



Mental Health
Australia



RECONCILIATION
ACTION PLAN

INNOVATE

Mental Health Australia

Innovate Reconciliation Action Plan

February 2025 – February 2027



Our vision for Reconciliation

Our vision for reconciliation is a nation that delivers equitable mental health and social and emotional wellbeing outcomes and experiences for all people in Australia. A united country with mentally healthy people and mentally healthy communities, where Aboriginal and Torres Strait Islander peoples no longer experience higher rates of mental ill-health and suicide than non-Indigenous Australians.

In the context of our organisation, Mental Health Australia wants to contribute to an Australia which celebrates Aboriginal and Torres Strait Islander peoples and cultures, honestly engages with our shared history, and addresses current racial injustice and inequities. We acknowledge that strong Aboriginal and Torres Strait Islander cultures are fundamental to improved life outcomes for Aboriginal and Torres Strait Islander people. To achieve our vision for reconciliation, Aboriginal and Torres Strait Islander social and emotional wellbeing approaches to mental health must be respected and embraced across the mental health sector.

We continue to walk with Aboriginal and Torres Strait Islander peoples in pursuing reconciliation and work closely with Aboriginal and Torres Strait Islander-led mental health organisations in improving equity and access to culturally safe mental health services.



CEO of Reconciliation Australia

Reconciliation Australia commends Mental Health Australia on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Mental Health Australia continues to be part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types – Reflect, Innovate, Stretch and Elevate – allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Mental Health Australia will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Mental Health Australia using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on *relationships*, *respect*, and *opportunities* gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Mental Health Australia to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Mental Health Australia will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Mental Health Australia's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Mental Health Australia on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



CEO of Mental Health Australia

As the national peak body for the mental health sector, Mental Health Australia's overarching vision is for mentally healthy people, mentally healthy communities, and we have a rich history of advocating for mental health reform.

However, more work needs to be done to see the policy, system, and cultural changes that will fundamentally improve the mental health of Australia.

This is especially true for First Nations Peoples. In Mental Health Australia's 2023 Report to the Nation, First Nations Australians reported significantly poorer overall mental health when compared to the wider population.

Mental Health Australia's vision for reconciliation is a nation that delivers equitable mental health and social and emotional wellbeing outcomes and experiences for all people in Australia. A united country with mentally healthy people and mentally healthy communities, where Aboriginal and Torres Strait Islander peoples no longer experience higher rates of mental ill-health and suicide than non-Indigenous Australians.

In August 2024, Mental Health Australia launched its 2024-2029 Strategy. This strategy includes two strategic goals:

1. Driving better mental health policies and systems
2. Uniting and strengthening the mental health sector.

Drafted alongside Mental Health Australia's new 2024-2029 Strategy, the intention of this RAP (2025-2027) is to deepen our understanding of our core strengths, expand relationships with Aboriginal and Torres Strait Islander-led organisational members and stakeholders, and use our sphere of influence to support Gayaa Dhuwi (Proud Spirit) Australia's Declaration and Implementation Plan.

Mental Health Australia is proud to launch its second Innovate Reconciliation Plan which is an opportunity to build on our RAP journey so far and continue to innovate and implement strategies to further our RAP objectives and their impacts into the future.

We need a cohesive mental health system, that both prevents mental health conditions whenever possible, and seamlessly integrates services, ensuring all people in Australia receive the support they require at the level they need, irrespective of their postcode, income, culture or identity.

We are committed to building a strong foundation for this work and leading a unified approach to mental health reform, so collectively, we can improve the mental health outcomes and experiences of all people in Australia.

Carolyn Nikoloski
Chief Executive Officer
Mental Health Australia



Our Business

For over 25 years, Mental Health Australia has advocated for mental health reform, and we continue to drive policy change and proactively put mental health on the agenda.

As the national peak for mental health, Mental Health Australia unites the mental health sector to present a cohesive voice to government and provide practical policy solutions to influence decision-making, which in turn, improves the mental health system and the mental health of Australians.

