



**MENTAL
HEALTH
FIRST AID**
INTERNATIONAL

REFLECT – Reconciliation Action Plan

Mental Health First Aid International

February 2025 – February 2026

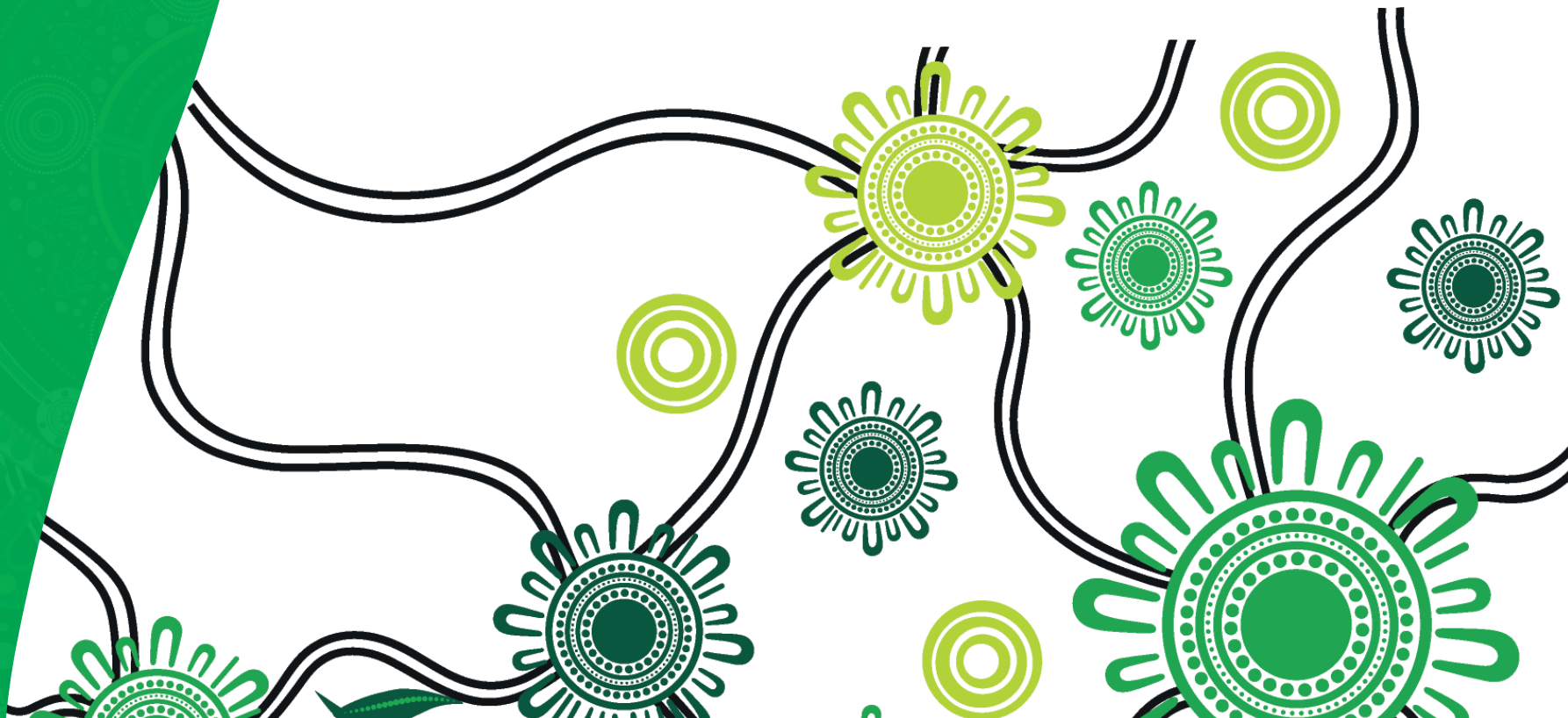


RECONCILIATION
ACTION PLAN

REFLECT

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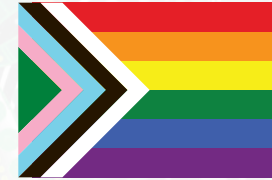
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ACKNOWLEDGEMENT OF COUNTRY

Mental Health First Aid International acknowledges the Traditional Owners and Custodians of Country throughout Australia and pays our respect to Elders past and present.

