

INNOVATE RECONCILIATION ACTION PLAN

January 2023 – January 2025





Acknowledgement



Suicide Prevention Australia acknowledges the Traditional Custodians of country throughout Australia and their connections to land, sea and community. We pay our respects to their Elders, past and present.

We acknowledge Aboriginal and Torres Strait Islander self-determination and we will work together towards a future of equality and strength.

Suicide Prevention Australia remembers those we have lost to suicide and acknowledges the suffering suicide brings when it touches our lives. We acknowledge those of us with lived and living experience. We are brought together by experience and are unified by hope.

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There are crisis services available 24/7 if you or someone you know is in distress

Lifeline: 13 11 14 Standby Support After Suicide: 1300 727 247 www.lifeline.org.au www.standbysupport.com.au

Suicide Call Back Service: 1300 659 467

www.suicidecallbackservice.org.au

Foreword



It is with both pleasure and pride that we introduce Suicide Prevention Australia's Reconciliation Action Plan articulating our commitment to a just, equitable and reconciled nation for all Australians.

Suicide Prevention Australia acknowledges the Traditional Custodians on the lands where we all work and live, and we recognise their continuing connections to land, water and community. We pay our respects to Elders past, present and emerging, as the land was never ceded.

As the national peak body for the suicide prevention sector advocating for the meaningful reduction of suicide in Australia, Suicide Prevention Australia has a clear role to lead the sector in engaging with Aboriginal and Torres Strait Islander communities and supporting the sector address the unacceptably high rate of suicide among to Australia's First Peoples.

Aboriginal and Torres Strait Islander peoples die from suicide at double the rate of non-Indigenous Australians. We are cognizant of the significance of reconciliation in improving social and emotional wellbeing by addressing the risk factors unique to Aboriginal and Torres Strait Islander communities. Intergenerational trauma, social marginalisation, dispossession, loss of cultural identity, community breakdown and the artefacts of colonialism have had a profound impact on the mental health, wellbeing and lives of Aboriginal and Torres Strait Islander peoples. Suicide Prevention Australia is committed to recognising, seeking out, and including the unique expertise of Aboriginal and Torres Strait Islander peoples to co-design solutions for suicide prevention. We recognise the right to self-determination and our social responsibility to respect and include the expertise of Aboriginal and Torres Strait Islander Peoples as to their own needs, concerns, and solutions, at all levels. Suicide Prevention Australia is signatory to the Uluru Statement from the Heart, which articulates the aspirations of Aboriginal and Torres Strait Islander peoples for self-determination, justice, truth telling and respect.

For Suicide Prevention Australia, our Reconciliation Action Plan (RAP) serves as a roadmap that will guide us in our efforts to advocate for the design and delivery of inclusive suicide prevention policies and programs that reflect the lives and experiences of Aboriginal and Torres Strait Islander peoples. It is a tangible measure of our commitment to make a difference in the lives of Aboriginal and Torres Strait Islander peoples and communities, and a plan which reflects our values of integrity, inclusivity, respect, collaboration and innovation.

We are committed to becoming an Aboriginal and Torres Strait Islander employer of choice. To do all of this, we recognise that we need to strengthen our partnerships with Aboriginal and Torres Strait Islander stakeholders and communities. We acknowledge Suicide Prevention Australia's staff, Board, members, supporters and partners that work alongside us in implementing our Reconciliation Action Plan for their ongoing support and commitment to reconciliation.



Nieves Murray - CEO Suicide Prevention Australia



Angela Emslie AM BOARD CHAIR Suicide Prevention Australia

Reconciliation Australia CEO Statement



Reconciliation Australia commends Suicide Prevention Australia on the formal endorsement of its Innovate Reconciliation Action Plan (RAP).

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

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

This Innovate RAP is both an opportunity and an invitation for Suicide Prevention Australia to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Suicide Prevention Australia will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well. 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. Suicide Prevention Australia is part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Suicide Prevention Australia's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Suicide Prevention Australia on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine

Chief Executive Officer, Reconciliation Australia





Strength and Courage

The art work shows a circle of people representing the community and the appropriate organisations coming together to help the individual out of the darkness into the light with the assistance of many hands. The connected dots represent the network of support services that that are needed and also represents spreading the message of hope that there is help out there.

