

Innovate Reconciliation Action Plan

June 2024 to June 2026



RECONCILIATION
ACTION PLAN

INNOVATE



Beyond
Blue

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Beyond Blue acknowledges the Land on which our head office is based, has deep connections to peoples and cultures across the Eastern Kulin Nation. As such we acknowledge the Traditional Owners of this area, the Wurundjeri Peoples, and pay our respect to their Elders past and present. As an organisation with national reach, we extend our respect to all Elders and First Nations peoples across Australia.

Executive Summary

Our understanding of what we do to look after our mental health – to get well and stay well – is grounded in the holistic understanding of social and emotional wellbeing. Maintaining strong connections to our communities, to the people in our lives, and to ourselves, helps us achieve our best possible mental health and lead happy and fulfilling lives.

Many of us will face challenges with our mental health across our lives. For First Nations people, this is happening at higher rates than the general population, the drivers of which stem from colonisation, triggering trauma, grief and loss.

Reconciliation, as a nation, means doing the work to address this inequity. There is much work to do to ensure improved social and emotional wellbeing outcomes for all First Nations people, and at Beyond Blue, we are proudly committed to playing our part.

As a country, we are having greater and deeper

conversations about the ongoing impacts of colonisation and what reconciliation can look like. The last few years in particular have elevated many of these discussions, which remain ongoing.

It is crucially important that we are absolutely clear on this matter: we can and must do better to support healing for First Nations people.

Many of us are drawn to playing a part in this work as it provides us with a sense of purpose – taking action to be involved in ensuring people receive the help they need. It's important that we hold that word close. Purpose. We must ensure that the actions we take are taken with purpose. That we don't just do things for the sake of doing them, but we do them as well as we can, and in a way that clearly provides a real and significant impact.

Our RAP vision is an Australia in which First Nations cultures are celebrated and embraced as part of a national identity, where self-determination is

realised, and First Nations Peoples and communities are empowered to make decisions on issues that affect their lives and future. Where wellbeing and healing – at a national and individual level – is guided by First Nations knowledge and compassion.

We recognise the important role of our late Board Director and RAP Working Group Co-Chair, Russell Taylor AM, in supporting us on this journey and guiding us over the last 3 and a half years. His loss is felt across the organisation.

With courage and resolution, we will take these next steps of our journey, by strengthening relationships and ensuring we are listening and learning. As Co-Chairs of the RAP Working Group, we would like to thank our staff, our partners, our volunteers and supporters – every single person who has answered the call as we walk together in friendship with First Nations communities on our journey towards reconciliation.

Ken Wyatt
AM Board Director and RAP
Working Group Co-Chair

Georgie Harman
Beyond Blue CEO and RAP
Working Group Co-chair

About the artwork



Strength through Connection

This design represents Beyond Blue's commitment to true and meaningful reconciliation with First Nations Communities. It highlights the strength that comes through connection. Connection to community and Country and how important this is for everyone.

It depicts how Beyond Blue is committed to supporting First Nations through meaningful actions and understanding the importance mental health plays in healthy communities.



The circles with U shapes sitting around represent First Nations Peoples and communities.

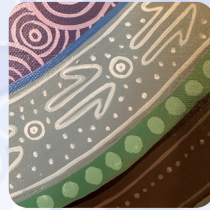


The bush tucker plants in the centre represent abundance, healing and healthy communities.



The Interconnected circles highlight the strength, beauty and diversity of Aboriginal and Torres Strait Islander Communities.

It reflects how First Nations maintain strength through connection.

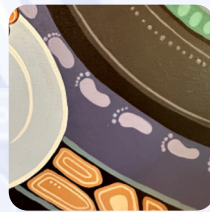


The animal footprints represent a healthy Country and how this plays an important role in the Health and well-being of Aboriginal and Torres Strait Islander Peoples. Healthy Country makes healthy People.



The smaller rippled circles represent the ripples that are sent out through positive communication, and it is important to

highlight that every journey starts and ends with this. That is why this pattern features on either end of the canvas at the beginning and the end.



The footprints represent Beyond Blues' commitment to walking in solidarity with Aboriginal and Torres

Strait Islander Peoples in true allyship. It highlights the commitment Beyond Blue has made to listening, learning and being a part of the truth-telling of this Country's history.



The many different patterns in the background are for the many different Aboriginal Nations. It highlights all the different parts of Country, from the rivers to the desert to the sea.