Mental Health Australia's sphere of influence for reconciliation within the Australian mental health sector is considerable. We have over 140 organisational members, including service providers, professional bodies, organisations representing people with mental ill-health, family, carers and supporters, researchers and state and territory mental health peak bodies.

The views and expertise of people with lived and living experience of mental ill-health, families, carers and supporters along with our member organisations, underpins our work. We believe that by bringing together diverse perspectives across Mental Health Australia's members, the community and governments, we will create greater change and more innovative solutions, than what any of us could do working alone.

Mental Health Australia has one office, based in the nation's capital on Ngunnawal and Ngambri Country, employs 22 people - with most staff based on Ngunnawal and Ngambri country (ACT), and a number of staff working remotely/hybrid in Wadawurrung, Wurundjeri, Bunurong country (Melbourne and regional Victoria), Wiradjuri country (NSW) and Turrbal and Yuggera country (Brisbane). At the time of writing, Mental Health Australia is also trialling office sharing with member organisations in Melbourne. As of June 2024, Mental Health Australia employed one staff member who identifies as an Aboriginal and/or Torres Strait Islander person.

Mental Health Australia's 2024-2029 Strategy is driven by two goals: 1) to drive better mental health policies and systems and 2) unite and strengthen the mental health sector. These goals will contribute to our vision of 'Mentally healthy people, mentally healthy communities'.

Our RAP

Mental Health Australia is committed to reconciliation in Australia. We believe that together we can achieve a mature, just, and equal country.

Following the disappointing Referendum result in 2023, Mental Health Australia is acutely aware of the heartbreak and sorrow many First Nations peoples experienced and continues to work closely with stakeholder peak organisation Gayaa Dhuwi (Proud Spirit) and other First Nations-led organisations in the pursuit of social justice, equity, and better social and emotional wellbeing outcomes.

Mental Health Australia's decision to embark on a second Innovate RAP (2025-2027) will deepen our engagement with First Nations Peoples led mental health organisations, align with Mental Health Australia's new 2024-2029 Strategy. Through this second Innovate RAP, we will adopt a focus on external engagement to drive reconciliation and continue to engage staff and members in ongoing work to promote reconciliation.

A RAP Working Group (RWG) was established to guide the development and implementation of Mental Health Australia's first RAP. Membership of this group has changed over time, but the group continues to include representatives from the executive, diverse teams across the organisation, and now includes two external Aboriginal and Torres Strait Islander representatives. The RWG reports to the whole organisation at monthly all-staff meetings.

In the development of Mental Health Australia's second Innovate RAP, the RWG undertook a review of its Terms of Reference and extended an invitation to Gayaa Dhuwi (Proud Spirit) Australia to join the RWG.

Mental Health Australia's Chief Executive Officer joined the RAP Committee in April 2024 and is championing this RAP, internally with staff and Board directors and with members, and external stakeholders.



RAP Working Group Membership

The RAP Working Group includes three Aboriginal and Torres Strait Islander representatives, and consists of:

Mental Health Australia

- Chief Executive Officer (Executive Sponsor)
- Deputy Director, Policy & Research
- Senior HR Officer
- Senior Events & Website Manager
- Team Support Officer (Aboriginal person)
- Lived Experience representative (Black Dog Institute, Aboriginal and Torres Strait Islander Lived Experience Centre)
- Embrace Multicultural Mental Health Project – Projects Officer

Indigenous Allied Health Australia

- Admin Support Officer (Aboriginal person)

Gayaa Dhuwi (Proud Spirit)

- A/g Director, Communications (Aboriginal person)

Mental Health Australia is excited to extend our learnings and build on the foundations established through our previous RAPs, as we continue to engage and work for reconciliation through implementation of this next Innovate RAP. As well as being aligned with Mental Health Australia's 2024-2029 Strategy, this RAP is grounded in our values of Curiosity, Courage and Connection.

