



# INNOVATE

ReachOut Australia  
Innovate RAP  
April 2024 - April 2026

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# Acknowledgement of Country

We acknowledge the Traditional Owners of Country throughout Australia and recognise their continuing connection to lands, waters and communities.

We pay our respects to First Nations Cultures, and to Elders both past and present. We recognise connection to Country as integral to health and wellbeing.



## Artwork Story - 'Healing & Truth' 2022

This artwork highlights the importance of seeking help and being able to feel supported, connected and safe in our healing journey. The central circles represent ReachOut and the services they offer to help on the journey of healing. The background symbolises the challenges we face in life and the different directions we take. Some things are connected and some things are not, this highlights the relationships and trust we make in our communities, with our families and with our friends. Truth is an important part of healing. Telling our own truth is acknowledging where we are at, our strengths and our weaknesses. Truth allows us to own our past and build a healthy, safe and happy future.

### Artist Biography

Jasmine Sarin (JS Koori Designs) is a proud Kamilaroi and Jerrinja woman with a passion for Aboriginal health, culture and art. JS Koori Designs strives to build and grow a sustainable Aboriginal owned and operated business by celebrating the world's oldest living cultures through new art methods. Jasmine was born and raised in Wollongong (Dharawal country) and has spent some time in Nowra on the South Coast of NSW (Jerrinja and Yuin country) She also has family connections and ties to Coonabarabran in Central West NSW (Kamilaroi country).



ReachOut is proud to partner with YarnnUp on this Innovate Reconciliation Action Plan (RAP). YarnnUp are First Nations consultants who have worked with us throughout the exploration and development phase of our RAP, to help create a plan that is representative of our organisation and our commitment to Reconciliation.

YarnnUp is an Aboriginal-owned and managed consulting and training organisation based in South Eveleigh, NSW. YarnnUp supports organisations that are working towards positive engagement with First Nations peoples, businesses and communities, by providing them with the knowledge, skills and strategies to create authentic change through policy reform, business systems and training.

# A Message From Our CEO



**Gary Groves**  
Chief Executive Officer  
ReachOut Australia

Welcome to our 2024 Innovate Reconciliation Action Plan, our fourth Reconciliation Action Plan (RAP). I am proud to be joining ReachOut as we begin implementation of this RAP and commit to this important work towards reconciliation.

At ReachOut, we recognise that First Nations peoples continue to demonstrate resilience and strength despite the historical and contemporary impacts of colonisation and racism on their social and emotional wellbeing (SEWB). The goals and actions outlined in our Innovate RAP aim to enhance ReachOut's support for First Nations young people, their families and communities. This involves learning from communities so that we can make meaningful contributions that will support young people, their families and their communities as they build protective factors for wellbeing underpinned by community resilience and strength.

ReachOut is committed to growing our First Nations team and building a culture of safety for our First Nations team members. We pledge to work in partnership with Australia's First Nations peoples in order to develop our capacity to learn from, and connect with, First Nations young people and their families and communities. This will help us to support and contribute to social and emotional wellbeing in meaningful and respectful ways. We also extend our commitment to growing our work with First Nations suppliers.

Since our previous RAP, we have grown as an organisation through our reconciliation journey. In addition to welcoming a number of new First Nations team members, we have appointed a First Nations Board member and a permanent Senior Manager of Aboriginal Social and Emotional Wellbeing. We have embedded cultural training, and developed a new suite of co-designed resources for First Nations young people. Following a hiatus during the pandemic, we have revitalised our annual presence at the Yabun Festival in Sydney. We are proud of our relationships with the First Nations people and organisations who are supporting and guiding us in this work.

This new Innovate RAP reflects ReachOut's ongoing commitment to deep listening and learning so that we can engage in reciprocal partnerships with First Nations peoples. We would like to thank the staff, Board, volunteers and supporters of ReachOut, and the partners that work alongside us, for their ongoing support as we implement our vision for reconciliation.

# A Message From Reconciliation Australia CEO

Reconciliation Australia commends ReachOut Australia on the formal endorsement of its third Innovate Reconciliation Action Plan (RAP). Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. ReachOut Australia continues to be part of a strong network of more than 2,500 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 ReachOut Australia will continuously draw upon to create RAP commitments rooted in experience and maturity. These learnings extend to ReachOut 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 ReachOut 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, ReachOut Australia will ensure shared and cooperative success in the long-term.

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

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



**Karen Mundine**  
CEO, Reconciliation Australia

# ● About ReachOut Australia

ReachOut is the leading online mental health service in Australia supporting young people their parents and carers during tough times.

ReachOut helps young people to feel better about today and the future. Anonymous, free and 100 per cent online, ReachOut has been designed specifically for – and with – young people.