About the artist - Kalara Gilbert

Kalara Gilbert is a Wiradjuri artist currently based in Canberra. Painter, woodworker and pencil artist, Kalara enjoys all forms of art. Her colourful paintings pay homage to Country and she views art as a way of not so much thinking of what to paint but instead being silent and waiting for creation to speak.

Feeling very lucky to be a part such beautiful Country, most of her art is based on the surrounding landscapes as well as the plants and animals that live there.

Kalara is passionate about telling stories through painting and bringing awareness and understanding of First Nations Culture.



Our Vision for Reconciliation

We provide this vision statement on behalf of the Beyond Blue RAP Working Group. We each bring our own unique understanding and perspective to our role on the working group. We are First Nations Peoples, representing our communities, advocating for our people and sharing our knowledge. We are non-Indigenous people, committed to improving outcomes for First Nations communities and walking the talk in our approach. We share this journey of reconciliation. We are committed to our responsibility of improving social and emotional wellbeing for all First Nations people in Australia.

The strength and resilience of First Nations communities is profound. Cultural understandings of connection to one another, compassion for one another, care for one another, and responsibility to one another are at the heart of social and emotional wellbeing. This understanding has benefit for all people living in Australia.

First Nations communities also face many barriers to maintaining strong social and emotional wellbeing. Trauma, grief and loss continues

to have a significant impact on individuals, families and communities.

As we work towards improved social and emotional wellbeing outcomes, we do so with the knowledge that justice and equity are the foundations upon which we take out steps towards reconciliation. There is an important role for Beyond Blue to play in the national journey towards reconciliation, and we do so walking together in friendship with First Nations communities.

Our vision for reconciliation is where the voices of First Nations Peoples and communities are elevated, through honouring the past, cherishing the opportunities of the present and walking together for the future. We will engage in purposeful action, see our responsibility in that space, develop a shared understanding, and enable change by walking together in friendship.

This is our vision. This is not just our aspiration, but a future we can bring to life through compassion, integrity, honesty and respect.

Vale Russell Taylor AM

Proud Kamilaroi man, Russell Taylor AM, was appointed to the Beyond Blue Board of Directors in 2019. Having spent more than 20 years in senior public services roles, Russell continuously advocated for First Nations Peoples to lead, drive and be involved in processes that affect them.

Amongst other accolades in his distinguished career, he received an Honorary Doctorate from the University of Technology Sydney in 2019 and was named NAIDOC Male Elder of the Year in 2018.

After retiring as the Chief Executive Officer of the Australian Institute of Aboriginal and Torres Strait Islander Studies, he became an owner and director of the Burbangana Group. He served on the boards of the Healing Foundation, Lowitja Institute, and Nature Conservation Trust and as a delegate to the National Congress of Australia's First Peoples.

He was awarded Membership of the Order of Australia in 2015 for significant service to the community as a cultural leader and public service executive.

As a Director of Beyond Blue's Board, and former Co-Chair of the RAP Working Group, Russell's deep expertise and understanding, wise counsel and empathy strengthened our thinking and decision making. He was a passionate advocate for action on social and emotional wellbeing and instrumental in our advocacy work for better wellbeing for First Nations Peoples, including Beyond Blue's support for Uluru Statement from the Heart and Close the Gap campaign.

It was a privilege to learn from him and to work alongside him. We honour his profound legacy. We miss him greatly.

Our business

For more than 20 years, people in Australia have placed their trust in Beyond Blue and come to us as a reliable source of mental health information, support and hope.

We focus on tackling depression and anxiety – the most common mental health conditions in Australia – and through this we also contribute to suicide prevention. But we know labels often don't work for people or reflect their lives, experiences, strengths and challenges. So, we aim to offer something helpful for everyone – a big blue door for many in the community. We offer a safe and reliable place for millions of people to access information, advice and support – whether they're well and want to stay that way, unsettled or struggling and need support, or in recovery and want to reconnect.

Our vision is for all people in Australia to achieve their best possible mental health. We do this by working with the community to improve mental health and make it easier for people to feel better earlier, get well and stay well. To achieve this, we are working towards five strategic goals:

Understanding: more people understand how to look after their mental health.

Supporting: more people access support earlier.

Connecting: more people feel connected.

Leading: people see us leading and influencing positive system and social change.