The two Cockatoo feathers (Darkinjung Custom) represent are symbols of strength and courage. The bright colours represent life, joy, and happiness.

We believe this covers the brief of suicide prevention, different abstracts that can be dissected.

Artist's profile

The artwork is from Lindon Dargin, a Yorta Yorta man originally from Cummeragunja. Lindon has been painting since he was in his early teens. Lindon has struggled with depression over the years and has fought his demons. He has had to bury several people from suicide. Lindon is at The Glen at the moment working on himself to better himself for his kids, so he can be there for them. Artwork is a good way for Lindon to express himself and a good form of meditation for him.

The design agency

Ingeous studios is a full service Indigenous graphic design and digital creative agency based in Cairns which specialises in creating unique and impactful experiences for both new and existing brands. Established in 2000 ingeous studios works locally, nationally and international throughout the design, digital creative and innovation spaces.

www.ingeousstudios.com





Our vision for reconciliation is an Australia where Aboriginal and Torres Strait Islander cultures are embedded, supported and celebrated in our organisational beliefs and values nationally.

A culturally aware nation where Aboriginal and Torres Strait Islander people experience access to culturally appropriate services which contribute to strong spirituality. health and wellbeing within communities. In the context of our work, this represents Aboriginal and Torres Strait Islander voices being essential in policy, research, advocacy, and discussions of suicide prevention in and for Aboriginal and Torres Strait Islander peoples. We see our role as supporting and amplifying the work of Aboriginal and Torres Strait Islander members and in partnering together in championing First Nations suicide prevention priorities. We aim to be an organisation where Aboriginal and Torres Strait Islander peoples are respected, valued and empowered to contribute their perspectives and experiences. We will create a working environment that is based on respect and trust, free from discrimination and bias. Reconciliation between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians is an important component of achieving this vision and it is the primary responsibility of all non-Indigenous people to pursue it. We support the Uluru Statement from the Heart and accept the invitation from our First Nations peoples to walk together to build a better future.1

We will address the wellbeing challenges (social, political, economic, environmental, and cultural determinants of health) which contribute to suicide through advocacy, reconciliation leadership and engagement with Aboriginal and Torres Strait Islander groups and through knowledgesharing. Aboriginal and Torres Strait Islander cultures are the oldest living cultures in the world and are central to the heritage and identity of Australia. Research shows us that cultural strengths can act as protective factors. It must be understood that social and emotional wellbeing for Aboriginal and Torres Strait Islander peoples connects the health of an individual to the health of their family, kin, community and their connection to Country, culture, spirituality, and ancestry. It is a deep-rooted collective and holistic concept of health.

Warning: the following paragraph includes content that may be distressing for some readers

The rate of suicide deaths of Aboriginal and Torres Strait Islander people is now more than double the general population and five times more for certain age groups. In 2020, suicide was recorded for 5.5% of all deaths of First Nations peoples, the comparable proportion for non-Indigenous Australians was 1.9%. Approximately one-quarter (25%) of deaths by suicide of First Nations peoples were female, compared to 23% for non-Indigenous females². The rate of suicide among Aboriginal and Torres Strait Islander peoples must be situated within a context that recognises the impact of racism, a history of colonisation, dispossession and the social and economic disadvantage many Aboriginal and Torres Strait Islander peoples experience.

Suicide Prevention Australia encourages people in the sector to develop relationships based on an understanding of local need, a knowledge of Aboriginal and Torres Strait Islander cultures, circumstances and local history, and based on conversations and collaborations with the relevant communities. This enables services to deliver with, rather than to, communities.

1. The Referendum Council (2017) Uluru Statement from the Heart accessed online 08 September 2022 at < https://ulurustatemdev.wpengine.com/wp-content/ uploads/2022/01/UluruStatementfromtheHeartPLAINTEXT.pdf>

2. Australian Institute of Health and Welfare (2022) Suicide & self-harm monitoring, accessed online 01 September 2022 at https://www.aihw.gov.au/suicide-self-harm-monitoring/data/populations-age-groups/suicide-indigenous-australians

Our business



Suicide Prevention Australia is the national peak body for the Australian suicide prevention sector. Members include the largest and smallest suicide prevention and mental health not-for-profits, services, practitioners, individuals, lived experience and peer support voices, researchers and other leaders.