Our Reconciliation/RAP Journey So Far

In October 2013, Mental Health Australia's Board committed for the organisation to develop our first Reflect Reconciliation Action Plan (RAP). This first Reflect RAP was built into the organisations' Strategic Plan (2014-16) and informed internal and external policies and strategies. Key achievements of this RAP included: the commissioning of a local Aboriginal artwork which is proudly displayed in our office; development of Mental Health Australia's protocol for Welcome to Country and Acknowledgement of Country in consultation with the Office of Aboriginal and Torres Strait Islander Affairs; and maintaining and building upon our relationships with Aboriginal and Torres Strait Islander organisations in the mental health sector.

Building on this work, Mental Health Australia developed a second Reflect RAP in 2017-2019, incorporating some of the actions of an Innovate RAP. Through implementation of this plan, Mental Health Australia staff organised and participated in events to celebrate key Aboriginal and Torres Strait Islander events, undertook cultural awareness training for community services staff and strengthened relationships with Aboriginal and Torres Strait Islander stakeholders to better include Aboriginal and Torres Strait Islander perspectives in our comments on government policy.

In 2021/2022, Mental Health Australia developed its first Innovate RAP 2022 - 2024. Key achievements from this RAP have included Mental Health Australia's public support of the Uluru Statement of the Heart and the 2023 Referendum, joining the Allies for Uluru consortium and staff participation to celebrate key Aboriginal and Torres Strait Islander events. Recently Mental Health Australia was successful in an application at the Fair Work Commission to amend the Social, Community, Home Care and Disability Services Industry Award 2010 (SCHaDS Award), to primarily enable employees to substitute Australia Day.

Reflecting on our RAP journey, as a small not-for-profit with less than 30 employees, the Working Group focussed on deliverables within the organisation. In this coming period, we look forward to extending our focus through this next Innovate RAP to increase our membership of First Nations SEWB, mental health and wellbeing organisations, build our external engagement, reflect the Gayaa Dhuwi (Proud Spirit) Australia Declaration in our work, and continue to advocate for self-determination for First Nations peoples which is imperative to address the disparities in mental health and wellbeing outcomes between Aboriginal and Torres Strait Islanders and other Australians.

Our first Innovate RAP revealed challenges associated with our small size as a not-for-profit, which limits our capacity to drive change. As the national peak body for the mental health sector, membership eligibility, costs and capacity may also restrict access for smaller First Nations-led organisations to inform our work. However, larger organisations like Gayaa Dhuwi, now a Mental Health Australia member, help address these barriers through representation and a strong commitment to partnership.

Policy and Advocacy

In our first Innovate RAP, Mental Health Australia sought to develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisation, engaging with best practice thought leaders on Aboriginal and Torres Strait Islander mental health and suicide prevention, including Gayaa Dhuwi (Proud Spirit) Australia, and Aboriginal and Torres Strait Islander people with lived experience of mental ill-health and their family, carers and supporters.

Mental Health Australia used our Report to the Nation research in 2022 and 2023 to highlight disparities in mental health care for First Nations peoples compared to non-Indigenous Australians. The research included a significant number of First Nations participants and demonstrated the critical need to adopt a human rights approach to mental health care, which Mental Health Australia continues to advocate for.

- In 2023, Mental Health Australia made a submission to an inquiry of the Joint Select Committee on the Aboriginal and Torres Strait Islander Voice Referendum, supporting the then proposed alteration to enshrine an Aboriginal and Torres Strait Islander Voice in the Australian Constitution.
- In our 2022 and 2023 submissions on Federal Budget priorities, Mental Health Australia called for funding to implement the Gayaa Dhuwi (Proud Spirit) Declaration, in support of this priority from Gayaa Dhuwi

In this successive Innovate RAP, we will continue this engagement in partnership with Gayaa Dhuwi and will reflect the Gayaa Dhuwi (Proud Spirit) Declaration in our activities. We look forward to incorporating the Implementation Plan of the Declaration on its release (expected later in 2024).