Integrity: people trust that we operate with integrity.

We are Australia's most well-known, trusted and visited mental health organisation. We never take this for granted. With it comes a deep responsibility to listen, and understand people's needs and aspirations and ensure these are at the heart of everything we do.

Over the years we've changed how we work and what we do to respond to the community's evolving needs. We have a track record in identifying gaps in the mental health system, developing and scaling new service models and workforces, and working with partners to deepen our impact and broaden our reach.

Our work in reconciliation is no different. The experiences, knowledge and understanding of First Nations Peoples and communities must be at the forefront, underpinning what we do.

We operate as an independent, bipartisan, not-for profit organisation, working hybrid from our premises on Wurundjeri Country in Naarm/Melbourne, Victoria, with employees based across various states and territories. Currently, we employ more than 250 staff, of which 3 identify as Aboriginal and/or Torres Strait Islander people. In 2022/23, our volunteers engaged with close to 1.5 million people at events across Australia. In the same period, our Support Service responded to almost 300,000 contacts, nearly half a million visitors used our online peer forums, and our website had almost 4 million visitors.

Our RAP

This marks our third RAP – another Innovate RAP – as we recognise that amongst our successes, there are areas of growth that remain. The RAP framework continues to provide a clear and accountable solution, operating organisation-wide, that fits with our broader strategic approach.

Our first two RAPs supported us to embed a strong culture of learning about the world's oldest continuing culture. Acknowledging and celebrating throughout the year, First Nations dates of significance are a core part of our business and communications, both for our staff and our broader community. Staff have a great understanding of cultural protocols, Acknowledging Country regularly, and we are building on early steps in cultural learning to embed a formal learning program.

As a mainstream service, it's important that people right across the community find our services inclusive and accessible. We have learned that to provide inclusive services, we need to constantly listen and reflect, and to walk together in friendship with people and organisations we can learn from. The voices of community members, and the advice of First Nations organisations, have provided insights and helped us to improve our programs and services, so that more people can get the support they need. We recognise that we still have much to learn, and we are committed to this ongoing learning.

This RAP will enable us to build on our knowledge, making further progress towards reconciliation, strengthen our relationships with First Nations organisations and contribute to better social and emotional wellbeing outcomes.

Focus and improvement is required to build employment and growth opportunities for First Nations Peoples within our organisation. Maturing our approach to cultural education will also further support us to be a culturally responsive employer and service provider.

There are also a number of unique

opportunities that we will pursue in this RAP, with a focus on culturally responsive service delivery, as well as advocacy and information provision using our channels and reach.

This RAP was developed over 12 months, through a number of strategic discussions with the Beyond Blue Board, as well as engagement across the whole organisation. The strategic discussions of the Board Directors have reconfirmed that Beyond Blue must be vocal and transparent in its support of reconciliation, and that Beyond Blue must continue to strive for better social and emotional wellbeing outcomes for First Nations Peoples. All staff were engaged as stakeholders through their team's RAP working group representative, enabling everyone a chance to provide feedback and connect with our vision for reconciliation.

Beyond Blue's Innovate RAP 2024-2026 will:

- Prioritise action to strengthen recruitment, retention and professional development opportunities for First Nations Peoples within our workforce
- Support us to strengthen and broaden relationships with First Nations leaders and organisations, to ensure we continue to be guided by First Nations knowledge and perspectives
- Use our influence and reach to advocate for action to improve social and emotional wellbeing outcomes for First Nations Peoples and communities
- Strengthen the cultural responsiveness of our community-facing supports and services, ensuring safe, affirming and appropriate care for everyone who needs it
- Empower us to be a leading voice on anti-racism, calling attention to the direct link of racism and discrimination to poor wellbeing outcomes

- Expand and mature our approach to First Nations procurement, actioning our commitment to equity and ensuring access to opportunities is fair.

Our reconciliation journey is guided by strong leadership. On the Beyond Blue Board sit two First Nations Directors.

- Distinguished child and adult psychiatrist, Professor Helen Milroy AM, is a descendant of the Palyku people of the Pilbara region of Western Australia. Professor Milroy joined the Beyond Blue Board of Directors in October 2020.
- Yamatji man and former Liberal MP and Minister for Indigenous Australians, the Hon. Ken Wyatt AM, joined Beyond Blue's Board of Directors in 2023.