From one-to-one support from experienced peer workers, to online forums, as well as tips, stories and resources, ReachOut offers a wide range of support options that allow young people to engage in the ways they want to, when they want to and from pretty much anywhere.

Since we launched our online service 25 years ago, we have been providing a safe place where young people can openly express themselves, explore what's happening in their lives, connect with people who understand their situation, and find the resources to help them be well and stay well. ReachOut Parents/Carers and ReachOut Schools help parents, carers and educators to better understand and play an active role in supporting the young people in their lives.

Everything we create is based on the latest evidence and is designed with experts, young people and/or their families and communities. This is why our service is trusted, relevant and so easy to use. Accessed by more than 2 million people in Australia each year, ReachOut continues to champion wider access to mental health support.

The ReachOut office is located in Pyrmont, Sydney, on the land of the Gadigal people of the Eora nation. From here, our 90 staff in our Product, Design and Technology, Service Delivery, Fundraising and Marketing, Research and Impact, and Operations teams support young people, their parents and carers, and secondary schools, whenever life doesn't go as planned.

Currently, seven ReachOut employees, representing 7 per cent of our workforce, identify as First Nations. Together with our growing team of First Nations employees and volunteer ambassadors, we are amplifying the voices and contributions of First Nations youth across our digital network, helping them to be and stay well.



## Our Vision For Reconciliation

ReachOut Australia's vision is for an inclusive, compassionate and cohesive Australia that truly embraces and is proud of First Nations cultures. We strive to support opportunities for all First Nations young people to lead healthy and fulfilled lives that are happy and well.

ReachOut's vision for reconciliation is to drive real change in collaboration with First Nations young people and their families. This is achieved by listening deeply to what First Nations young people say they need from us, and supporting this by providing culturally safe digital resources. We aim to keep building our relationships with First Nations communities to find better ways to support young people to develop protective factors for mental health and wellbeing, now and into the future.

As a youth mental health service, ReachOut is also dedicated to playing our part to reduce the substantial mental health inequalities that exist between First Nations Australians and other Australians.

Founded on our growing relationships with communities and our reputation for being able to support young people (and their parents and carers) when they need it most, ReachOut aspires to be an important digital component of the mental health and wellbeing support system for First Nations young people.



Our aspirations extend beyond contributing to meeting the immediate needs of First Nations young people for digital support and resources. We will make connections and listen to First Nations communities, community-controlled organisations and other partners so that we can learn how best to contribute to achieving sustained wellbeing outcomes over time.

Our vision for reconciliation is grounded in our values of Care, Inclusivity, Curiosity, Integrity and Fun – we endeavour to embody these values as we work in partnership with First Nations peoples in realising our vision.

# Our Reconciliation/RAP Journey So Far

ReachOut is proud of the work we have done over the past two years, following our previous 2021–2023 Innovate Reconciliation Action Plan. We have taken significant steps in developing our cultural awareness, our service offerings for First Nations peoples, and our engagement with First Nations organisations and communities.

Since we formally embarked on our reconciliation journey in 2017, we have been consistent in expressing and enacting our commitments to reconciliation, by building solid foundations from which we can confidently progress our reconciliation journey. Our RAP Working Group, the Pirrama Aboriginal Cultural Collective (PACC) and the group's Terms of Reference and operations were reviewed in November 2022, resulting in increased First Nations participation, improved governance and accountability, designated RAP funding and greater support for our PACC Working Group members.

Supported by our passionate and committed people and strengthened by our increasing knowledge of, and respect for, First Nations peoples, we are excited about the opportunities that this third Innovate RAP presents. In this coming period, we aim to achieve greater social impact by embedding our reconciliation vision into our everyday ways of working and by leveraging our sphere of influence.

# Cultural Awareness and Cultural Capability

ReachOut completed a number of actions during our second Innovate RAP to improve our cultural awareness and build our cultural maturity:

- 1 An initial review of the induction process delivered a revised checklist incorporating cultural awareness activities for new starters.
- 2 Cultural awareness training was delivered to the ReachOut leadership team through our partnership with Mirri Mirri, a First Nations service provider.
- 3 Cultural awareness resources have been shared internally as a first step in developing a comprehensive library accessible via our office platforms, including Confluence.
- 4 Our team participated in cultural protocol training. Delivered by one of our First Nations partners, Cox Inall Ridgeway, this training increased our understanding of the purpose and significance of cultural protocols.
- 5 All ReachOut hosted formal events and important meetings are opened with Acknowledgement of Country.
- 6 The level of comfort amongst the team in delivering Acknowledgement of Country has increased by 20% in the past two years, based on our RAP Impact surveys.
- 7 Local First Nations peoples are invited to deliver Welcome to Country at our 'All-In' staff development days and other relevant meetings.
- 8 A review of our cultural protocol policy was initiated to inform updates



## Acknowledgement of Country Training

Staff have in the past participated in a face-to-face workshop designed to teach how to deliver an Acknowledgment of Country and feel comfortable and confident. The workshop aimed to increase participant's cultural knowledge and learn how to model inclusive chairing practices. The workshop was facilitated by CIR who have extensive cultural knowledge of the local area. ReachOut is committed to continuing this practice to make sure all new and old staff have the chance to be actively involved in learning how to develop their personal take on delivering an AOC.