We extend our respect to all Aboriginal and Torres Strait Islander peoples' and recognise their continuing culture and connection to lands, waters and communities.



Recognition of Lived Experience

Mental Health First Aid International wishes to recognise people with lived and living experience of mental health problems and suicidality, and their loved ones who care and support them. With diverse identities, challenges and life experiences, each journey is unique and invaluable. Thank you to those who have courageously shared stories to help educate the global community.

ABOUT THE ARTIST



Lani Balzan
Aboriginal Artist and Graphic Designer
Aboriginal Art by Lani

Aboriginal Artist and Graphic Designer - Lani Balzan

Meet Lani Balzan, a proud Aboriginal woman from the Wiradjuri people of the three-river tribe. Though her family roots lie in Mudgee, she grew up traversing various regions of Australia, finally finding her home in Queensland, Australia.

Lani is an Aboriginal artist and graphic designer specialising in designing Aboriginal canvas art, graphic art, logo's, Reconciliation Action Plan's and document design.

In 2016 Lani was announced as the 2016 NAIDOC Poster Competition winner with her artwork 'Songlines'. This poster was used as the 2016 NAIDOC theme across the country.

With over a decade of experience under her belt, Lani has achieved consistent success throughout the country. One of her biggest aspirations is to strengthen her connection to her culture and contribute to the journey of reconciliation, bringing people and communities together to appreciate the richness of Australia's unique and vibrant Indigenous culture. Through her mesmerising art, Lani Balzan continues to make a profound impact, celebrating heritage, and fostering unity in the diverse tapestry of Australia's cultural landscape.

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ABOUT THE ARTWORK

“The Story of Mental Health First Aid Australia’s Journey of Reconciliation”

At the centre of the artwork is a gathering symbol, representing the core of Mental Health First Aid International (MHFAI) Australia. This central element is a space for unity, knowledge-sharing, and fostering connections, embodying Mental Health First Aid’s mission to support mental health across communities.

Within this gathering symbol, five circular elements reflect Mental Health First Aid’s guiding principles:

- 🕒 **Collaboration:** Representing a commitment to working cooperatively, sharing knowledge, and embracing innovation to create impactful solutions.
- 🕒 **Integrity:** Signifying the organisation’s dedication to acting with honesty and ethical principles, taking responsibility for every action.
- 🕒 **Agility:** Highlighting the adaptability, flexibility, and resourcefulness that drive Mental Health First Aid’s effectiveness and encourage innovation.
- 🕒 **Equity:** Demonstrating a commitment to overcoming discrimination and disadvantage, ensuring fair and just access to services and information.
- 🕒 **Respect:** Celebrating diversity and promoting the treatment of all individuals with dignity and understanding.

Also within are seven smaller white circular elements, representing Mental Health First Aid’s Strategic Pillars:

- 🕒 **Research, Quality, and Innovation:** A commitment to advancing impactful mental health education services worldwide.
- 🕒 **Global Impact:** Supporting program delivery partnerships to extend Mental Health First Aid’s reach and impact across the globe.
- 🕒 **Local Reach:** Strengthening Australian MHFAider and Instructor Networks to deliver programs in diverse communities, workplaces, and educational settings.
- 🕒 **Aboriginal and Torres Strait Islander Peoples:** Prioritising and promoting mental health and social and emotional wellbeing for Australia’s First Peoples, while fostering reconciliation.
- 🕒 **Lived Experience:** Integrating lived experience into leadership, design, and program delivery to create meaningful change.
- 🕒 **Public Policy and Advocacy:** Ensuring Mental Health First Aid training is embedded into government prevention and early intervention strategies globally.
- 🕒 **Sustainability:** Using resources responsibly and encouraging continuous improvement for long-term impact.

ABOUT THE ARTWORK

The gathering symbol also contains hands, symbolising the care and training programs Mental Health First Aid delivers to improve mental health literacy, reduce stigma, build community capacity, and create a more compassionate, informed society.

Surrounding the gathering symbol are figures representing the staff and contributors who bring these programs to life. Their presence underscores the collective effort required to deliver Mental Health First Aid's mission.

The pathways and footprints leading into the gathering symbol represent each individual's journey to better understand reconciliation and Aboriginal and Torres Strait Islander cultures.