Our RAP Working Group is Co-Chaired by Beyond Blue Board Director, Hon. Ken Wyatt AM, and Beyond Blue CEO, Georgie Harman, and overseen by Executive Sponsor, Greg Jennings, Chief Engagement Officer. This provides both strong leadership and a clear mandate to staff about the importance of reconciliation in everything we do.



Our RAP Working Group

Our RAP Working Group is made up of staff from each group across the organisation who are passionate about reconciliation and who champion our efforts within their teams. Other members include Aboriginal and Torres Strait Islander community representatives and a Cultural Consultant representative, to provide additional cultural knowledge and

perspectives. The group is co-chaired by Beyond Blue Board Director the Hon. Ken Wyatt AM, and CEO Georgie Harman and roughly one quarter of the total membership are First Nations representatives.

Ken Wyatt AM	Beyond Blue Board Director (Co-Chair)
Georgie Harman	CEO, Beyond Blue (Co-chair)
Greg Jennings	Chief Engagement Officer, Beyond Blue (RAP Sponsor)
Charleene Mundine	Cultural Consultant, DLCM Pty Ltd
Patricia Adjei	Torres Strait Islander community representative
Shantelle Thompson	Aboriginal community representative
Nina Azzopardi	Head of People and Culture, Beyond Blue
Sharney Bowen	Philanthropy Relationships Lead, Beyond Blue
Rebecca David	Be You Content Development Manager, Beyond Blue
Helen Dziedzic	Procurement Senior Advisor, Beyond Blue
Madelaine Emblen	Marketing Adviser – Brand and Engagement, Beyond Blue
Susie Flynn	Experience Design Principal, Beyond Blue
Jessica James	Policy and Advocacy Senior Adviser, Beyond Blue
Rebecca Lee	Advocacy and Equity Manager, Beyond Blue
Tom Nairn	Peer Support Senior Advisor, Beyond Blue
Juanita Wilson	Inclusion and Equity Adviser – First Nations, Beyond Blue
Daniel Kovacevic	Inclusion and Equity Adviser, Beyond Blue (secretariat)

The role of the secretariat is to coordinate the agenda for forthcoming meetings and to take minutes as a record of each meeting. The secretariat also coordinates the appointment of new members to the RAP working group, including a brief induction.

**RAP Working Group membership at time of RAP development*

Relationships

A key pillar of Beyond Blue’s Strategy 2023+ is to lead through strategic partnerships to reduce complexity and duplication in the mental health system, making it work better for the people who use it and their supporters.

Advancing relationships with First Nations organisations and communities is an important part of this.

For me, reconciliation is not a single action, it’s embedded in everyday life. It is operating with a sense of curiosity, criticality, humility and courageousness. It is about being both quiet and loud at the same time; deep listening, learning and understanding, to build trust, and a united vision of a brighter future.

In my work at Beyond Blue, reconciliation recognises the intersectional lived and living experiences of every First Nations person. It is about handing the over microphone, and creating an arena where First Nations voices are heard.

Beyond Blue staff member

Action 1

Establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations.

Deliverable	Accountability	Responsibility	Timeline
<p>1.1 Establish a First Nations Advisory Group of external experts to provide expertise and strategic advice across the organisation.</p> <p>In particular, this group will:</p> <p>1.1.1 Support the establishment of guiding principles for future engagement with First Nations stakeholders and organisations.</p> <p>1.1.2 Guide the re-development of a whole-of-organisation engagement plan to work with First Nations stakeholders and organisations.</p> <p>1.1.3 Provide advice to the Executive team to guide Beyond Blue’s work in the community, enabled through strong and respectful relationships</p>	Head of Strategy, Policy and Advice	Advocacy and Equity Manager + Government and Stakeholder Relations Lead	Jul 2024

Action 2

Build relationships through celebrating National Reconciliation Week (NRW).