## Acknowledgement of Country Visual Prompts

ReachOut has updated and installed 6 new 'Acknowledgement of Country Signs' in bookable meeting rooms. The signs provide a ready prompt for meeting attendees to deliver an Acknowledgement of Country where appropriate.

# ● Cultural Events and Communication

Our support, recognition and celebration of First Nations cultures has been demonstrated through increased participation in cultural events and conferences, and internal and external communication.

Each ReachOut First Nations staff member may take paid 'Reflection Leave' leave, to participate in cultural events after a six months probation period.

ReachOut publicly communicated our commitment to reconciliation via our website, and on social media platforms that explore First Nations events of significance, such as Sorry Day, January 26 and the Voice to Parliament, discussing how we can help and learn from each other.

1 Key First Nations cultural events are included in the ReachOut Event Calendar. For instance, employees participated in events celebrating National Reconciliation Week and NAIDOC Week in 2021, 2022 and 2023, and shared their experiences across the teams. In addition, we held a stall at Yabun in 2023.

3 Members of our team attended First Nations-specific conferences such as the Lowitja Conference, the HandsonHeart National Youth Conference and the Indigenous Wellbeing Conference.

5 ReachOut joined the Justice Reform Initiative and Allies for the Uluru Coalition.

# ● First Nations employment and youth participation

We have enhanced and developed service offerings targeted to better meet First Nations youth mental health support needs.

We increased participation of First Nations young people, parents and carers in the ReachOut.com and ReachOut Parents community forums, and created a new First Nations space on our Online Community for young people.

We engaged five First Nations people to join our Content Squad, to review our content to assess its applicability for First Nations young people.

1

We redesigned the 'Yarn Up' landing page on the ReachOut Youth website and developed a suite of new resources for First Nations young people.

3

We produced a new topic as part of the ReachOut Parents service, made by, and for, First Nations parents and carers.

4



# ● Expansion of our services for First Nations youth

We have enhanced and developed service offerings targeted to better meet First Nations youth mental health and carer support needs.

1 Redesigned the 'Yarn Up' Social landing page on the ReachOut Youth website.

2 Increased participation of Aboriginal and Torres Strait Islander young people, parents and carers in the ReachOut.com and ReachOut Parents peer support forums, and created a new 'Yarning Space' on our Online Community for young people.

3 Produced a new topic as part of the ReachOut Parents service, made by and for Aboriginal and Torres Strait Islander parents and carers.

4 Engaged five Aboriginal and/or Torres Strait Islander people to sit on the Content Squad, who review our content to assess its applicability for First Nations young people.



## ● Social and Emotional Wellbeing (SEWB) Initiative

We are particularly delighted to share our Social and Emotional Wellbeing (SEWB) initiative, which has been a major contributor to advancing our vision for reconciliation. ReachOut's SEWB project was established to co-design online social and emotional wellbeing resources for First Nations young people in urban and regional areas. Funded by the Department of Health, these new digital resources were developed in partnership with several First Nations consultants and organisations, including the Department of Indigenous Studies at Macquarie University, Jarara, NGENY and Studio Gilay.

The work involved building relationships with First Nations young people, communities and organisations and conducting workshops in three different locations. Reflecting a mix of urban, regional, and remote community needs. Outputs from the workshops and related discussions informed the development of the SEWB initiative. The experience also helped strengthen understanding of Aboriginal and Torres Strait Islander ways of knowing, doing and being for our staff and teams, and this has helped to build our capabilities in supporting First Nations youth, their carers and parents through their digital resources.



# Engagement with First Nations Communities, Stakeholders and Organisations

For the past two years, our engagement focus with First Nations communities and stakeholders has been largely through the SEWB initiative (see Case Study), through which we built relationships with three different communities. This experience reinforced the importance of listening, understanding and ensuring mutuality in growing our connections with communities.

ReachOut also partnered with First Nations-led organisations such as Cox Inall Ridgeway, NGNY and Studio Gilay, and most recently with YarnnUp, who have provided resources and counsel in support of our reconciliation journey and RAP development. We also continued to work with many First Nations content creators and reviewers to support new content development and new targeted campaigns that aim to engage First Nations young people in our service offerings.

Our previous 2021–2023 Innovate RAP supported progress on our reconciliation journey. We look forward to the next phase of our journey to build on what we have achieved, learn from our experiences, and capitalise on the passion, enthusiasm and goodwill of our people, First Nations communities, donors and our broader network to further advance our vision for reconciliation.

