



Innovate Reconciliation Action Plan

April 2026 – April 2028



RECONCILIATION
ACTION PLAN

INNOVATE



Suicide Prevention
Australia



Acknowledgement of Country

Suicide Prevention Australia acknowledges the Traditional Custodians of Country throughout Australia and their connections to land, sea and community. We also acknowledge the Gadigal Peoples of the Eora Nation, Traditional Custodians of the land on which Suicide Prevention Australia is situated.

We pay our respects to their Elders, past and present, from all Nations across this country.

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

Acknowledgement of Lived Experience

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.

Contents

Foreword	4
Reconciliation Australia CEO statement	5
Our RAP artwork	6
Our vision for reconciliation	7
Our business	9
Our reconciliation journey and RAP	10
Our RAP and the National Agreement on Closing the Gap	12
Relationships	13
Respect	15
Opportunities	17
Governance	19

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

Lifeline

13 11 14

www.lifeline.org.au

Standby Support After Suicide

1300 727 247

www.standbysupport.com.au

Suicide Call Back Service

1300 659 467

www.suicidecallbackservice.org.au

Foreword

It is with a deep sense of pride and hope that we present Suicide Prevention Australia's Innovate Reconciliation Action Plan (RAP), reaffirming our unwavering commitment to a just, equitable and reconciled Australia.

Suicide Prevention Australia acknowledges the Traditional Custodians of the lands on which we live and work, and we honour their enduring connections to land, waters, cultures and communities. We pay our respects to Elders past and present, and recognise that sovereignty was never ceded.

As the national peak body for the suicide prevention sector, we lead with purpose in addressing the profound and ongoing inequities experienced by Aboriginal and Torres Strait Islander peoples. The continued loss of lives to suicide within First Nations communities is not only heartbreaking but unacceptable; it compels us to listen more deeply, to learn, and to act with care and consideration. The disparity in suicide rates remains a national tragedy, grounded in the enduring impacts of colonisation, intergenerational trauma, systemic disadvantage, and cultural disruption.

Our Innovate RAP represents the next step in our continuing journey. It is about strengthening relationships, building trust, and ensuring that Aboriginal and Torres Strait Islander voices, knowledge and leadership are at the centre of our work. We will continue to walk alongside communities and support approaches to suicide prevention that are grounded in culture, connection and self-determination.

We know that meaningful change takes time and sustained effort. Through this Innovate RAP, we will continue to grow our cultural capability, deepen our partnerships, and reflect on how we can contribute more effectively to the wellbeing of Aboriginal and Torres Strait Islander peoples.

Suicide Prevention Australia is grateful to the many individuals and organisations who guide and challenge us in this work. Together, we can move toward a future where Aboriginal and Torres Strait Islander peoples are supported to thrive, and where hope, healing and cultural strength are at the heart of suicide prevention for all.

Suicide Prevention Australia's Innovate Reconciliation Action Plan reflects our ongoing focus on this shared journey. It is both a responsibility we take seriously and an opportunity to do better by strengthening how we work with, and alongside, Aboriginal and Torres Strait Islander peoples.

We recognise the unique knowledge, expertise and leadership of Aboriginal and Torres Strait Islander peoples in shaping solutions that support their communities. Respecting the right to self-determination is central to this, and it guides how we approach our role within the suicide prevention sector.

This Innovate RAP builds on the foundations we have already established and challenges us to go further. It calls on us to deepen our relationships, embed respect in all that we do, and create genuine opportunities within our organisation and across the sector.

We will continue to foster a culturally safe and inclusive organisation and sector, and to strengthen our connections with Aboriginal and Torres Strait Islander communities, organisations and leaders. This includes ensuring our governance, decision-making and actions reflect reconciliation in a real and practical way.

I would like to acknowledge the dedication of our Board, staff, Members, partners and the Innovate RAP Working Group. Their efforts help turn intention into action. Reconciliation is not a destination but ongoing journey. Through this Innovate RAP, we continue to walk that path with integrity, inclusivity, respect, innovation, and purpose.