Deliverable	Accountability	Responsibility	Timeline
2.1 All staff are provided Reconciliation Australia's NRW resources and reconciliation materials, in addition to broader education messages throughout the month leading up to, and including, National Reconciliation Week, to build knowledge and understanding.	Advocacy and Equity Manager	All staff	July annually
2.2 Staff members of the RAP Working Group participate in an external NRW event.	RAP Sponsor	RAP Working Group members	27 May to 3 June annually
2.3 Staff are encouraged and supported by senior leaders to participate in at least one external event to recognise and celebrate NRW.	Beyond Blue Heads	All staff	27 May to 3 June annually
2.4 At least one internal NRW event is organised each year and all staff are encouraged to attend.	Advocacy and Equity Manager + Workforce Diversity and Inclusion Lead	All staff	27 May to 3 June annually
2.5 Register all our internal NRW events on Reconciliation Australia's NRW website.	RAP Sponsor	RAP Secretariat	July annually

Practise example 2.5

Our monthly team meetings include a space to reflect and learn alongside one another about team achievements towards reconciliation.

Action 3

Promote reconciliation through our sphere of influence.

Deliverable	Accountability	Responsibility	Timeline
3.1 Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	Head of People and Culture	Organisational Development and Insights Lead + Internal Communications Senior Advisor	Jul 2024
3.2 All staff are encouraged to adopt a reflective practice that supports sharing reflections on reconciliation progress throughout the year, promoting learning and growth.	Executive team	All staff	27 May to 3 June annually
3.3 Communicate our commitment to reconciliation to governments, mental health sector stakeholders and community.	Chief Engagement Officer	Head of Strategic Engagement	July annually
3.4 Seek input from our relationships with First Nations organisations, researchers and community members to inform our advocacy and spotlight First Nations perspectives.	Chief Engagement Officer	Head of Strategic Engagement + Head of Strategy, Policy and Advice	July annually
3.5 Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Chief Engagement Officer	Head of Community Services + Head of Strategic Engagement	Jul 2024
3.6 Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation and share these insights across the organisation.	RAP Sponsor	Advocacy and Equity Manager + Head of People and Culture	Jul 2024
3.7 Use our digital channels and reach to promote strengths-based stories and acknowledge First Nations dates of significance annually.	Head of Brand and Marketing + Head of Digital	Strategic Marketing Manager + Marketing Delivery Manager + Digital Experience and Implementation Manager	Review Sep annually

Practise example

One area of focus for influencing reconciliation amongst our stakeholders is through our reach into the community through Blue Voices and our broader community experience channels. We use this reach to promote external events, activities and consultations being held by First Nations organisation to enhance the opportunities available to our engaged community members and support broader system reform

Action 4

Promote positive race relations through anti-discrimination strategies.

Deliverable	Accountability	Responsibility	Timeline
4.1 Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Head of People and Culture	Workforce Diversity and Inclusion Lead	Sep 2025
4.2 Review, iterate and communicate the Equal Employment Opportunity Policy, which outlines our commitment to anti-discrimination practices for our organisation.	Head of People and Culture	Workforce Diversity and Inclusion Lead	Sep 2025
4.3 Engage with First Nations advisors to consult on our anti-discrimination policy review.	Head of People and Culture	Workforce Diversity and Inclusion Lead	Sep 2025
4.4 Educate senior leaders and all staff on the effects of racism and how to raise a complaint.	Head of People and Culture	Workforce Diversity and Inclusion Lead	Nov 2024

Practise example 4.2

As a member of the Beyond Blue team, I am familiar with the Equal Employment Opportunity policy, and I feel confident speaking up if I see examples of discrimination, harassment, bullying or victimisation in the workplace and I know how to raise a complaint if I need to.

Respect

Beyond Blue's six organisational values drive the way we influence, interact with each other, and work together to achieve results for the community. Respect is one of these values and it underpins all our work, including our dedication to reconciliation.

An important part of reconciliation is listening to truth telling, learning and being open to reflecting and adjusting behaviour. I recently learnt a word in the Yolngu language, Makarrata. It means the coming together after a struggle, facing the facts of wrongs and living again in peace. I believe Beyond Blue is on the path to Makarrata.

Beyond Blue staff member

Action 5

Increase understanding, value and recognition of First Nations cultures, histories, knowledge and rights through cultural learning.