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## Our 2024 -2026 Innovate RAP

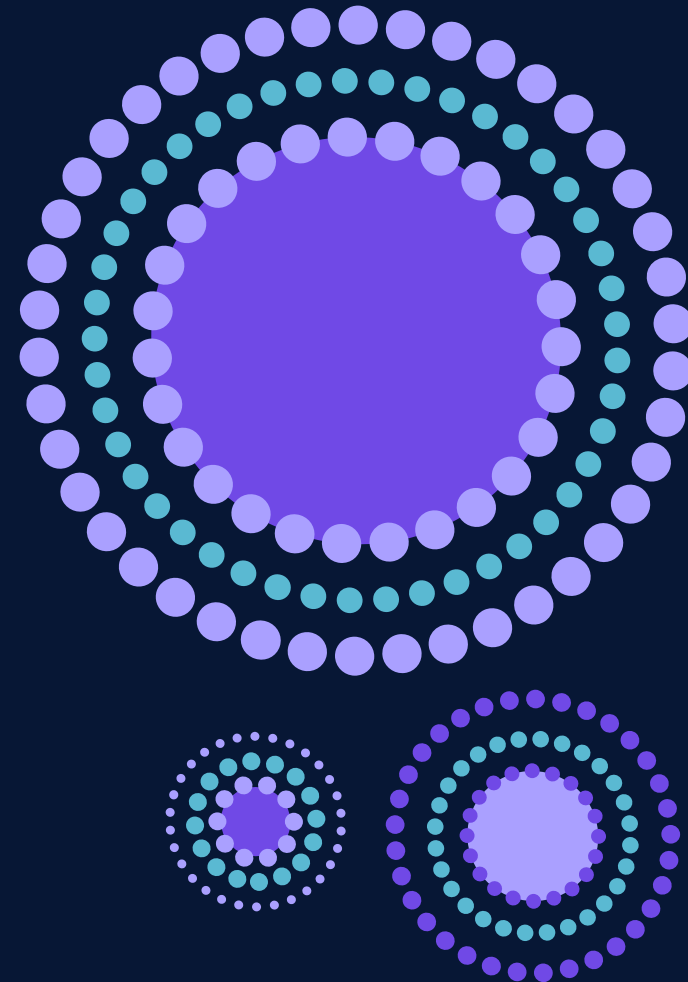
In view of the progress made and the lessons learnt since 2021, we see our 2024–2026 Innovate RAP as an opportunity to continue to build our organisational culture and our relationships with current and future First Nations stakeholders, strengthening our position to advance reconciliation through our scope of influence.

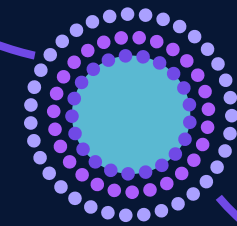
We recognise the importance of continuing to grow our collective understanding of reconciliation, while bringing people together on our journey. Effective communication and genuine engagement are a priority, so that everyone knows where we are at in our reconciliation journey, what this new Innovate RAP aims to deliver, how they can contribute, and what we are doing across ReachOut to realise our vision for reconciliation. We will adopt an integrated approach to staff engagement, communications and cultural development.

ReachOut will continue to participate actively in cultural events, and to develop approaches for sharing information and experiences, in order to deepen our cultural awareness and respect for First Nations colleagues, audiences and communities.

In addition to our participation in cultural events, ReachOut’s cultural understanding will be further advanced as we explore new cultural learning approaches based on an assessment of where we are at and what has worked to date.

Our growing cultural capability will support us in creating the right environment for current First Nations staff and will better equip us to recruit and retain additional First Nations staff. Over the past few years, we have worked hard to increase First Nations employment participation at ReachOut and we want this trend to continue, whether with interns, permanent employees or volunteers. We are equally committed to creating a workplace where our First Nations colleagues feel valued and are invested in who we are, and what we do, as an organisation.





In this RAP, we intend to consolidate and expand our work on our People and Culture policies and practices, in support of building a diverse, inclusive and psychologically and culturally safe culture. To this end, we aim to progress the work on our induction program, develop our cultural protocols documentation, formalise our cultural leave provisions, and conduct a review of our human resources (HR) policies, including anti-discrimination. To embed policy changes, we will roll out education and training, including that relating to the effects of racism and the benefits of a culturally diverse, inclusive and safe workplace.

We also plan to engage with our First Nations team members to develop a First Nations recruitment, retention and professional development strategy. We will review our current practices, including recruitment approaches, targeted professional development strategies, and any barriers to engagement and retention. Additionally, ReachOut may look to identify roles where the organisation and First Nations stakeholders would benefit from new, identified First Nations roles.