Nieves Murray
Chief Executive Officer
Suicide Prevention Australia



Graham McLean
Chair
Suicide Prevention Australia

Reconciliation Australia CEO statement



Reconciliation Australia commends Suicide Prevention 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 over 5.5 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 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 Suicide Prevention Australia will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Suicide Prevention 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 Suicide Prevention 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, Suicide Prevention Australia will ensure shared and cooperative success in the long-term.

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

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



Karen Mundine
Chief Executive Officer
Reconciliation Australia

Our RAP artwork



Artwork

The artwork 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 are needed and also represents spreading the message of hope that there is help out there.

The two Cockatoo feathers (Darkinjung Custom) represent 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.

Our vision for reconciliation

Our vision for reconciliation is one where Aboriginal and Torres Strait Islander cultures are respected, supported and celebrated within our organisational beliefs and values. We envision a culturally aware nation in which Aboriginal and Torres Strait Islander peoples have access to culturally appropriate services, contributing to strong spirituality, health and wellbeing within their 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. We see our role as supporting and amplifying the work of Aboriginal and Torres Strait Islander members and partnering together to champion Aboriginal and Torres Strait Islander suicide prevention strategies, research, initiatives and other 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 to our work. 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 accept the invitation from Aboriginal and Torres Strait Islander peoples to walk together to build a better future.

We will use the Aboriginal and Torres Strait Islander's worldview of their health and mental wellbeing, which encapsulates the social, political, economic, environmental, and cultural determinants of health. We will use this framework to guide our work in suicide prevention, through advocacy, reconciliation leadership, knowledge sharing and engagement with

Aboriginal and Torres Strait Islander organisations and community groups. Aboriginal and Torres Strait Islander cultures are the oldest continuing cultures in the world and are central to Australia's heritage and identity. Research shows us that cultural strengths can act as protective factors. We understand 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 some readers might find distressing.

The national target to reduce suicide amongst Aboriginal and Torres Strait Islander peoples not on track, and is in fact worsening. For example, the 2024 national suicide rate was 33.9 per 100,000 people, up from 23.6 in 2018¹. Rates are increasing across NSW, Vic, Qld, WA, SA, and the NT. In 2024, suicide accounted for 5.2% of all deaths of Aboriginal and Torres Strait Islander peoples while the comparable proportion for non-Indigenous Australians was 1.7%². Both Aboriginal and Torres Strait Islander males and females experienced suicide deaths at a higher rate than non-Indigenous Australians. The rate of death by suicide for Aboriginal and Torres Strait Islander males was 2.9 times that of non-Indigenous males. The suicide rate for Aboriginal and Torres Strait Islander females was 2.6 times that of non-Indigenous females.^{3*}

Intentional self-harm is the leading cause of death for people aged 15-39 (2019-2023), which is unchanged from the 2014-2018 period. In addition, the target to close the gap in life expectancy by 2031 is not on track. For those born 2020-2022, life expectancy is 71.9 years for males (an 8.8-year gap) and 75.6 for females (an 8.1-year gap)⁴.

¹ Productivity Commission. (2025). Socio-economic outcome area 14: Aboriginal and Torres Strait Islander people enjoy high levels of social and emotional wellbeing [Dashboard]. Closing the Gap Information Repository. <https://www.pc.gov.au/closing-the-gap-data/dashboard/outcome-area/social-and-emotional-wellbeing/>

² Australian Institute of Health and Welfare. (2024). Suicide and intentional self-harm hospitalisations among First Nations people. Suicide & self-harm monitoring. <https://www.aihw.gov.au/suicide-self-harm-monitoring/population-groups/first-nations-people>

³ Australian Institute of Health and Welfare. (2024). Suicide and intentional self-harm hospitalisations among First Nations people. Suicide & self-harm monitoring. <https://www.aihw.gov.au/suicide-self-harm-monitoring/population-groups/first-nations-people>

* The term non-Indigenous is used in this context, as this data comes from AIHW, which uses the term non-Indigenous.

