In addition, icare insures builders and homeowners, provides treatment and care to people severely injured on NSW roads, and protects more than \$193 billion of NSW Government assets, including the Sydney Opera House and the Sydney Harbour Bridge, schools and hospitals.





HERE FOR THOSE WE SERVE

As the state’s social insurer, we are committed to delivering empathetic experiences and fair outcomes for the people and businesses we serve and the community we protect.

Those we serve include the business and Government agencies we provide services to and the people we care for: injured workers, employers, NSW Government agencies, builders, homeowners, people who are severely injured and their families. This includes:

- **Policy holders**—we insure over 326,000 public and private sector employers in NSW and their 3.6 million employees.
- **NSW Government**—we provide insurance to NSW Government agencies and their current and former employees, and protect more than \$193 billion of NSW Government assets including the Sydney Opera House, the Sydney Harbour Bridge, schools and hospitals.
- **Injured workers**—we provide care, rehabilitation and return to work support to people injured at work in NSW.
- **Care participants**—we support people who have been severely injured on NSW roads and provide comprehensive medical care and financial assistance for people affected by work-related dust diseases.
- **Homeowners**—we help homeowners to rectify incomplete or defective residential projects valued over \$20,000, done by a builder or tradesperson.

Our commitment to the people we serve was enhanced in August 2021, when we appointed a full-time Customer Advocate to advocate for the voice of those we serve and provide recommendations to management on enhancing outcomes.

We continuously gather feedback and measure the experiences of those we serve in each of the insurance and care schemes we operate. We use a variety of feedback tools and measure different aspects of experience, to understand how our partners and icare are performing, and to identify opportunities for continuous improvement.

It is our goal to ensure that when the people we serve talk to a team member at icare that:

- We are aware of their needs and that their interaction is an easy experience.
- They find our team easy to deal with because we are flexible, innovative and adaptable.
- The information we provide is accessible and simple to understand.
- When the people we serve visit our icare offices they feel welcome.



OUR INCLUSION AND DIVERSITY PRINCIPLES

We are committed to advancing inclusion and diversity to support a resilient and capable workforce to achieve the best outcomes for the community of NSW.

Our people feel a sense of personal connection to our organisation’s purpose, are proud to say they work for us, advocate on our behalf, inspired to contribute, and motivated to go above and beyond in their work.

PRINCIPLES

- Inclusion is everyone’s business. Our employees and the people we serve feel they are valued and respected. Our employees feel that they belong and make meaningful contributions to delivering great outcomes and experience to those we serve.
- Inclusion is part of who we are, and we recognise the importance of the diversity of our employees and the people we serve. We are open and curious to employees’ ideas and experiences and encourage diversity of thinking. We are flexible and responsive to different perspectives. We work together to achieve outcomes for the people we serve.
- Inclusion is good for the people we serve and the broader community. We believe that a culture of belonging will lead to better outcomes.
- We consider alternative approaches and encourage and support our employees to generate ideas and to try new things.

icare’s customer conduct principles as set out by the regulator are:

- Be easy to engage and efficient.
- Act fairly, with empathy and respect.
- Resolve concerns quickly, value time and be proactive.
- Have systems in place to identify and address people’s concerns.
- Be accountable for actions and honest in interactions.

In consultation with those we serve, icare has established a set of commitments to guide the delivery of services and outcomes. These commitments will be included within Scheme Agent and third party contracts, and will be monitored through the Customer Experience Measurement (CXM) survey program

OUR COMMITMENTS TO THOSE WE SERVE:

WE GUIDE

We enable access and clarity of information for those we serve and relevant parties so that those we serve can confidently navigate the process.

WE UNDERSTAND

We understand the holistic needs of those we serve, treating them with dignity, empathy and respect, so they feel understood and acknowledged.

WE COLLABORATE

We enable transparency and accountability of actions through collaboration so that all parties are clear about their role and obligations.

WE HELP

We facilitate fair decisions to deliver better outcomes so that those we serve can focus on achieving their goals.

WE VALUE TIME

We continually seek efficiency in our processes and operations to help make the complex simple so that the experiences of those we serve reflect the value we place on their time and resources.





Purpose

We care for the people of NSW, building confidence and trust so our communities can thrive

Vision

We make the complex simple so our schemes deliver better outcomes for people and communities

Strategic Imperatives

- 1. Simplify our processes and interactions to deliver better outcomes for customers**
- 2. Make our information accessible and available to improve understanding and decision making for our ecosystem**
- 3. Elevate performance of service providers to drive improved outcomes for customers**
- 4. Focus the corporate centre to better enable the schemes**
- 5. Foster an open, constructive and accountable culture**

Our Values



FOCUSED ON OUTCOMES

Our Reflect RAP supports our commitment to effective service and support outcomes for icare’s First Nations people, businesses and agencies that we serve and the facilitation of an inclusive workplace.