We will seek input from First Nations advisory organisations in our strategy development and people policy reviews, to ensure – in this and all our initiatives – that First Nations voices are amplified, that we continue to develop a psychologically safe and inclusive workplace, and that our actions are respectful and meaningful.

Trusting relationships, founded on more substantial and ongoing connections with communities and young people, are crucial to developing relevant, accessible and impactful services. We are committed to working in partnership with First Nations colleagues, creators, and organisations, such as school Cultural Support teams and First Nations community-controlled organisations, so that we can increase our strength-based SEWB resources and services, and help

to amplify young First Nations voices and perspectives. We will take what we have learnt from working alongside First Nations peoples and explore ongoing ways to develop new content, improve our services and expand our engagement with young people. This will help us to grow our youth involvement programs and ultimately integrate First Nations services into our core service delivery.

We want to enhance our understanding of social impact by exploring new approaches to understanding and measuring outcomes that reflect First Nations knowledges and methods. We will also introduce new data dashboards to help us monitor our SEWB resources.

Establishing and deepening ongoing partnerships remains a strategic priority. We are looking to review and update our procurement practices to eliminate any barriers to First Nations participation, so that we can increase the number and type of First Nations suppliers and partners we work with in delivering our services and running our operations. At the same time, we will continue to engage our valued First Nations content partners and seek new opportunities to work with other First Nations-owned businesses such as office suppliers and caterers for staff days and events.

We see our 2024–2026 Innovate RAP as an opportunity to continue to deeply listen to and learn from our First Nations colleagues, and to strengthen our relationships. This will support us to adapt our ways of working to deliver better outcomes that support the mental health and wellbeing of First Nations young people.

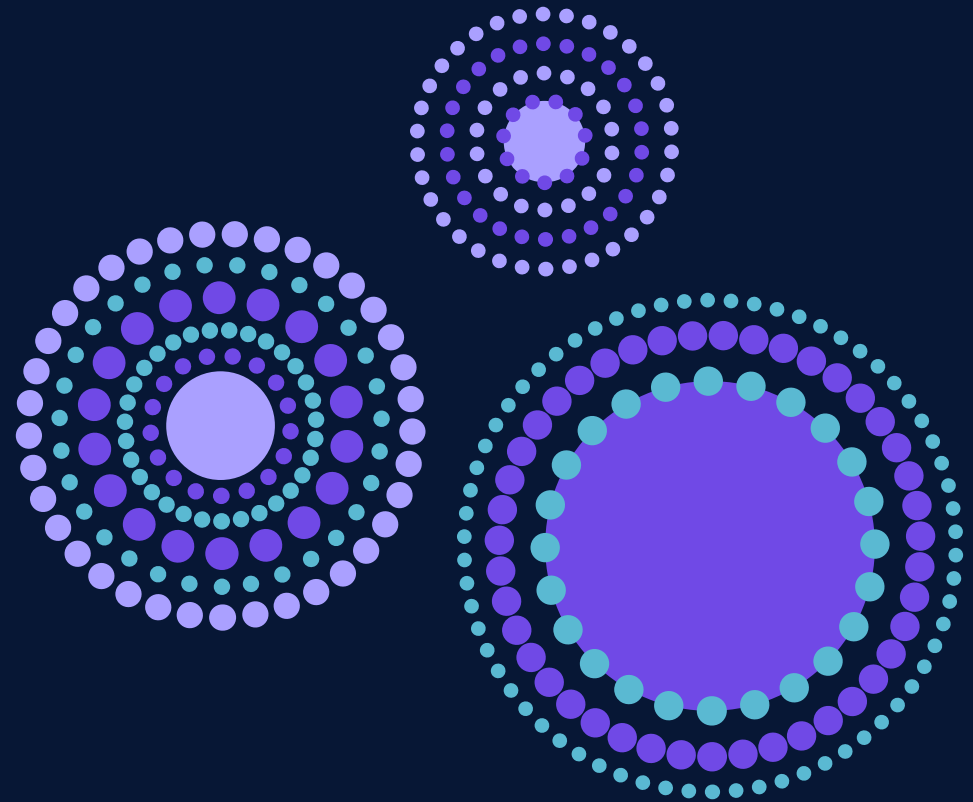
# Innovate RAP Governance

ReachOut has established a newly constituted RAP Working Group, PACC (Pirrama Aboriginal Cultural Collective). The Working Group is responsible for developing and championing the RAP and for supporting the ReachOut Leadership Team to drive the policy, practice and cultural changes necessary to ensure that the actions in this RAP can be delivered. PACC will also coordinate monitoring the progress of RAP deliverables.