⁴ Productivity Commission. (2024). Socio-economic outcome area 1: Aboriginal and Torres Strait Islander people enjoy long and healthy lives [Dashboard]. Closing the Gap Information Repository. <https://www.pc.gov.au/closing-the-gap-data/dashboard/outcome-area/long-and-healthy-lives/>

Psychological distress among Aboriginal and Torres Strait Islander peoples is high, with 30% of people experience high or very high levels of psychological distress in the past four weeks⁵. Whilst reports of experiences of racial prejudice have risen significantly. In 2022, 60% of adults reported prejudice in the previous six months, up from 43% in 2018⁶. Whilst in the justice system and mental health, the adult incarceration reduction target is not on track, and is worsening, with rates increasing in 2025 to 2,500 people per 100,000⁷. Just under half, or 42.6% of prison entrants in 2022, reported a mental health disorder, and 71.0% of prison entrants in 2024 used illicit substances in the past year.⁸

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, intergenerational trauma and the social and economic disadvantage many Aboriginal and Torres Strait Islander peoples experience.

Suicide Prevention Australia supports and advocates strongly for Aboriginal and Torres Strait Islander leadership of suicide prevention and other social, health and community programs, as we recognise the importance of self-determination for Aboriginal and Torres Strait Islander peoples to thrive. We also know that evidence demonstrates that solutions and programs in suicide prevention and community development developed and led by Aboriginal and

Torres Strait Islander peoples are effective and empowering, contributing to self-determination. We recognise that Suicide Prevention Australia has a role to play in being a powerful ally for suicide prevention amongst Aboriginal and Torres Strait Islander peoples. We also recognise that all service providers have a responsibility to respond to Aboriginal and Torres Strait Islander people's distress, suicide and suicidality, and to contribute to suicide prevention and improving the social and health of Aboriginal and Torres Strait Islander peoples.



⁵Australian Bureau of Statistics. (2024). National Aboriginal and Torres Strait Islander Health Survey, 2022–23. <https://www.abs.gov.au/statistics/people/aboriginal-and-torres-strait-islander-peoples/national-aboriginal-and-torres-strait-islander-health-survey/latest-release>

⁶Reconciliation Australia. (2022). 2022 Australian Reconciliation Barometer <https://www.reconciliation.org.au/wp-content/uploads/2022/11/2022-Australian-Reconciliation-Barometer-FULL-Report.pdf>

⁷Productivity Commission. (2026). Socio-economic outcome area 10: Aboriginal and Torres Strait Islander adults are not overrepresented in the criminal justice system [Dashboard]. Closing the Gap Information Repository. <https://www.pc.gov.au/closing-the-gap-data/dashboard/outcome-area/criminal-justice/>

⁸Productivity Commission. (2025). Mental health, substance abuse issues, family history of incarceration, employment post release, history of victimisation [Dashboard]. Closing the Gap Information Repository. <https://www.pc.gov.au/closing-the-gap-data/dashboard/se/outcome-area10/prisoner-health>

Our business

Suicide Prevention Australia is the national peak body for the Australian suicide prevention sector. We exist to provide a clear, collective voice for suicide prevention, so that together we can save lives. We believe that through collaboration and shared purpose, we can work towards our ambition of a world without suicide.

We are a member-based organisation that is guided by people with lived experience of suicide. We count among our members the largest and many of the smallest organisations working in suicide prevention, practitioners, researchers and community 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 are:

- **Whole-of-Government:** A whole-of-Government approach to suicide prevention that addresses the socioeconomic and environmental determinants of suicide
- **Lived experience:** Embed lived experience leadership, expertise and insights into all aspects of suicide prevention
- **Data and evidence:** Reliable, timely and meaningful data and evidence that drives better policy, practice and outcomes.
- **Workforce, sector and community:** A sustainable and supported workforce, adequate funding, quality practice, community and workplace-wide capability for suicide prevention

Our organisation has national reach, representing suicide prevention organisations across Australia. Our office is based in Sydney, on Gadigal Country. We currently employ 24 people, with one staff member who identifies as being an Aboriginal person.

Our reconciliation journey and RAP



This is the third successive Suicide Prevention Australia RAP. Through these Plans we have aimed at deepening our relationship with Aboriginal and Torres Strait Islander peoples and organisations, and further developing our processes and commitment towards reconciliation both within our organisation and more widely in the work we do towards reducing suicides. Each RAP has strengthened our organisational maturity, accountability and cultural capability, while also highlighting areas that require sustained commitment and structural reform.