The RAP supports the establishment and embedding of inclusive behaviours, processes, and policies to ensure continuous improvement as we progress on our Reconciliation journey. We are focused on working toward and achieving a set of outcomes that require changes to and improvement of current practices.

The RAP is not intended to be a long list of actions, but an overarching plan of focused objectives that have long-term, organisational impact. We will continue to monitor the implementation and performance of our RAP deliverables with a governance structure, including executive sponsorship and regular reporting on progress to the Group Executive Team (GET), and our people. This will include a top down endorsement with clarity of the active role they will take as role-models for inclusion. The internal RAP Working Group (RWG) will comprise of a member from each business unit to meet bi-monthly to review the performance of activities and focus on implementation within their respective business units to report on tangible outcomes achieved.

icare is committed to building and maintaining professional partnerships with First Nations internal and external stakeholders to ensure the leadership and action by the organisation is culturally informed, sound, safe, and meeting the ongoing needs of First Nations peoples and communities in New South Wales. This includes establishing a First Nations employee network, building and nurturing our relationships with Aboriginal community controlled organisations related to health and wellbeing, engaging with the NSW Indigenous Chamber of Commerce, and participation in relevant professional and community events including the National Reconciliation Conference in 2023.

POLICY AND LEGISLATIVE CONTEXT

The design of the plan’s objectives takes into consideration icare’s strategic plan, policies and legislative instruments including:

- *Motor Accidents (Lifetime Care and Support) Act 2006* and guidelines.
- *Workers Compensation Act 1987* and regulations 2016.
- *Workers Compensation (Bush Fire, Emergency and Rescue Services) Act 1987* and regulations 2012.
- *Workplace Injury Management and Workers Compensation Act 1998*.
- *Workers’ Compensation (Dust Diseases) Act 1942* and regulations 2013.
- *NSW Self Insurance Corporation Act 2004* and regulations 2015.
- *Home Building Act 1989* and regulations 2014.
- *Sporting Injuries Insurance Act 1978* and regulations 2014.
- *Sporting Injuries Insurance rule 1997*.

icare's Reconciliation journey

As a Public Financial Corporation serving the people of NSW, we have many First Nations participants in our insurance schemes, Aboriginal owned business procurement partnerships and First Nations employees, our organisation is uniquely placed to make a meaningful and sustainable difference for the First Nations communities of NSW.

We are committed to building a solid foundation to improve outcomes for those we serve and our employees' experience at work, and to ensure we are appropriately and effectively engaging with First Nations peoples to deliver sustainable and impactful outcomes.

We want to meet the unique needs of those we serve and to ensure our employees are equipped with the knowledge, skill, and systems to ensure we provide culturally appropriate services. We are committed to ensuring First Nations peoples feel safe to work with, or at, icare.

Feedback provided by employees during consultation on the visibility of Reconciliation at icare highlighted the need for us to do more, and employees are excited about the discussions around Reconciliation and want to see change and growth in this area.

A valuable piece of employee feedback was the need for strong leadership on Reconciliation with a top-down approach to this conversation, along with adequate information, education and training to drive and ensure authentic and meaningful change.