Suicide Prevention Australia works collaboratively with our members, government bodies and stakeholders to help develop a community that knows how to ask for help and how to give help. We build and facilitate partnerships to change behaviours and attitudes to suicide prevention, and to amplify the voices of people with lived experience of suicide. We use an evidence-based approach, and collaborate with our members, to develop and advocate for policies that achieve a downward trajectory of suicide.

Our ambition is a world without suicide. To achieve this, our strategic priorities include to:

- 1. Inform through evidence- inform stakeholders via robust and current data and evidence
- 2. Influence systemic change- influence systemic change that drives down suicide
- 3. Strengthen capacity and capability- strengthen the sector by providing tools to drive quality practice
- 4. Sustain our organisation- sustain our viability to enable realisation of our purpose

Suicide Prevention Australia employs eighteen people (16 FTE, 2 PTE) staff. Our team of people are from a culturally and linguistically diverse (CALD) background, people with caring responsibilities and people who are sexuality and gender diverse. We currently have one staff member who identifies as Aboriginal and one Board member who identifies as Aboriginal. The recruitment of additional staff will focus on expanding this diversity further.

Our RAP



Suicide Prevention Australia is developing its second successive RAP to bring together and enhance our reconciliation initiatives and help us achieve better engagement with Aboriginal and Torres Strait Islander peoples. It is part of our commitment to reducing suicide in Aboriginal and Torres Strait Islander communities and reflects back to our vision and our belief now is the time to dedicate the resources to make this happen. The process of developing this RAP will consolidate our thinking and supports our plan to reduce suicide in communities. As well as being the primary guiding document to improve our own engagement, the RAP is part of our leadership role within the suicide prevention sector. Our Director of Membership & Engagement is the RAP sponsor and is responsible for the implementation and success of our Innovate RAP. The Leadership team are accountable for the deliverables and provide regular updates on implementation. It is our hope and intention that the RAP can be used as a starting point for other suicide prevention organisations, that it will inspire and engage other community organisations to increase their own cultural awareness.

An Innovate RAP provides the foundations for long-term continuous improvement. This will continue to be led and monitored by the RAP Working Group. The tenure of the RAP Working Group will be until 2nd anniversary of formal adoption of RAP, in line with the timeframe for this RAP, at which time progress and achievements will be reviewed and the RAP and Working Group updated accordingly. Our Innovate RAP is an outline of the actions we will undertake to deliver stronger relationships with Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians.

Suicide Prevention Australia's Innovate 2023 - 2025 will:

- Ensure we conduct Aboriginal and Torres Strait Islander cultural awareness training for all Suicide Prevention Australia's Board and staff.
- Lead our Organisation to support us to work and engage respectfully and safely with Aboriginal and Torres Strait Islander peoples.
- Use our advocacy role to support suicide prevention activities for Aboriginal and Torres Strait Islander peoples
- Enable us to identify additional ways as an organisation to operate and strengthen our relationships with Aboriginal and Torres Strait Islander peoples.

- Ensure we commit to engage with Aboriginal and Torres Strait Islander suppliers.
- Strengthen our relationships with Aboriginal and Torres Strait Islander organisations to inform our work.

Suicide Prevention Australia is led by a Board that represents a diverse range of skills and experiences. This includes a diversity of skills, qualifications, workforce experience, cultural background (CALD) and Indigeneity and geography. A number of Directors are involved in Aboriginal and Torres Strait Islander peoples social justice issues, such as through development of their organisation's RAP, supporting local Aboriginal and Torres Strait Islander groups, engaging with local Aboriginal and Torres Strait Islander communities, and working with Aboriginal and Torres Strait Islander member organisations on national and state suicide prevention advocacy issues. This RAP will further build our meaningful and collaborative relationships with Aboriginal and Torres Strait Islander peoples and communities. We respect the self-determination and resilience of Aboriginal and Torres Strait Islander peoples.