In the early stages of our RAP journey, our focus was on awareness-raising activities and foundational cultural learning for staff and members. While these initiatives were essential, we recognised that meaningful impact requires reconciliation principles to be embedded across our governance structures, policy positions, advocacy platforms, partnerships, procurement practices, and the way we convene and represent the sector nationally.

A significant shift across our Innovate RAPs has been strengthening leadership accountability. We recognised that reconciliation cannot sit within a single portfolio; it must be owned at Board and Executive levels. In response, we formalised governance mechanisms, strengthened Board reporting, and embedded RAP deliverables into organisational planning processes.

Workforce capability has been both an area of growth and ongoing challenge. While participation in cultural awareness training increased, we recognised that one-off training does not equate to cultural safety or systemic change. We have since introduced ongoing learning opportunities, strengthened internal discussions about structural inequity and intergenerational trauma, and are working to embed culturally responsive approaches into our organisational culture and external engagement practices.

Procurement and supplier diversity have also presented challenges as a relatively small organisation. Identifying and engaging Aboriginal and Torres Strait Islander businesses requires deliberate market research, clearer targets, and adjustments to internal processes. These learnings have strengthened our commitment to building sustainable and mutually beneficial supplier relationships.

We have also learned that measuring impact is critical. Earlier RAP cycles focused largely on completing activities. We have shifted toward outcome-based

evaluation, asking how our actions contribute to sector change, improved representation, and greater cultural responsiveness in suicide prevention policy and practice.

Embedding cultural awareness sessions into regular organisational events, alongside targeted learning on Aboriginal and Torres Strait Islander wellbeing and suicide prevention through our Learnlinc platform, has strengthened staff knowledge. Participation in National Reconciliation Week events has further deepened staff connection with Aboriginal and Torres Strait Islander organisations and communities. However, we recognise that developing cultural capability also requires individual accountability. Staff must be supported, and expected, to independently pursue ongoing learning.

In the context of our work, Aboriginal and Torres Strait Islander voices are essential in policy, research, advocacy, and discussions relating to suicide prevention for Aboriginal and Torres Strait Islander peoples. Our role is to support and amplify the leadership of Aboriginal and Torres Strait Islander members and to partner with Aboriginal and Torres Strait Islander organisations to champion their priorities. This includes promoting the Aboriginal and Torres Strait Islander Suicide Prevention Strategy (2025) and the Gayaa Dhuwi (Proud Spirit) Declaration Framework and Implementation Plan.

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 are committed to fostering a workplace grounded in respect and trust, free from discrimination and bias. Reconciliation between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians is central to achieving this vision and requires sustained commitment from non-Indigenous people and institutions.

Through advocacy, reconciliation leadership, knowledge sharing, and engagement with Aboriginal and Torres Strait Islander groups, we will address the broader social, political, economic, environmental and cultural determinants that contribute to suicide. We recognise that Aboriginal and Torres Strait Islander cultures are central to Australia's identity. Cultural strengths act as protective factors, social and emotional wellbeing for Aboriginal and Torres Strait Islander peoples is holistic and collective, linking the wellbeing of the individual to family, kin, community, Country, culture, spirituality and ancestry.