Cultural Awareness and Cultural Capability

Our commitment to, and celebration of, First Nations cultures has been demonstrated through Mental Health Australia's activities and participation:

- Mental Health Australia is proud of our successful application to the Fair Work Commission to amend the SCHADS Award to allow employees to substitute a public holiday. The application was initiated when an employee requested to substitute another day for the Australia Day public holiday, demonstrating our commitment to inclusivity and flexibility for all our employees, including our First Nations employees.
- Local First Nations peoples are invited to give Welcome to Country invitations at our significant member events.
- All relevant Mental Health Australia internal and external meetings are opened with an Acknowledgement to Country.
- In 2023, Mental Health Australia engaged Aboriginal and Torres Strait Islander consultants to advise on our Equal Opportunity, Discrimination and Harassment Policy – Leave Management Guidelines – Recruitment and Selection Policy.

Cultural Events and Communication

- MHA joined the Allies for the Uluru Coalition in 2023, in support of the Uluru Statement of the Heart and a Yes Vote for Aboriginal and Torres Strait Islanders to have a Voice to Parliament. Mental Health Australia shared resources on our website and collated and shared a list of members who had pledged their support. Mental Health Australia also distributed the Good Yarns Guidelines and other resources, in the wake of the Referendum result.
- For our 2022 Grace Groom Memorial Oration, Mental Health Australia invited a significant First Nations leader to provide the address, focusing on the impact of reconciliation – in advance of the anticipated referendum. The inimitable lawyer and First Nations activist, Noel Pearson, accepted our invitation and called for all Australians to take responsibility for ensuring a voice to Parliament for First Nations Australians. Noel delivered a powerful speech, emphasising "...a voice that is fundamental because recognition is the starting place for self-esteem and the freedom for indigenous people to become 'a modern version of ourselves...'".
- Key First Nations cultural events are included in Mental Health Australia's event calendar. Employees were encouraged to participate in National Reconciliation Week and NAIDOC Week in 2022, 2023 and 2024. Resources were circulated ahead of these important weeks, and employees participating shared their experiences across the organisation. Mental Health Australia has also hosted events to commemorate these Weeks - during Reconciliation Week 2023 we screened a short First Nations documentary for staff and during NAIDOC Week facilitated a First Nations artist leading a weaving class for the team.
- In recognition of these events, Mental Health Australia continues to strengthen its relationship with Gayaa Dhuwi (Proud Spirit) Australia. Gayaa Dhuwi's CEO has contributed to Guest CEO Messages for our Weekly CEO Updates, distributed to more than 5,000 subscribers, in 2023 and 2024 and presented a Member Connect Webinar in NAIDOC Week, 2024.
- Gayaa Dhuwi's Guest CEO Message in February 2024 spoke to the release of the first review of National Agreement on Closing the Gap. The article highlighted why the Review is a clear example of why the Gayaa Dhuwi (Proud Spirit) Declaration needs to be implemented in full and embedded into Australia's mental health system and was one of our highest read newsletters to date.
- Mental Health Australia delivers a national awareness campaign for World Mental Health Day (WMHD), on 10 October. As in 2021, in 2022 the campaign featured on an Indigenous Youth radio station, "Jam Pakt" with an episode highlighting World Mental Health Day and dedicated to Social and Emotional Wellbeing (SEWB) messages, targeted at First Nations young people.
- In 2022 and 2023 Mental Health Australia also developed special First Nations WMHD calendars in partnership with Gayaa Dhuwi (Proud Spirit) Australia. A First Nations World Mental Health Day calendar was again produced with Gayaa Dhuwi in 2024.



Relationships

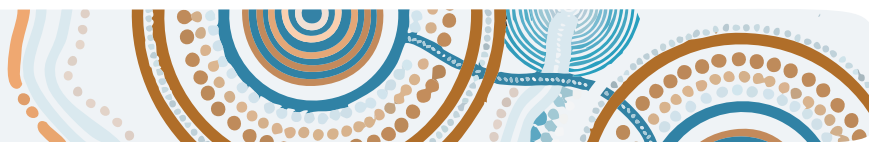
Connection with others is core to mental health and wellbeing, and to developing greater understanding and innovation. Through this Innovate RAP, Mental Health Australia will seek to deepen our relationships with Aboriginal and Torres Strait Islander mental health and social and emotional wellbeing organisations and stakeholders, to promote shared priorities in improving mental health outcomes for First Nations peoples and support greater understanding of First Nations approaches to social and emotional wellbeing across the mental health sector. For example, a greater understanding will help MHA support Gayaa Dhuwi's efforts to educate MHA members and the wider sector on the five principles of the Gayaa Dhuwi Declaration.