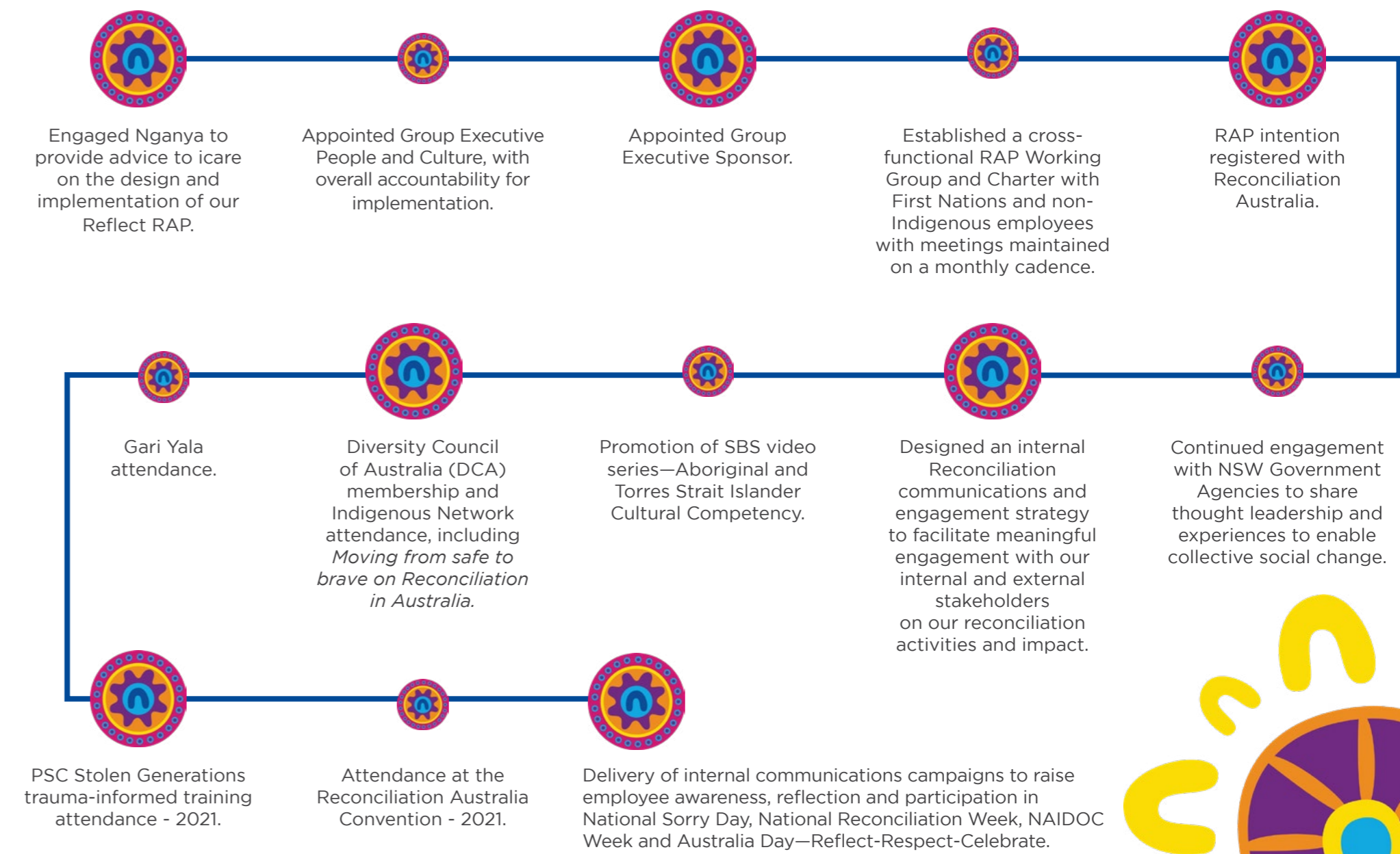
Our Reflect Reconciliation Action Plan will be the framework that provides us with the elements needed to ensure we create the foundation to enable and foster recognition and unity into the future.

Our goal, through the RAP, is to build better experiences, relationships and trust. We are focused on engagement with those we serve, and employees building meaningful relationships. We want to hear people's experiences and perspectives to determine if we are meeting their needs, and if not, to work together to understand what adjustments we could make to better support their cultural requirements.

In addition, we want to ensure our approach and systems are not just providing for equal opportunity, but also equity.



WE ARE LISTENING. SINCE JUNE 2021 WE HAVE COMPLETED THE FOLLOWING 'ENGAGE' ACTIVITIES:



PILLAR 1 Relationships

Outcomes / objectives	Deliverable	Timeline	Accountability
Establish and strengthen mutually beneficial relationships with First Nations stakeholders and organisations.	Identify First Nations stakeholders and organisations within our local area or sphere of influence relating to our core business.	March 2023	General Manager Culture & Capability
	Research best practice and principles that support partnerships with First Nations stakeholders and organisations.	March 2023	General Manager Culture & Capability
	Maintain and review engagement with current First Nations stakeholders, including our engagement through community events.	November 2023	General Manager Culture & Capability
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our people.	May 2023	General Manager Culture & Capability
	RAP Working Group members to participate in external NRW events.	27 May – 3 June 2023	General Manager Culture & Capability
	Encourage and support all employees and leaders to participate in at least one external event to recognise and celebrate NRW in 2023.	27 May – 3 June 2023	General Manager Culture & Capability