PACC membership consists of representatives from each Directorate, the Senior Manager, Aboriginal Social and Emotional Wellbeing and a Leadership Team sponsor, currently the Director of Research and Impact. First Nations team members are also invited to join PACC, acknowledging the importance of strengthening the group's expertise, while considering their individual preferences. Cox Inall Ridgeway, as external First Nations advisors, will continue to participate in PACC to provide additional guidance and support. Currently, PACC has two First Nations staff members, one being the chair.

Our CEO, as overall RAP Champion, will provide tangible, visible leadership to ensure that ReachOut delivers on the actions in this RAP. We are mindful of the capacity challenges our PACC Working Group members have experienced at times in the past, and we are confident that the infrastructure is now in place to position us for success.

PACC meetings will be held in-person every second month. The Working Group members will provide updates on RAP actions, form project teams, and report quarterly to the CEO on progress and strategic issues, through their Director.

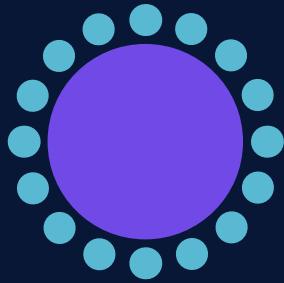


We are deeply committed to ensuring that our RAP is achievable, meaningful, authentic and First Nations-led, from the way we work together to shape the goals to progress reconciliation, to the actions we take to realise those goals. We will seek guidance and feedback from First Nations partners and communities to ensure we embody these commitments.

Our engagement with YarnnUp has been instrumental in the development of this RAP and we will explore opportunities to collaborate further as we deliver on our promised RAP actions.

# PACC Working Group Membership

RWG Role	Title
Executive Sponsor	Chief Executive Officer
Leadership Team Sponsor	Director of Research and Impact
Chair	Senior Manager, Aboriginal SEWB (Aboriginal person)
Member	Manager, Communication and Stakeholder Relations
Member	Manager, Social Impact (Aboriginal person)
Member	Manager, Social Media
Member	Senior Manager, Service Design
Member	Manager, People and Culture
Member	Research Coordinator
Member	Online Community Moderator (Aboriginal person)



**ReachOut Australia Innovate  
Reconciliation Action Plan –  
April 2024 to April 2026**

1.

## Relationships

ReachOut Australia recognises the importance of establishing two-way respectful relationships with Aboriginal and Torres Strait Islander peoples, organisations and communities.

We believe that consultation, collaboration and stronger relationships founded on trust and respect will support us in meeting our goals of providing a greater variety and more efficient services to Aboriginal and Torres Strait Islander youth and communities. To deliver these services and advance reconciliation, we will take what we've learned from our SEWB project to plan and grow relationships that can be mutually beneficial to ReachOut and to Aboriginal and Torres Strait Islander stakeholders.

# 1. Relationships

Action	Deliverables	Timeline	Responsibility/Lead
1. Establish and maintain mutually beneficial relationships with Traditional Owners and Aboriginal and Torres Strait Islander stakeholders and organisations	a) Meet with First Nations stakeholders and organisations to continue the development of the guiding principles for future engagement.	June 2024	Senior Manager, Aboriginal Social and Emotional Wellbeing (SEWB)
	b) Develop and implement a First Nations Communication and Engagement Plan .	July 2024	Senior Manager Aboriginal (SEWB)
2. Build relationships through celebrating National Reconciliation Week (NRW).	a) Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff.	April 2024, 2025	Operations Coordinator and Manager, People and Culture
	b) Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2024, 2025	Chief Executive Officer and the Operations Coordinator
	c) Ensure PACC members to participate in an external NRW event annually.	27 May - 3 June 2024, 2025	PACC Chair
	d) Organise at least one NRW event each year.	27 May - 3 June 2024, 2025	Director of Operations and People and Culture
	e) Register all our NRW events on Reconciliation Australia’s NRW website.	May 2024, 2025	Senior Manager Aboriginal



# 1. Relationships

Action	Deliverables	Timeline	Responsibility/Lead
3. Promote reconciliation through our sphere of influence.	<b>a)</b> Develop and implement strategies to engage our staff in reconciliation activities throughout the period, as opportunities arise.	September 2024, 2025	Lead: Senior Manager, Aboriginal SEWB. Support: GRC Team
	<b>b)</b> Communicate our commitment to reconciliation publicly and encourage community participation in internal and external events.	May 2024, 2025	Lead: Senior Manager, Aboriginal SEWB. Support: Marketing Team
	<b>c)</b> Communicate our commitment to reconciliation publicly by sharing case studies on our progress and achievements.	November 2024, 2025	Director, Government Relations and Communications
	<b>d)</b> Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	May 2024, 2025	Senior Manager Aboriginal SEWB
	<b>e)</b> Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	May 2024, 2025	Lead: Leadership Team and All teams at ReachOut