Focus area:

Strategic Goal 2: We unite and strengthen the mental health sector.

To achieve change, we need a strong and sustainable mental health sector that is working together.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Given Mental Health Australia's national focus, meet with Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	April 2025	Lead: Director, Policy & Advocacy Support: PACE team
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	May 2025	Lead: Senior Events & Website Manager
	Identification of First Nations SEWB and mental health organisations and approach/extend invitations to apply for membership	September 2025, 2026	Governance and Membership Director
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's National Reconciliation Week resources and reconciliation materials to our staff.	May 2025, 2026	Lead: Senior Events & Website Manager
	RAP Working Group members to participate in an external NRW event.	27 May- 3 June, 2025, 2026	Deputy Director, Policy & Research
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June, 2025, 2026	CEO
	Organise at least one NRW event each year.	27 May - 3 June, 2025, 2026	Team Support Officer
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2025, 2026	Senior Events & Website Manager



Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	Develop and implement a staff and stakeholder engagement strategy to raise awareness of reconciliation across our workforce and membership.	May 2025	Staff: Senior HR Officer Stakeholder: PACE Membership: Membership team
	Communicate our commitment to reconciliation publicly by sharing our RAP and case studies, where relevant: <ul style="list-style-type: none"> on the MHA website across MHA owned social media channels and in the Weekly CEO Update (e-Newsletter) MHA hosted webinars CEO/Senior staff speaking opportunities. 	April 2025	Lead: Director, Policy & Advocacy Support: PACE Team
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes – such as through our policy submissions and advocacy, communications campaigns, and members forums	June and November, 2025, 2026	Deputy Director, Policy & Research
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	July 2025, 2026	Lead: CEO Support: Director, Strategic Engagement (Gayaa Dhuwi)
4. 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.	January 2027	Senior HR Manager
	Continue to implement and communicate our anti-discrimination policies and ensure relevant policies are maintained, reviewed and updated regularly as required.	June 2025, 2026	Senior HR Manager
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	January 2026	Lead: Director Corporate Services Support: Senior HR Manager
	Educate all staff on the effects of racism through awareness training and resources on the relationship between racism and mental ill health.	August 2025	Senior HR Manager



Respect

Mental health and mental ill-health are made more complex for First Nations peoples by a long history of trauma, grief, loss and cultural disconnection. These complexities require a culturally-informed, holistic approach to mental health that recognises connections to Country, community, and spirituality alongside both mental and physical health.

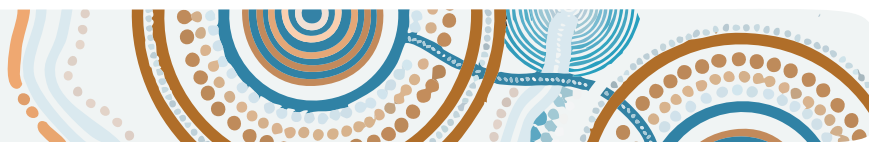
Mental Health Australia honours, respects and celebrates the strengths and contributions of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights. Mental Health Australia commits to continue promoting respectful approaches and increasing understanding across our organisation and membership to work alongside Aboriginal and Torres Strait Islander peoples and leaders to improve social and emotional wellbeing and mental health outcomes for First Nations peoples.

Focus area:

Strategic Goal 1: We drive better mental health policies and systems.

Too many people continue to experience mental health conditions and have poor experiences of care. Investment in mental health does not match the level of need, and our policies, systems, infrastructure, investments and culture must continually adapt to meet needs, as they change over time.