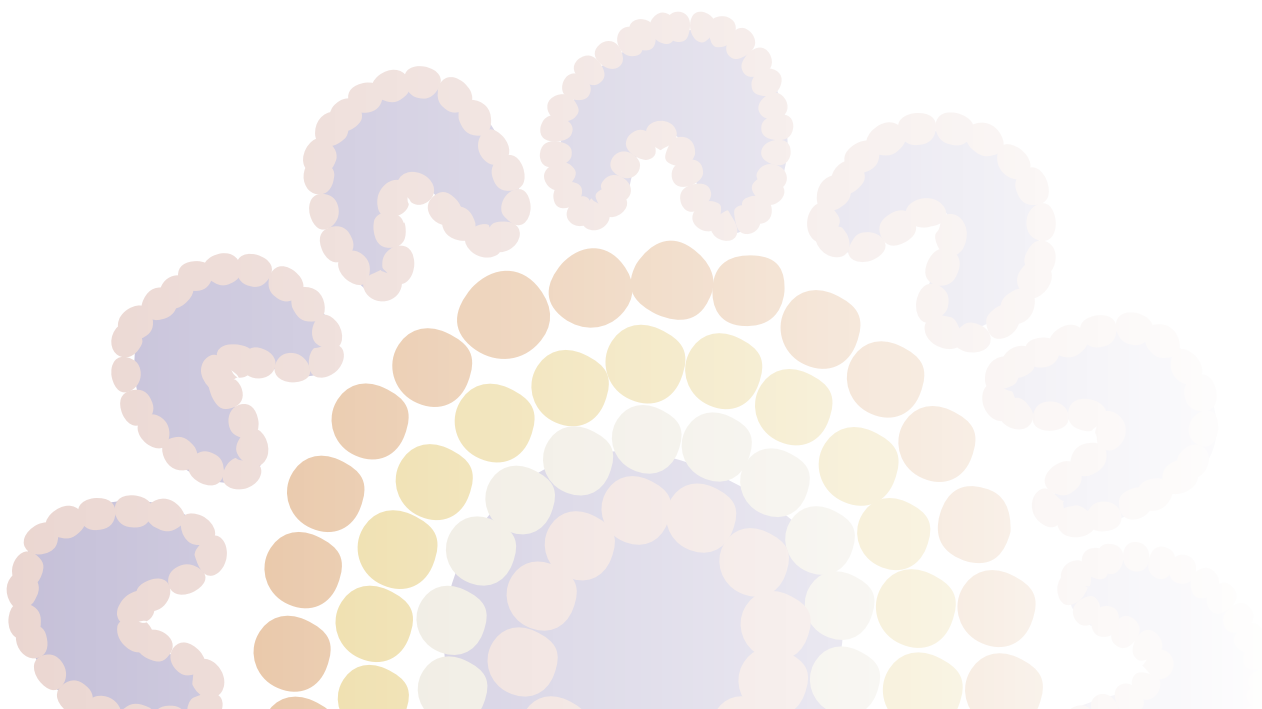
We continue to strengthen our collaboration with Gayaa Dhuwi (Proud Spirit) Australia and Centre of Best Practice in Aboriginal and Torres Strait Islander Suicide Prevention to support evidence-informed, culturally grounded approaches to suicide prevention. Through these partnerships, we seek to align our advocacy, policy submissions and sector guidance with Aboriginal and Torres Strait Islander-led best practice frameworks. This includes promoting the principles of self-determination, cultural governance, and community-led design in suicide prevention initiatives. Working alongside these organisations strengthens our ability to champion culturally safe systems reform, elevate Aboriginal and Torres Strait Islander leadership, and ensure that national suicide prevention efforts reflect the expertise, lived experience and knowledge of Aboriginal and Torres Strait Islander peoples.

Our Executive General Manager will champion this RAP. The RAP Working Group includes our CEO, Research and Development Director, Policy Director, and Business Advisor. We have also established an external Aboriginal and Torres Strait Islander Advisory Group comprising experts in Aboriginal and Torres Strait

Islander suicide prevention and health. This RAP was developed through regular Working Group meetings, input from senior leadership, and guidance from the external Advisory Group, including advice on broader stakeholder engagement.

Members of our external Aboriginal and Torres Strait Islander Advisory Group include:

- Rachel Fishlock, Yuin Nation woman, and the CEO of Gayaa Dhuwi Proud Spirit, which is the Aboriginal and Torres Strait Islander peak for suicide prevention and mental health.
- Tom Brideson, is a Kamilaroi/Gomeroi man and former Deputy Commissioner of the Mental Health Commission of NSW, and the inaugural CEO for Gayaa Dhuwi (Proud Spirit) Australia from 2020.
- Professor Tom Calma AO, an Elder of the Kungarakan people and member of the Iwaidja people, he is a former Chancellor of the University of Canberra, and the 2023 Senior Australian of the Year, for his role as a human rights and social justice campaigner.