# 1. Relationships

Action	Deliverables	Timeline	Responsibility/Lead
4. Promote positive race relations through anti-discrimination strategies	a) Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	May, 2025	People and Culture Team
	b) Review and communicate the anti-discrimination policy for our organisation.	June, 2025	Lead: People and Culture Support: Senior Manager, Aboriginal (SEWB)
	c) Engage with First Nations staff and/or advisors to develop our anti-discrimination policy.	March, 2025	Lead: People and Culture Support: Senior Manager, Aboriginal (SEWB)
	d) Educate senior leaders on the effects of racism through anti-racism training e) Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	November, 2025	People and Culture Team
5. Grow new community connections through promotion of ReachOut's First Nations digital products and services.	a) Attend and promote the SEWB work at conferences, Community Forums and school information workshops.	April 2024, 2025	Senior Manager, Aboriginal SEWB
	b) Attend Aboriginal SEWB Conference and connect with other like-minded service.	October 2024, 2025	Senior Manager, Aboriginal SEWB

## 2.

## Respect

We recognise the critical impact that social determinants of health, including respect and resilience, can have on social and emotional wellbeing in Aboriginal and Torres Strait Islander peoples. As an organisation committed to social justice, ReachOut Australia promotes respect for all members of the community. We strive to adhere to our guiding organisational values of Care, Inclusivity, Curiosity, Integrity and Fun in all our interactions with employees, service users, supporters, partner organisations, and members of Aboriginal and Torres Strait Islander communities. By becoming a truly inclusive, culturally safe, and collaborative organisation that is committed to working in partnership with, and learning from, Aboriginal and Torres Strait Islander communities, we can better reflect these values. We will continue to promote organisational awareness of Aboriginal and Torres Strait Islander cultures and histories and recognise their continuing connection to Country and kin.

## 2. Respect

Action	Deliverables	Timeline	Responsibility/Lead
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<b>a)</b> Conduct a review of current cultural learning needs within the organisation.	June 2024, 2025	Senior Manager, People and Culture
	<b>b)</b> Review and continue to implement and communicate a cultural learning strategy that considers a range of learning approaches (such as online, face to face workshops mentoring and leadership by First Nations team members and cultural immersion).	May 2024, 2025	Lead: Senior Manager, Aboriginal (SEWB) Support: Manager, Social Impact
	<b>c)</b> Provide opportunities for RWG members, People and Culture team members, Directors and other relevant staff to participate in a structured cultural learning or immersion journey.	September 2024, 2025	Director of Operations
	<b>d)</b> Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	August 2024, 2025	Lead: Senior Manager SEWB and Support: Manager People and Culture

## 2. Respect

Action	Deliverables	Timeline	Responsibility/Lead
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	<p><b>a)</b> Onboarding of new team members to continue to embed understanding and capacity to contribute to cultural protocols, such as Acknowledgment of Country at important meetings.</p> <p><b>b)</b> Review existing Acknowledgement of Country to ensure it is current, bespoke, relevant and in line with best practice.</p> <p><b>c)</b> Review, implement and communicate our existing cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.</p> <p><b>d)</b> Invite local Traditional Custodians to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.</p>	<p>October 2024</p> <p>July 2024, 2025</p> <p>September 2024</p> <p>July 2024, 2025</p>	<p>Manager, People and Culture</p> <p>Lead: Senior Manager, Aboriginal SEWB Support: Manager, Social Impact</p> <p>Lead Senior Manager, Aboriginal SEWB, Support Manager, Social Impact</p> <p>Lead Operation Team, Support Senior Manager, Aboriginal SEWB and PACC Working Group</p>

## 2. Respect

Action	Deliverables	Timeline	Responsibility/Lead
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating Yabun and NAIDOC Week	a) RWG to participate in an external NAIDOC Week event.	First week in July 2024, 2025	Lead PACC Working Group, Support Manager, Social Media
	b) Update any HR policies and procedures to remove barriers to staff participating in NAIDOC Week or Yabun.	June 2024	Manager, People and Culture
	c) Promote and encourage participation in external NAIDOC events to all staff.	First week in July 2024, 2025	Chief Executive Officer
	d) PACC and ReachOut volunteers to participate in Yabun.	January 2024, 2025	Manager, Social Media

### 3. Opportunities

We recognise that creating meaningful opportunities with First Nations peoples through training, employment, professional development, and support for community businesses is critical in improving the social and emotional wellbeing of these communities and improving outcomes in the areas of health, education, and employment. We commit to going a step further by continuing to transform the way we deliver our services to young people, parents and schools, to be more impactful for and inclusive of First Nations peoples. We will explore our scope of influence to extend our services to more First Nations communities and to identify partnering opportunities.