Deliverable	Accountability	Responsibility	Timeline
5.1 Continue to implement and communicate a cultural learning strategy document for our staff	Head of People and Culture	Organisational Development and Insights Lead	Jul 2024
5.2 Provide a diverse range of ways for staff to increase understanding and contribute to the growth of those around them, including through self-reflection, team reflection led by managers, and on-country experiences.	Head of People and Culture	Organisational Development and Insights Lead	Jul 2024
5.3 Following implementation, conduct a review biannually of cultural learning needs within our organisation	Head of People and Culture	Workforce Diversity and Inclusion Lead	Mar 2026
5.4 Consult with First Nations advisors to continue to evolve our cultural learning strategy.	Head of People and Culture	Workforce Diversity and Inclusion Lead	Mar 2026
5.5 All new staff participate in formal and structured cultural learning during induction, and annually thereafter.	Head of People and Culture	All staff	Jul 2024
5.6 Current staff participate in cultural learning at commencement of structured program and annually thereafter.	Head of People and Culture	All staff	Jul 2024

Practise example 5.5

After completing the cultural education session, I reflected on how I could improve my practices and made some changes to the work I do. I shared these with my team, so that we could all reflect and they encouraged me to share this case study with the People and Culture team.

Action 6

Demonstrate respect to First Nations Peoples by observing cultural protocols.

Deliverable	Accountability	Responsibility	Timeline
<p>6.1 Review and share our cultural protocol factsheets to empower all staff in their understanding and practice of respectfully Acknowledging Country and organising a Welcome to Country. In particular, our factsheets will continue to support us to understand what a meaningful Acknowledgement of Country might look, sound and feel like.</p>	Advocacy and Equity Manager	All staff	July annually
<p>6.2 All staff play a role in building understanding amongst their peers about the purpose and significance of cultural protocols, as well as engendering confidence in using cultural protocols, including Acknowledgement of Country and Welcome to Country. To be provided through both formal and informal learning, as well as role-modelled in practice. Awareness, expectations and accountability to be included in employee policies.</p>	Advocacy and Equity Manager	All staff	Jul 2024
<p>6.3 Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year. This includes, at a minimum, major donor and partner recognition events.</p>	Chief Engagement Officer	Advocacy and Equity Manager + Internal Communications Senior Advisor	Review Sep 2024, 2025
<p>6.4 A Welcome to Country organised for meetings of significance. This includes, at a minimum, at an annual all staff gathering</p>	Board Secretariat	Board Secretariat	Review Sep 2024, 2025
<p>6.5 An Acknowledgement of Country is delivered at the commencement of all formal meetings, as embedded in our standard meeting agenda.</p>	Executive team	All staff	Review Sep 2024, 2025
<p>6.6 Develop ways to ensure Country is appropriately acknowledged at various community and fundraising events across Australia, such as recognising Traditional Owners with signage, providing opportunities for volunteers and community fundraisers to follow the same cultural protocols expected of all staff.</p>	Head of Strategic Engagement + Head of Fundraising and Philanthropy	Community Engagement Manager + Fundraising Manager	Review Sep 2024, 2025

Practise example 6.5

Teams learn about what country an upcoming event will be on, and work with organisers to acknowledge country. This may include visual acknowledgements (like a sign) or organising a Welcome to Country or Acknowledgement of Country at the opening of the event.

Action 7

Build respect for First Nations cultures and histories by celebrating NAIDOC Week.

Deliverable	Accountability	Responsibility	Timeline
7.1 RAP Working Group members participate in an external NAIDOC Week event.	RAP Sponsor	RAP Working Group members	First week in July annually
7.2 Review People and Culture policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week.	Head of People and Culture	Workplace Diversity and Inclusion Lead	June annually
7.3 All staff are supported to participate in an external NAIDOC Week event.	People Managers	All Staff	First week in Jul annually

Practise example 7.3

Teams discuss how to acknowledge NAIDOC week by attending an (online or in-person) event together.

Action 8

Respect and support First Nations research, knowledge principles and rights.

Deliverable	Accountability	Responsibility	Timeline
8.1 Ensure that all research commissioned or funded by Beyond Blue adheres to the principles outlined in the relevant National Health and Medical Research Council publications: Ethical conduct in research with Aboriginal and Torres Strait Islander Peoples and communities: Guidelines for researchers and stakeholders and/or the Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS) 'Guidelines for Ethical Research in Australian Indigenous Studies'	Chief Engagement Officer	Evidence and Impact Manager	Review July annually
8.2 Support First Nations-led research focused on social and emotional wellbeing through dedicated funding and in-kind support outlined in Beyond Blue's Research Strategy.	Chief Engagement Officer	Evidence and Impact Manager	Jul 2024

Practise example 8.1

As a team, discussing the impact of Indigenous data sovereignty on our work and understanding how to improve our practices to support good data sovereignty.