Action	Deliverable	Timeline	Responsibility
5. 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 and continue to implement findings of cultural learning needs reviews.	May 2025, 2026	Lead: Senior HR Officer Support: All staff
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy (within our Corporate Training Plan).	April 2025, 2026	Lead: Senior HR Officer Support: Director Corporate Services
	Develop, implement, and communicate a cultural learning strategy document for our staff by incorporating identified cultural training requirements in the organisation's Corporate Training Plan.	May 2025, 2026	Senior HR Officer
	Provide opportunities for all staff to participate in formal and structured cultural learning (including a range of learning approaches - online, face to face workshops mentoring, leadership by First Nations team members and cultural immersion).	July 2025, 2026	Senior HR Officer Support: Director Corporate Services



Action	Deliverable	Timeline	Responsibility
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Review, update if required and continue to implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	March 2025	Senior Events & Website Manager
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols by including cultural protocol document in onboarding of new team members.	March 2025	Lead: Senior Events & Website Manager Support: Senior HR Officer
	Regularly review Acknowledgement of Country to ensure it is current and in line with best practice.	February 2025, 2026	Lead: Senior Events & Website Manager Support: Embrace Project Officer
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year, including Grace Groom Memorial Oration and Member Policy Forums	November 2025, 2026	Senior Events & Website Manager
	Include an Acknowledgement of Country or other appropriate protocols at commencement of important meetings.	September 2025, 2026	Lead: CEO Support: All staff
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2025, 2026	Lead: RAP WG; Support: CEO
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	First week in May, 2025, 2026	Senior HR Officer
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July, 2025, 2026	Lead: CEO Support: Embrace Project Officer



Opportunities

Increasing opportunities and engagement with Aboriginal and Torres Strait Islander peoples, organisations and communities are important to Mental Health Australia and core to our vision of “mentally healthy people, mentally healthy communities”. We commit to seeking out meaningful and innovative opportunities that contribute to improving the mental health outcomes of First Nations communities, within our sphere of influence.

Opportunities for Aboriginal and Torres Strait Islander peoples, organisations and communities are important to MHA and its core business activities at three levels:

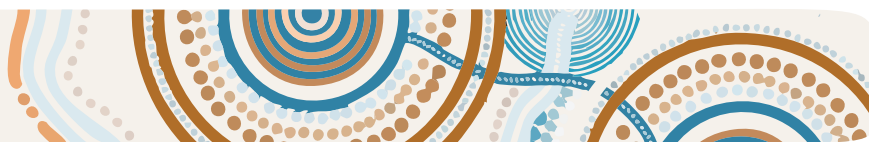
- **Externally** - to strengthen MHA's policy advice to government, and brand and reputation as the mental health peak body advocating for a mental health reform to benefit all Australians, including First Nations people;
- **Within MHA's membership** - to ensure MHA members benefit from Aboriginal and Torres Strait Islander led-representation; internally - to foster an organisation that benefits from the diversity of perspectives in our workforce and to become an employer of choice for First Nations people.

Focus area:

Organisational sustainability.

Strengthening our financial sustainability, culture and capability, partnerships, systems and technology to deliver better and more efficient outcomes.

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staff needs to inform future employment and professional development opportunities.	February 2026	Senior HR Officer
	Continue to engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	January 2026	Senior HR Officer
	Review the Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy and update as required	March 2025	Senior HR Officer
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	March 2025, 2026	Senior HR Officer
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	June 2025, 2026	Senior HR Officer



Action	Deliverable	Timeline	Responsibility
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Review our procurement strategy to support a diversity of suppliers, including Aboriginal and Torres Strait Islander businesses.	July 2025, 2026	Director, Corporate Services
	Identify room for growth with existing Aboriginal and Torres Strait Islander suppliers	September 2025	Lead: Director, Corporate Services Support: Senior Corporate Services and Finance Officer
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	April 2025	Lead: Director, Corporate Services Support: Team Support Officer
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	July 2025, 2026	Lead: Director, Corporate Services Support: Senior Corporate Services and Finance Officer
	Where possible, develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses, including catering or training companies	June 2025	Lead: Director, Corporate Services Support: Senior Corporate Services and Finance Officer
10. Support the implementation of the Gayaa Dhuwi Declaration	Invite Aboriginal and Torres Strait Islander leaders to present at Mental Health Australia events	November 2025, 2026	Lead: Deputy Director, Policy and Research Support: Senior Events & Website Manager
	Include a specific focus on improving the mental health and social and emotional wellbeing of Aboriginal and Torres Strait Islander people in pre-budget submissions, with specific policy asks informed by lead First Nations organisations	November 2025, 2026	Lead: Deputy Director, Policy and Research Support: Senior Events & Website Manager