Outcomes / objectives	Deliverable	Timeline	Accountability
Promote Reconciliation through our sphere of influence.	Regularly communicate our commitment to Reconciliation to all employees.	November 2023	General Manager Culture & Capability
	Identify external stakeholders that our organisation can engage with on our Reconciliation journey.	December 2022	General Manager Culture & Capability
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our Reconciliation journey.	December 2022	General Manager Culture & Capability
	Senior leadership to publicly support Reconciliation initiatives using our external online footprint, digital communications, and networks.	November 2023	Group Executive People and Culture
	Develop internal Reflect RAP Communication and Engagement Strategy to increase staff participation in our reconciliation activity.	November 2023	General Manager Culture & Capability
	Provide quarterly internal professional development learning opportunities and events under the theme 'What Reconciliation means to me' for employees to voluntarily participate in.	November 2023	General Manager Culture & Capability
Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	December 2022	General Manager Culture & Capability
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs.	November 2023	General Manager Culture & Capability
	Develop and implement activity from employee training needs analysis focused on race relations and anti-racism.	November 2023	General Manager Culture & Capability
	Create, publish and promote a resource list on the intranet for employees on anti-racism and cultural safety strategies.	November 2023	General Manager Culture & Capability



PILLAR 2

Respect

Outcomes / objectives	Deliverable	Timeline	Accountability
Increase understanding, value and recognition of First Nations cultures, histories, knowledge, and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of First Nations cultures, histories, knowledge, and rights within our organisation.	December 2022	General Manager Culture & Capability
	Conduct a review of cultural learning needs within our organisation.	April 2023	General Manager Culture & Capability
	Develop and implement cultural safety programs across the organisation to enhance staff capability when working with First Nations participants.	November 2023	General Manager Culture & Capability
	Create and publish a protocol for engaging with First Nations people and communities across all schemes that includes language, Country, how to ask questions related to identity and data capture.	December 2022	General Manager Culture & Capability
	Establish and implement employee training and systems to enable the consistent participant cultural data collection across all schemes to inform customised service, improved relationships and continuous improvement through insights and feedback.	November 2023	General Manager Culture & Capability

Outcomes / objectives	Deliverable	Timeline	Accountability
Demonstrate respect to First Nations peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational areas.	December 2022	General Manager Culture & Capability
	Increase employee understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December 2022	General Manager Culture & Capability
	Review existing internal Acknowledgment of Country protocol and provide educational opportunities to employees to build capability and confidence.	November 2023	General Manager Culture & Capability
	Display Acknowledgement of Country at all icare locations, on icare's intranet and website.	December 2022	General Manager Culture & Capability
Build respect for First Nations cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our employees about the meaning of NAIDOC Week.	June 2023	General Manager Culture & Capability
	Introduce our employees to NAIDOC Week by promoting external events in our local areas.	June 2023	General Manager Culture & Capability
	RAP Working Group to participate in an external NAIDOC Week event.	July 2023	General Manager Culture & Capability



PILLAR 3 Opportunities

Outcomes / objectives	Deliverable	Timeline	Accountability
Improve employment outcomes by increasing First Nations recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	November 2023	General Manager Culture & Capability
	Implement leaders strategies focused on effectively supporting and delivering First Nations employment strategy.	November 2023	General Manager Culture & Capability
	Build understanding of the current First Nations workforce to inform future employment and professional development opportunities.	November 2023	General Manager Culture & Capability
	Engage First Nations employees to establish and enable a First Nations' employee network.	November 2023	General Manager Culture & Capability
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	November 2023	Chief Procurement Officer, Organisational Performance
	Consistently adopt and implement the NSW Procurement Aboriginal Procurement Policy.	November 2022	Chief Procurement Officer, Organisational Performance
	Investigate Supply Nation membership.	November 2023	Chief Procurement Officer, Organisational Performance
	Establish a relationship with the NSW Indigenous Chamber of Commerce.	November 2023	Chief Procurement Officer, Organisational Performance



PILLAR 4 Governance

Outcomes / objectives	Deliverable	Timeline	Accountability
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Establish First Nations representation on the RWG.	November 2023	General Manager Culture & Capability
	Maintain Reconciliation Action Plan Working Group charter for duration of Reflect RAP.	November 2023	General Manager Culture & Capability
	Maintain an RWG to govern RAP implementation.	November 2023	General Manager Culture & Capability
Provide appropriate support for effective implementation of RAP commitments.	Engage senior leaders in the delivery of RAP commitments.	November 2023	General Manager Culture & Capability
	Develop a Reflect RAP performance monitoring framework to track, measure and report RAP activity and commitments.	December 2022	General Manager Culture & Capability
	Executive Sponsor to regularly monitor and report on Reflect RAP performance and liaise with Executive and senior leadership on accountability and advocacy.	November 2023	Executive Sponsor
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.	November 2023	General Manager Culture & Capability
	Include RAP performance outcomes in icare's Annual Report.	November 2023	General Manager Culture & Capability
Continue our Reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our Innovate RAP.	July 2023	General Manager Culture & Capability





Contact

CULTURE & CAPABILITY
PEOPLE & CULTURE

EMAIL

culture&capability@icare.nsw.gov.au