Opportunities

Beyond Blue’s longstanding commitment to supporting better social and emotional wellbeing for First Nations Peoples and communities means there are a range of opportunities we can pursue to further reconciliation. For some of these, our role as a leader in the mental health sector means we are uniquely placed to make a positive contribution.

Reconciliation means that I can be proud of my identity, that I have value and a sense of belonging in the spaces I occupy and wish to be a part of. That I have equal access and opportunities afforded to others, across this great country. That all First Nations Peoples have this same sense of value; pride, belonging, achievement and hope for a better future. It’s an individualist and a collective First Nations community aspiration and hope.

Beyond Blue RAP Working Group representative

Action 9

Improve employment outcomes by increasing First Nations recruitment, retention, and professional development.

Deliverable	Accountability	Responsibility	Timeline
9.1 Build understanding of current First Nations staffing to inform future employment and professional development opportunities and relevant policies.	Head of People and Culture	Workplace Diversity and Inclusion Lead	Jul 2024
9.2 Provide opportunities to First Nations staff to consult on our recruitment, retention and professional development strategy.	Head of People and Culture	Workplace Diversity and Inclusion Lead	Jul 2024
9.3 Develop and implement a First Nations recruitment, retention and professional development strategy.	Head of People and Culture	Workplace Diversity and Inclusion Lead	Jul 2024
9.4 Advertise job vacancies to effectively reach First Nations stakeholders.	Head of People and Culture	Workplace Diversity and Inclusion Lead	Jul 2024
9.5 Review People and Culture and recruitment procedures and policies to remove barriers to First Nations participation in our workplace.	Head of People and Culture	Workplace Diversity and Inclusion Lead	Nov 2024

Practise example 9.4

As a hiring manager, I've requested our team vacancy is advertised on additional job platforms (like National Indigenous Times and Koori Mail) to offer a better chance of reaching First Nations candidates.

Action 10

Increase First Nations supplier diversity to support improved economic and social outcomes.

Deliverable	Accountability	Responsibility	Timeline
10.1 Review and strengthen the First Nations procurement strategy and action plan that includes activities that strengthen relationship building with current and future suppliers.	Chief Operations Officer	Procurement Senior Advisor	Jul 2024
10.2 Continue Supply Nation membership.	Chief Operations Officer	Procurement Senior Advisor	Renewal Sep 2024, 2025
10.3 All staff understand the value and importance of procuring goods and services from First Nations businesses.	Procurement Senior Advisor	All Staff	Sep 2024, Mar 2025
10.4 Review and update procurement practices to remove barriers to procuring goods and services from First Nations businesses.	Chief Operations Officer	Procurement Senior Advisor	Jul 2024
10.5 Develop commercial relationships with First Nations businesses.	Procurement Senior Advisor	All Staff	Jul 2024

Practise example 10.2 and 10.3

Our team was going to market to procure a service, so we sought quotes from a range of First Nations businesses, using our Supply Nation membership as well as suggestions from other team members.

Action 11

Improve access to culturally responsive supports and services for First Nations Peoples.

Deliverable	Accountability	Responsibility	Timeline
11.1 Work with our Support Service delivery partner to develop attribute-based routing. This will enable people who contact the Support Service to be connected with a counsellor with similar skills or experience, such as a First Nations contact being able to connect directly with a First Nations counsellor.	Chief Services Officer	Head of Community Services	Jul 2024
11.2 Work with our Support Service delivery partner to strengthen culturally responsive training for all staff.	Chief Services Officer	Head of Community Services	Jul 2024
11.3 Work with Support Service delivery partner to improve the range of referral options available to contacts, including 13YARN and other service providers.	Chief Services Officer	Head of Community Services	Jul 2024
11.4 Continue to strengthen our relationship with 13 YARN, exploring opportunities to collaborate, cross-promote services, and eventually establish warm referral pathways to strengthen wellbeing outcomes for First Nations Peoples.	Chief Services Officer	Head of Community Services + Advocacy and Equity Manager	Review July annually
11.5 Explore the use of the Beyond Blue website to incorporate information about First Nations ways of healing and understanding good health.	Chief Services Officer	Head of Digital	Jul 2024

Practise example 11.3

Our support service delivery partner is contractually required to provide cultural training for all of its staff and must report regularly on its compliance. This ensures that community using the services have a more cultural safe and responsive experience.