Governance

Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	March 2025, 2026	Senior Events & Website Manager
	Review and update Terms of Reference for the RWG adapting as required.	September 2025	Senior Events & Website Manager
	Meet at least four times per year to drive and monitor RAP implementation.	2025 March, June, September, December 2026 March, June, September, December	Senior Events & Website Manager
12. Provide appropriate support for effective implementation of RAP commitments; including embedding key RAP actions in performance expectations of senior management and staff.	Define and allocate resource needs for RAP implementation, including budget	June 2025	Lead: CEO Support: Director, Corporate Services
	Engage our senior leaders and other staff in the delivery of RAP commitments, via RAP updates at Executive meetings and All staff meetings.	July 2025, 2026	Lead: CEO Support: RAP Committee
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	March 2025	Senior Events & Website Manager
	Appoint and maintain an internal RAP Champion from senior management.	February 2025	CEO
	Develop KPIs to support the implementation of the RAP, for use in all staff performance plans	June 2025, 2026	Senior HR Officer

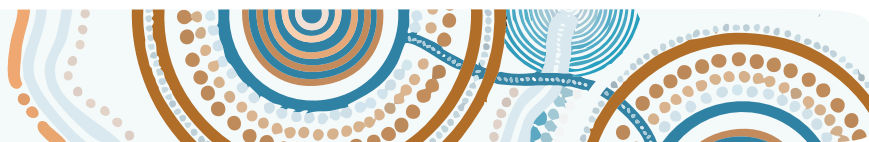


About our 2025-2027 RAP: Contact Details

Mental Health Australia

Phone: 02 6285 3100

Website: www.mhaustralia.org



Action	Deliverable	Timeline	Responsibility
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	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	Senior Events & Website Manager
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	Senior Events & Website Manager
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	Embrace Multicultural Mental Health Project - Projects Officer
	Report RAP progress to all staff and senior leaders quarterly at All Staff meetings and MHA Board meetings annually or as appropriate.	Monthly All Staff meetings; 2025, 2026: April, July, October, December Board meetings: 2025, 2026: November	Lead: CEO Support: Senior Events & Website Manager; Director, Membership & Governance
	Publicly report our RAP achievements, challenges and learnings, annually.	October 2025, 2026	Senior Communications Manager
	Explore designing and implementing Pulse Survey tools to ascertain employee engagement with, and feelings towards reconciliation given we do not meet the requirements to participate in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2026	Senior HR Officer
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	February 2027	Senior Events & Website Manager
14. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	September 2026	Senior Events & Website Manager



About the Artwork and Artist

"Together We Thrive" by Kristie Peters

This artwork encapsulates Mental Health Australia's commitment to nurturing a supportive community where every voice is heard, every story is valued, and every individual is empowered to seek help and thrive.

Kristie Peters is a proud Wiradjuri Artist, Graphic and Fashion Designer and the recipient of ACT NAIDOC Artist Of The Year 2021 and All First Nations Creative Fashion Designer 2024.