The RAP Working Group comprises internal and external participants passionate about reconciliation and includes Aboriginal and Torres Strait Islander peoples. Suicide Prevention Australia's commitment to this Innovate RAP is supported and endorsed by our Board, CEO and team. Members of Suicide Prevention Australia's Reconciliation Action Plan Working Group are:

Professor Tom Calma AO

Leader in Aboriginal and Torres Strait Islander health, mental health and suicide prevention policy

Associate Professor Vanessa Lee-ah Mat

Former Director of Suicide Prevention Australia

Tom Brideson

Former CEO of Gayaa Dhuwi (Proud Spirit) Australia, and Suicide Prevention Australia Board Member

Phillip Cornwell

Suicide Prevention Australia Board Member

Nieves Murray Suicide Prevention Australia, CEO

Suicide Prevention Australia, Director Membership and Engagement Suicide Prevention Australia, Director

Sharon Bower

Suicide Prevention Australia, Acting Director, Quality Systems & Practice

Karen Thompson

Suicide Prevention Australia, Administration Manager

Suicide Prevention Australia intends to convene an Aboriginal and Torres Strait Islander Advisory Group to develop our broader Aboriginal and Torres Strait Islander strategy, both inward-facing (what the sector needs in terms of policy) and outward-facing (developing capacity and capability of Aboriginal and Torres Strait Islander suicide prevention). Suicide Prevention Australia's Reflect RAP, August 2020 -December 2021, enabled us to strengthen our knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and how we support reconciliation in our organisation. We embarked on a foundational level Reflect RAP to help us build practical actions to drive our contributions to reconciliation in our organisation and our communities. One of our priorities of our Reflect RAP was to increase our staff understanding of the purpose and significance behind cultural protocols, including Acknowledgment of Country and Welcome to Country. All meetings, webinars and events commence with an Acknowledgement of Country or a Welcome to Country.

We developed respectful and trusting relationships with Aboriginal and Torres Strait Islander peoples through a range of engagement and strategic initiatives. For example, Suicide Prevention Australia and the Centre of Best Practice in Aboriginal and Torres Strait Islander Suicide Prevention jointly applied for a federal government grant opportunity to enhance the capacity for translational research.

In our journey towards Reconciliation, we will move forward to develop a shared understanding and give Aboriginal and Torres Strait Islander peoples a voice in suicide prevention that is safe, respectful and inclusive.

Relationships



Suicide Prevention Australia is committed to developing genuine, respectful and meaningful relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations. We will ensure Aboriginal and Torres Strait Islander voices are incorporated from the inception of our projects, programs and services. We will develop stronger connections with Aboriginal and Torres Strait Islander peoples, communities and organisations to ensure we improve our understanding of Aboriginal and Torres Strait Islander cultures.

Action	Deliverables	Timeline	Responsibility
1. 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. 	February 2023	CEO
	 Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations. 	February 2023	Deputy CEO
2. Build relationships through celebrating National Reconciliation Week (NRW).	 Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. 	May 2023, May 2024	Director Communications and Media Relations
	 RAP Working Group members and Suicide Prevention staff to participate in an external NRW event to participate in an external NRW event. 	27 May – 3 June, 2023, 2024	Director Membership & Engagement
	• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June, 2023, 2024	Director <mark>Membersh</mark> ip & Engagement
	Organise at least one internal NRW event each year.	27 May – 3 June, 2023, 2024	Director Membership & Engagement
	 Register all our NRW events on Reconciliation Australia's NRW website. 	May 2023 May 2024	Director Membership & Engagement
3. Promote reconciliation through Suicide Prevention Australia's sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	June 2023	CEO
	Communicate our commitment to reconciliation publicly.	October 2023, October 2024	Director Communications & Media Relations
	 Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes, for example we will survey our membership to ask if they have a current RAP. 	October 2023, October 2024	Director Membership & Engagement
	Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	A <mark>pril 2023,</mark> April 2024	RAP Working Group Chair
4. Promote positive race relations at Suicide Prevention Australia's through anti-discrimination strategies.	 Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	October 2023	Administration Manager
	 Ensure communication of Suicide Prevention Australia's anti-discrimination policy to all staff including new hires. 	December 2023	Administration Manager
	 Engage with Aboriginal and Torres Strait Islander staff and/ or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy and diversity policy. 	October 2023	Administration Manager
	 Engage an external provider to educate senior leaders on the effects of racism. 	January 202 <mark>4</mark>	Administration Manager
5. Listen to the voices of Aboriginal and Torres Strait Islander peoples to support and inform the development of effective policy positions and advocacy	• Develop and share with member-base one policy output (submission, report or other paper) each year produced in collaboration with an Aboriginal Community Controlled organisation or peak body.	July 2023 July 2024	Manager Policy and Government Relations
	 Update and share the Suicide Prevention Australia's policy position on Aboriginal and Torres Strait Islander suicide prevention 	July 2024	Deputy CEO
	• Invite Aboriginal and Torres Strait Islander peoples to be involved in Suicide Prevention Australia's working groups and advisory panels to inform our projects and initiatives.	June 2023, June 2024	Deputy CEO