Our RAP and the National Agreement on Closing the Gap

Suicide Prevention Australia recognises the entrenched inequality that many Aboriginal and Torres Strait Islander peoples experience. We are committed to contributing to the priority reform targets and the socio-economic targets set out in the National Agreement on Closing the Gap.

Suicide Prevention Australia supports the priority reform targets through our policy work with Governments. We will ensure our policy, advocacy and government relations work is informed by the foundational documents of the Aboriginal and Torres Strait Islander Suicide Prevention Strategy 2025 - 2035 and the Gayaa Dhuwi (Proud Spirit) Declaration Framework and Implementation Plan, and any future strategies produced by Gayaa Dhuwi. This will include advocating to Governments for their support on the priority reform targets, including around shared decision making, building the community controlled-sector, improving mainstream institutions, and improving access to, and use of data, particularly in relation to suicide prevention efforts.

Suicide Prevention Australia's RAP will also contribute to the Closing the Gap National Agreement's socio-economic targets in a number of ways. Our focus on suicide prevention contributes most directly to Target 14: Significant and sustained reduction in suicide of

Aboriginal and Torres Strait Islander peoples towards zero. Through addressing the risk and protective factors that are associated with suicide, and with a particular focus on groups disproportionately impacted by suicide such as Aboriginal and Torres Strait Islander peoples, Suicide Prevention Australia's goal is to save lives. Suicide is complex, and addressing these factors, as well as broader social and economic determinants of suicide are critical to having an impact on suicide rates. The broad nature of suicide prevention then links our work to targets in the National Agreement on Closing the Gap relating to health, children and young people, education, employment, housing, the criminal justice system, the child protection system and domestic, family and sexual violence.

In addition to Suicide Prevention Australia's goal of reducing suicides, our RAP will help address racism highlighted in the National Agreement on Closing the Gap Targets 5 and 14 by promoting positive race-relations through anti-discrimination strategies. We also aim to improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development, helping address Closing the Gap Targets 7 and 8. Increasing Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes also links to Target 8.



Building strong relationships between Aboriginal and Torres Strait Islander peoples and other Australians is important to Suicide Prevention Australia because we work collaboratively with our members, government bodies and stakeholders to help develop policies, programs and a community that works towards a world without suicide. We work with many organisations which provide suicide prevention services to Aboriginal and Torres Strait Islander peoples. 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, which includes Aboriginal and Torres Strait Islander peoples.

Focus area: Promoting evidence-based Aboriginal and Torres Strait Islander suicide prevention strategies and programs through our National Conference and our policy and advocacy work.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Collaborate and promote the work of Aboriginal and Torres Strait Islander organisations through joint press releases, reports, and events. 	April 2026 ongoing	Director, Policy
	<ul style="list-style-type: none"> Continue to meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to enhance and improve our guiding principles for future engagement. 	June 2026	Director, Policy
	<ul style="list-style-type: none"> Continue to develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations. 	June 2026	Director, Policy
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. 	June 2026	Executive General Manager
	<ul style="list-style-type: none"> RAP Working Group members to participate in an external NRW event. 	27 May - 3 June 2026, 2027	Executive General Manager
	<ul style="list-style-type: none"> Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. 	27 May - 3 June 2026, 2027, 2028	Executive General Manager
	<ul style="list-style-type: none"> Organise at least one NRW event each year. 	27 May - 3 June 2026, 2027, 2028	Executive General Manager
	<ul style="list-style-type: none"> Register all our NRW events on Reconciliation Australia's NRW website. 	May 2026, 2027, 2028	Office Manager