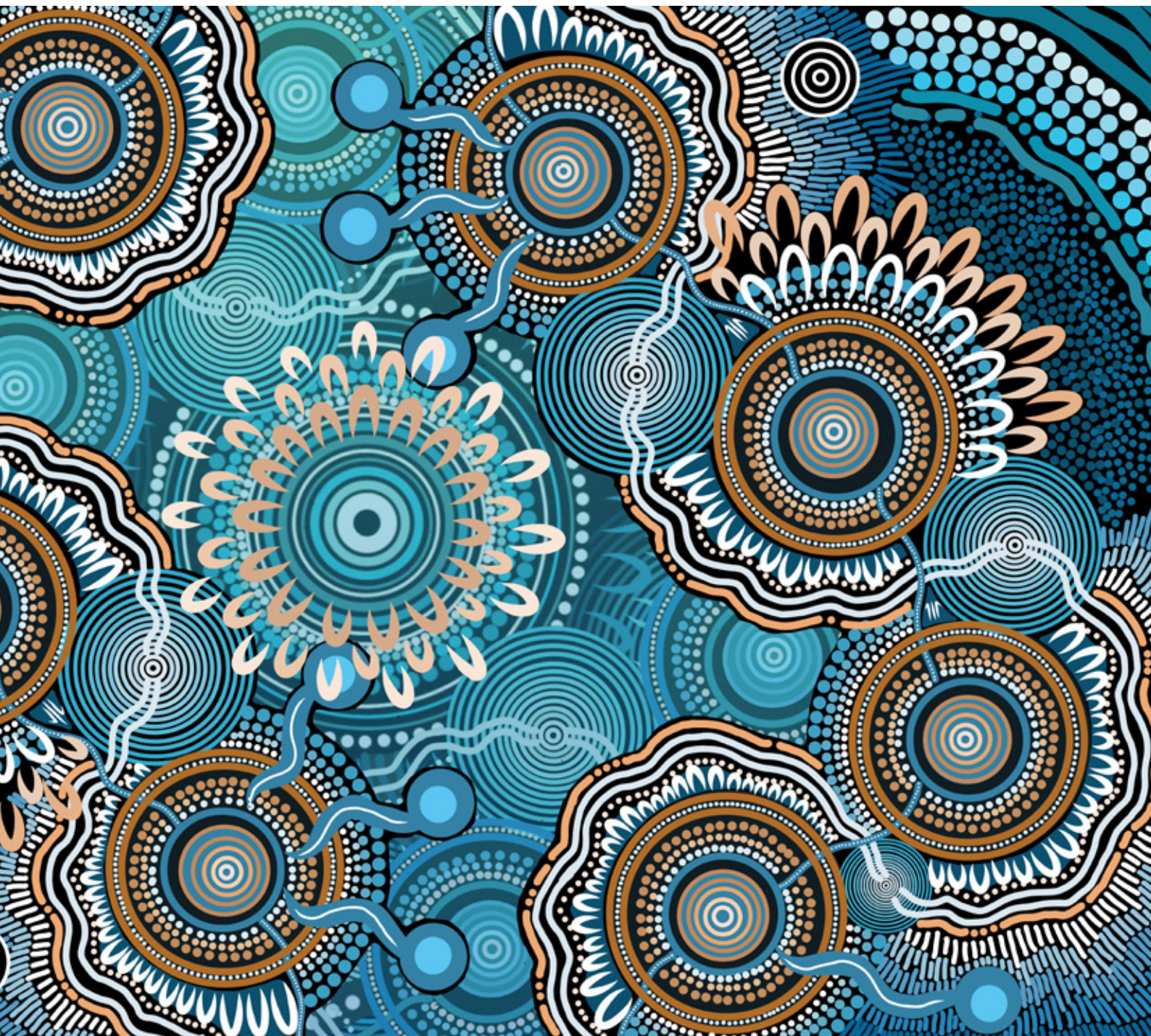
Kristie is the founder of Yarrudhamarra Creations and Blaklabel Dreaming) and currently lives in Canberra with her partner and 9 Beautiful boys. She prides herself working with community, where she has been very quickly recognized and well known for her distinctive styles and powerful artworks including her indigenous murals.

Kristie sees her art as a platform which speaks from the heart to empower and breakdown barriers.

"To create an art piece is one thing, but to create an art piece that can inspire and change someone's life journey is even more special. "

Please visit www.mhaustralia.org to read more about the artwork.







About our 2025-2027 RAP: Contact Details

Mental Health Australia

Phone: 02 6285 3100

Website: www.mhaustralia.org