### 3. Opportunities

Action	Deliverables	Timeline	Responsibility/Lead
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development	a) Engage with First Nations advisors to inform recruitment, retention and professional development strategies that are culturally appropriate.	August 2024, 2025	Lead: Manager, People and Culture Support: Senior Manager, Aboriginal SEWB
	b) Build understanding of current First Nations staff needs to inform future employment and professional development opportunities.	July 2024	Lead: Manager, People and Culture Support: Senior Manager, Aboriginal SEWB
	c) Identify and adjust any recruitment procedures that may be barriers to First Nations participation.	March 2025	Lead: Manager, People and Culture Support: Senior Manager, Aboriginal SEWB
	d) Review and continue to implement the First Nations recruitment, retention and professional development strategy.	June 2025	Lead: Manager, People and Culture Support: Senior Manager, Aboriginal SEWB
	e) Advertise job vacancies to effectively reach First Nations stakeholders.	September 2024, 2025	Manager, People and Culture



### 3. Opportunities

Action	Deliverables	Timeline	Responsibility/Lead
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	a) Review and continue to implement the social procurement strategy.	February 2026	Lead: Director, Operations Support: Senior Manager, Support Services
	b) Develop and communicate opportunities for procurement of goods and services from First Nations businesses.	September 2025	Lead: Director, Operations
	c) Review and update procurement practices to remove barriers to procuring goods and services from First Nations businesses.	September 2025	Lead: Director, Operations Support: Senior Manager, Aboriginal SEWB
	d) Develop new commercial relationships with First Nations businesses.	October 2024, 2025	Lead: Director, Operations Support: Senior Manager, Aboriginal SEWB
	e) Investigate Supply Nation membership.	October 2024, 2025	Lead: Director, Operations Support: Senior Manager SEWB and Manager People and Culture

## 4.

## Governance

We will ensure our RAP Working Group (PACC) Terms of Reference create effective governance structures for monitoring our RAP so that we can plan, monitor, resource, and hold ourselves accountable to deliver on our RAP through regular formal reporting and ongoing open communication and engagement.

Aligned with the ReachOut Strategic Plan, and led by the ReachOut CEO, our RAP is strongly supported by our Leadership Team.

## 4. Governance

Action	Deliverables	Timeline	Responsibility/Lead
11. Maintain an effective RAP Working Group (PACC) to drive governance of the RAP	a) Maintain Aboriginal and Torres Strait Islander representation on the Working Group.	June 2024	Lead: Director, Research & Impact Support: Senior Manager, Aboriginal SEWB
	b) Ensure the Terms of Reference for the RWG remain fit for purpose and adapt as required.	May 2024	Lead: Senior Manager, Aboriginal SEWB, Support: Director, Research & Impact
	c) PACC to meet bi-monthly to monitor the implementation of the RAP and evaluate the effectiveness of PACC monthly meetings.	Review March, June, September 2024, March, June, September 2025	Lead: Senior Manager, Aboriginal SEWB Support: Director, Research & Impact
12. Provide appropriate support for effective implementation of RAP commitments	a) Define resource needs for RAP implementation.	May 2024	Senior Manager, Aboriginal SEWB
	b) Pursue opportunities to embed RAP vision and aspirations in organisational policies.	September 2024	Senior Manager, Aboriginal SEWB
	c) Pursue and maintain RAP vision and aspirations across corporate strategic documents.	September 2024	Senior Manager, Aboriginal SEWB
	d) Engage senior leaders and other staff in the delivery of RAP commitments.	April 2024	Senior Manager, Aboriginal SEWB
	e) Define appropriate systems and capability to track, measure and report on RAP commitments.	May 2024	Senior Manager, Aboriginal SEWB

## 4. Governance

Action	Deliverables	Timeline	Responsibility/Lead
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally	a) Complete the annual RAP Impact Survey and submit to Reconciliation Australia.	30 September annually	Senior Manager, Aboriginal SEWB
	b) Report RAP progress to all leaders and staff twice per year.	July 2024, 2025 December 2024, 2025	Lead Directors (ReachOut Leadership Team), Support Senior Manager, Aboriginal SEWB
	c) Report our RAP achievements to relevant stakeholders annually.	December 2024, 2025	Chief Executive Officer
	d) Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June annually	Senior Manager, Aboriginal SEWB
	e) Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	Senior Manager, Aboriginal SEWB
	f) Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	Senior Manager, Aboriginal SEWB
	g) Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	April 2026	Senior Manager, Aboriginal SEWB

## 4. Governance

Action	Deliverables	Timeline	Responsibility/Lead
14. Continue our reconciliation journey by developing our next RAP	<b>a)</b> Review RAP based on achievements, challenges and lessons learned. <b>b)</b> Register via Reconciliation Australia's website to begin developing our next RAP.	December 2025  October 2025	Chief Executive Officer  Senior Manager, Aboriginal SEWB

# CONTACT

For any queries, contact:

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