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Review and refine the staff engagement strategy to increase awareness of reconciliation throughout our workforce. 	May 2026, 2027, 2028	Executive General Manager
	<ul style="list-style-type: none"> Communicate our commitment to reconciliation publicly. 	May 2026, 2027, 2028	Director, Advocacy
	<ul style="list-style-type: none"> Continue to explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes. 	May 2026, 2027, 2028	Director, Advocacy
	<ul style="list-style-type: none"> Continue to collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation. 	May 2026, 2027, 2028	Director, Advocacy
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	May 2026, 2027, 2028	Executive General Manager
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy. 	May 2026, 2027, 2028	Executive General Manager
	<ul style="list-style-type: none"> Review and communicate an anti-discrimination policy for our organisation. 	May 2026, 2027, 2028	Executive General Manager
	<ul style="list-style-type: none"> Educate senior leaders on the effects of racism. 	May 2026, 2027, 2028	Executive General Manager
5. Promote reconciliation through our events	<ul style="list-style-type: none"> Integrate reconciliation elements into all major events by ensuring all events include meaningful Aboriginal and Torres Strait Islander engagement, such as Welcome to Country or Acknowledgement of Country, and the inclusion of First Nations speakers and streams at the National Conference. 	April 2026, 2027, 2028	Director, Research & Development
	<ul style="list-style-type: none"> Use events as a platform to educate and engage attendees on reconciliation by inviting Members to display their RAP artwork at Conference. Invite the artist who created SPA's RAP artwork to create a video explaining the concepts behind the artwork which can be played at the Conference. 	April 2026, 2027, 2028	Director, Research & Development
6. Embed Aboriginal and Torres Strait Islander perspectives into Suicide Prevention Australia's policy engagement structures.	<ul style="list-style-type: none"> Identify Aboriginal and Torres Strait Islander members and stakeholders within our sphere of influence to form partnerships and work with on our policy submissions and government relations. 	April 2026, 2027, 2028	Director, Policy
	<ul style="list-style-type: none"> Ensure our policy submissions and government relations outreach includes reference to and promotes the use of key partner strategies as foundational documents to inform our policy and government relations outreach. 	April 2026, 2027, 2028	Director, Policy

Respect for Aboriginal and Torres Strait Islander peoples, their rich histories, cultures, and the way Aboriginal and Torres Strait Islander knowledge is embedded in their cultures is important to our organisation, and for our staff's learning journey. Respect for Aboriginal and Torres Strait Islander concepts of social and emotional wellbeing is important, so that our staff promote and support Aboriginal and Torres Strait Islander worldview, rights, self-determination, knowledge systems and cultures.

Focus area: Conduct a cultural review of learning needs and communicate this to staff.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
7. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation. 	May 2026, 2027, 2028	Executive General Manager
	<ul style="list-style-type: none"> Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy. 	May 2026, 2027, 2028	Executive General Manager
	<ul style="list-style-type: none"> Develop, implement, and communicate a cultural learning strategy document for our staff. 	May 2026	Executive General Manager
	<ul style="list-style-type: none"> Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning. 	May 2026, 2027, 2028	Executive General Manager
	<ul style="list-style-type: none"> Investigate and conduct regular cultural awareness sessions to be held at Quarterly Reviews. 	June 2026, 2027, 2028	Executive General Manager
	<ul style="list-style-type: none"> Encourage team members responsible for their own cultural awareness learning and include in their performance reviews. 	September 2026, 2027, 2028	Executive General Manager
8. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Invite local Aboriginal or Torres Strait Islander Elder to conduct a Welcome to Country as part of the opening ceremony and to be in attendance throughout the National Suicide Prevention Conference in 2026, 2027 and 2028. 	April – May 2026, 2027, 2028	Director, Research & Development
	<ul style="list-style-type: none"> Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	May 2026, 2027, 2028	Executive General Manager
	<ul style="list-style-type: none"> Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country. 	May 2026	Executive General Manager

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
8. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols. (continued)	<ul style="list-style-type: none"> • Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year. 	May 2026, 2027, 2028	Executive General Manager
	<ul style="list-style-type: none"> • Continue to include and encourage personalising an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings. 	May 2026, 2027, 2028	Executive General Manager
9. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> • Ensure HR policies and procedures to support attendance at NAIDOC Week are shared with staff 	June 2026, 2027, 2028	Executive General Manager
	<ul style="list-style-type: none"> • RAP Working Group to participate in an external NAIDOC Week event. 	First week in July 2026, 2027, 2028	Office Manager
	<ul style="list-style-type: none"> • Promote and encourage participation in external NAIDOC events to all staff. 	First week in July 2026, 2027, 2028	Executive General Manager

Suicide Prevention Australia recognises that Aboriginal and Torres Strait Islander peoples experience economic disadvantage, as highlighted in the Closing the Gap targets, including:

- **Outcome 1:** Everyone enjoys long and healthy lives
- **Outcome 2:** Children are born healthy and strong
- **Outcome 14:** People enjoy high levels of social and emotional wellbeing

To contribute to closing the gap, we are committed to ensuring equitable employment opportunities for Aboriginal and Torres Strait Islander peoples. We recognise that increasing engagement with Aboriginal and Torres Strait Islander individuals and organisations not only strengthens our workforce but also enriches our capacity to share knowledge, expertise, and cultural wisdom. This, in turn, supports our goal of reducing suicide rates among Aboriginal and Torres Strait Islander communities.

We are dedicated to creating a culturally safe and professionally supportive workplace for our Aboriginal and Torres Strait Islander team members. Additionally, we actively support business and employment opportunities for Aboriginal and Torres Strait Islander peoples and encourage our members and partners to do the same.

Focus area: Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy. We will choose to focus our efforts during this RAP on our strategies to recruit, retain and support professional development of Aboriginal and Torres Strait Islander peoples because building a diverse, culturally safe, and empowered workforce is essential to embedding reconciliation across our organisation and strengthening our capacity to improve suicide prevention outcomes for Aboriginal and Torres Strait Islander communities.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	<ul style="list-style-type: none"> • We will continue to build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. 	May 2026, 2027, 2028	Executive General Manager
	<ul style="list-style-type: none"> • Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy. 	May 2026, 2027, 2028	Executive General Manager
	<ul style="list-style-type: none"> • Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy. 	May 2026	Executive General Manager
	<ul style="list-style-type: none"> • Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders. 	May 2026, 2027, 2028	Office Manager
	<ul style="list-style-type: none"> • Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. 	May 2026, 2027, 2028	Office Manager

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Review and strengthen an Aboriginal and Torres Strait Islander procurement strategy. 	May 2026	Executive General Manager
	<ul style="list-style-type: none"> Investigate Supply Nation membership. 	May 2026, 2027, 2028	Executive General Manager
	<ul style="list-style-type: none"> Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff and communicate and promote these opportunities publicly. 	May 2026, 2027, 2028	Director, Engagement
	<ul style="list-style-type: none"> Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. 	May 2026, 2027, 2028	Executive General Manager
	<ul style="list-style-type: none"> Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses. 	May 2026, 2027, 2028	Executive General Manager

At Suicide Prevention Australia, our Board and Executive champion this commitment, embedding it into every layer of our organisation. Their leadership strengthens our governance framework and ensures reconciliation values guide how we innovate, collaborate and drive meaningful change in suicide prevention.

Focus Area: Ensure leadership within Suicide Prevention Australia is working in partnership with Aboriginal and Torres Strait Islander organisations.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
12. 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.	May, July, October, January, 2026, 2027, 2028	Executive General Manager
	• Update the Terms of Reference for the RWG.	September 2026	Executive General Manager
	• Meet at least four times per year to drive and monitor RAP implementation.	February, April, 2027, 2028 June, August, October 2026, 2027, 2028	Executive General Manager
13. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	October 2026, 2027	Executive General Manager
	• Continue to engage our senior leaders in the delivery of RAP commitments.	October 2026, 2027	Executive General Manager
	• Define and maintain appropriate systems to track, measure and report on RAP commitments.	October 2026, 2027	Executive General Manager
	• Maintain an internal RAP Champion from senior management.	October 2026, 2027	Executive General Manager
14. 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	Executive General Manager
	• Report RAP progress to all staff and senior leaders quarterly.	July, October, December 2026, April, July, October, December 2027, 2028	Executive General Manager
	• Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	Executive General Manager

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally. (continued)	<ul style="list-style-type: none"> Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer. 	April 2026, 2028	Executive General Manager
	<ul style="list-style-type: none"> Publicly report our RAP achievements, challenges and learnings, annually. 	July, October, December 2026, April, July, October, December 2027, 2028	Director, Engagement
	<ul style="list-style-type: none"> Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP. 	January 2029	Executive General Manager
15. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP. 	June 2028 [six months prior to RAP expiry date]	Executive General Manager



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