Respect



Suicide Prevention Australia recognises connection to culture, kin, languages, water and Country is essential to Aboriginal and Torres Strait Islander peoples and their communities. Respect is demonstrated by our need to engage, listen and learn from Aboriginal and Torres Strait Islander peoples and organisations. This is necessary in our aim of reducing the number of deaths by suicide of Aboriginal and Torres Strait Islander peoples.

Action	Deliverables	Timeline	Responsibility
6. 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. 	February 2023	Director Quality Systems & Practice
	• Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	March 2023	Director Quality Systems & Practice
	• Develop, implement and communicate a cultural learning strategy for our staff.	March 2023	Director Quality Systems & Practice
	• Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	August 2023	Administration Manager
	• Encourage staff to further their cultural awareness through their annual performance/professional development plan.	August 2023 August 2024	CEO
	Investigate cultural awareness training options for all staff	June 2023	Administration Manager
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	• Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	March 2023	RAP Working Group Chair
	• Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	April 2023	RAP Working Group Chair
	 Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year. 	May 2023	Director Membership & Engagement
	 Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings. 	May 2023	CEO
8. 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.	July 2023 July 2024	Director Membership & Engagement
	 Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week. 	June 2023	Administration Manager
	Promote and encourage participation in external NAIDOC events to all staff and membership base.	July 2023 July 2024	Director Membership & Engagement
	• Connect with local NAIDOC community working groups to determine how Suicide Prevention Australia can support these celebrations.	April 2023 April 2024	Director Membership & Engagement

Opportunities



Suicide Prevention Australia values an inclusive and safe workplace. We will ensure equitable and equal employment opportunities for Aboriginal and Torres Strait Islander peoples. We recognise increasing the opportunities and engagement with and for Aboriginal and Torres Strait Islander peoples will support our organisation to share knowledge, expertise, wisdom and experience. We support our Aboriginal and Torres Strait Islander team members in their professional and personal growth and development.

We value the guidance from our Aboriginal and Torres Strait Islander Members and incorporate their voices in our work. We are committed to reducing the number of Aboriginal and Torres Strait Islander deaths by suicide. Suicide Prevention advocacy and policy activities will be targeted to closing this gap.

Action	Deliverables	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	August 2023	CEO
	• Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	August 2023	CEO
	• Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	October 2023	CEO
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	November 2023	CEO
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	October2023	CEO
	Review the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	October 2023	CEO
	Investigate opportunities to opportunities to share best practice in inclusive and safe workplaces with membership base.	December 2023	CEO
10. 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	CEO
	Investigate Supply Nation membership	November 2023	Administration Manager
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	June 2023	Administration Manager
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	June 2023	CEO
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	June 2023	CEO

Governance



Action	Deliverables	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.	July 2023, July 2024	CEO
	Review Terms of Reference for the RWG.	July 2023, July 2024	RAP Working Group Chair
	 Meet at least four times per year to drive and monitor RAP implementation. 	February, April, July, and October 2023, February, April, July, and October 2024	Administration Manager
12. Provide appropriate	• Define resource needs for RAP implementation.	July 2023, July 2024	CEO
support for effective implementation of RAP commitments.	• Engage our senior leaders and other staff in the delivery of RAP commitments.	July 2023, July 2024	CEO
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	July 2023, July 2024	CEO
	Appoint and maintain an internal RAP Champion from senior management.	July 2023, July 2024	CEO
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 2023, June 2024	Administration Manager
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August 2023, 1 August 2024	Administration Manager
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2023 30 September 2024	Administration Manager
	Report RAP progress to all staff and senior leaders quarterly.	February, April, July, and October 2023, February, April, July, and October 2024	CEO
	Publicly report our RAP achievements, challenges and learnings, annually.	October 2023	Director Communications & Media Relations
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2024	Administration Manager
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	December 2024	Administration Manager
	RAP to be standing item on Governance Committee of Board	June 2023, June 2024	CEO
14. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	July 2024	Administration Manager



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Contact details for enquiries

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