Action 12

Use our voice and influence to advocate for actions which improve social and emotional wellbeing for First Nations Peoples and communities.

Deliverable	Accountability	Responsibility	Timeline
12.1 Continue to leverage Beyond Blue's reach and influence to advocate for policy that supports good social and emotional wellbeing for First Nations Peoples and communities.	Chief Engagement Officer	Head of Strategy, Policy and Advice	Review July annually
12.2 Actively participate in Close the Gap Campaign Alliance, including an annual financial campaign contribution.	Chief Engagement Officer	Advocacy and Equity Manager	Review July annually
12.3 Support the full implementation of the Uluru Statement from the Heart, including Voice, Treaty and Truth, through active participation in coalitions, through media and communications, and through policy and advocacy.	Chief Engagement Officer	Head of Strategic Engagement + Head of Strategy, Policy and Advice	Review July annually

Practise example 12.1

Beyond Blue's submissions to public inquiries include strong policy recommendations, informed by First Nations leadership, to drive good social and emotional wellbeing.

Governance

Good governance is a critical underpinning of our work in reconciliation. Our Board and Executive play a critical role in driving reconciliation at Beyond Blue and this commitment underpins our governance structure.

Even though it's not as exciting as some of the other components of the RAP, working on improving our governance and taking a continuous improvement approach has really helped us to improve engagement across the organisation.

Beyond Blue RAP Working Group member

Action 13

Maintain an effective RAP Working group (RWG) to drive governance of the RAP.

Deliverable	Accountability	Responsibility	Timeline
13.1 Maintain First Nations representation on the RAP Working Group.	RAP Sponsor	Advocacy and Equity Manager (secretariat)	Quarterly
13.2 Review the Terms of Reference for the RAP Working Group annually.	RAP Sponsor	RAP Working Group	Nov 2024, 2025
13.3 Meet at least four times per year to drive and monitor RAP implementation.	RAP Sponsor	RAP Working Group	Quarterly

Action 14

Provide appropriate support for effective implementation of RAP commitments.

Deliverable	Accountability	Responsibility	Timeline
14.1 Define resource needs for RAP implementation.	RAP Sponsor	RAP Working Group	July annually
14.2 Engage our senior leaders and other staff in the delivery of RAP commitments.	RAP Sponsor	Executive team	Quarterly

Deliverable	Accountability	Responsibility	Timeline
14.3 Define and maintain appropriate systems to track, measure and report on RAP commitments.	RAP Sponsor	Advocacy and Equity Manager (secretariat)	Commence Jul 2024
14.4 Appoint and maintain an internal RAP Champion from senior management.	Executive	Advocacy and Equity Manager (secretariat)	Review July annually

Practise example

RAP Working Group members represent their Group's views and interests at each workshop, gathering insights and sharing back. These members are the champions for reconciliation in our business and support Beyond Blue to progress our commitments to better support the social and emotional wellbeing of First Nations Peoples and communities.

Action 15

Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.

Deliverable	Accountability	Responsibility	Timeline
15.1 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.	RAP Sponsor	Advocacy and Equity Manager (secretariat)	June annually
15.2 Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	RAP Sponsor	Advocacy and Equity Manager (secretariat)	1 August annually
15.3 Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	RAP Sponsor	Advocacy and Equity Manager (secretariat)	30 Sept annually
15.4 Report RAP progress to all staff, senior leaders and Board quarterly.	RAP Sponsor	Advocacy and Equity Manager (secretariat)	Quarterly
15.5 Publicly report our RAP achievements, challenges and learnings, annually and communicate this journey of ongoing learning and progress to all staff.	RAP Sponsor	Advocacy and Equity Manager (secretariat)	July annually
15.6 Commit to participating in Reconciliation Australia's biennial Workplace RAP Barometer.	RAP Sponsor	Advocacy and Equity Manager (secretariat)	Jul 2024
15.7 Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	RAP Sponsor	Advocacy and Equity Manager (secretariat)	Jun 2026

Action 16

Continue our reconciliation journey by developing our next RAP..

Deliverable	Accountability	Responsibility	Timeline
16.1 Register via Reconciliation Australia's website to begin developing our next RAP.	RAP Sponsor	Advocacy and Equity Manager (secretariat)	Nov 2025

For more information about this document, contact:
 Advocacy and Equity Team
diversity@beyondblue.org.au



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