White lines radiating outward from the gathering symbol signify the pathways to reconciliation, connecting communities and fostering deeper cultural understanding. These lines represent the shared journey toward a more inclusive and respectful future.

Dots and leaves scattered throughout the artwork celebrate connection to Country, honouring the land and its enduring significance to Aboriginal and Torres Strait Islander peoples.

The colour palette reflects Mental Health First Aid's corporate branding, ensuring harmony between the organisation's visual identity and its cultural narrative.

This artwork tells the story of Mental Health First Aid International's journey - a journey of connection, respect, and reconciliation. It embodies the organisation's dedication to mental health and its vision of a compassionate, united society where cultural understanding and wellbeing thrive.



MESSAGE FROM THE BOARD CHAIR AND CEO

Mental Health First Aid International is pleased to launch our first Reflect Reconciliation Action Plan (RAP).



Krystian Seibert
Board Chair
Mental Health First Aid International



Angus Clelland
CEO
Mental Health First Aid International

The story of Mental Health First Aid began in 2000 in Canberra, Australia, on the lands of the Ngunnawal and Ngambri peoples, who have been the Traditional Owners for tens of thousands of years. These lands, like all across Australia, were never ceded by their Traditional Owners.

The legacy of colonisation and intergenerational trauma, and its lasting impacts on Aboriginal and Torres Strait Islander peoples, is integral to Australia's history. It is also integral to the work we do now, providing an impetus to embrace an understanding of the holistic perspective of wellbeing held by Aboriginal and Torres Strait Islander peoples.

Reflecting on this history, and what it means for both the present and future, is an opportunity to examine our choices and actions. How should we, as individuals and as an organisation, do things differently?

This is the purpose of our Reflect RAP, marking the beginning of a new chapter for MHFAI. Our longstanding commitment to supporting improved mental health outcomes for First Nations peoples began in 2007 when we launched the Aboriginal and Torres Strait Islander MHFA Program, which has grown to include specialised support in a range of contexts and age groups.

This program, led by the rich insights, experiences and knowledge of First Nations peoples, was developed for all Australians in response to the need for culturally responsive mental health training. It aims to empower individuals and communities with the skills and confidence to engage in culturally safe and respectful conversations about mental health with Aboriginal and Torres Strait Islander peoples.

This RAP represents a significant step forward in our commitment. It is about pushing our organisation to elevate our practice in support of reconciliation, even if this can at times be uncomfortable. It is an invitation for accountability, a request for feedback, and a signal of our openness to change what we do and how we do it.

This plan has been developed by our staff, with leadership from our Aboriginal and Torres Strait Islander team members and support from the Board and executive team. It outlines how we will advance reconciliation by focusing on the four pillars of Relationships, Respect, Opportunities and Governance, which will guide our efforts to drive meaningful progress. We sincerely thank everyone involved in the creation of this RAP for their dedication and hard work.

This commitment is also ingrained in our Strategic Plan 2024–30, through the introduction of a strategic pillar focused on prioritising and promoting the social and emotional wellbeing of Australia's First Peoples. Reconciliation is deeply tied to the social and emotional wellbeing of Aboriginal and Torres Strait Islander peoples, as it seeks to heal the lasting impacts of colonisation and foster a future grounded in respect and justice.

We invite each of you, both individually and collectively, to walk with us on this journey, and join us in reflecting on how we can all contribute to a just, equitable and reconciled Australia.



STATEMENT FROM CEO OF RECONCILIATION AUSTRALIA



Karen Mundine
Chief Executive Officer
Reconciliation Australia

Reconciliation Australia welcomes Mental Health First Aid International to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Mental Health First Aid International joins a network of more than 2,500 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types - Reflect - Innovate - Stretch and Elevate - allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Mental Health First Aid International to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Mental Health First Aid International, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.



WHO WE ARE AND WHAT WE DO

Mental Health First Aid International is a global health promotion charity dedicated to providing evidence-based and evidence-informed education programs.

Our mission is to increase mental health literacy, reduce stigma, and help individuals develop the skills needed to encourage people to seek professional help. Through this, we aim to broaden the support network available to all people experiencing mental health problems.

We are leading a global movement dedicated to prevention and early intervention, striving to reduce the impact of psychological distress and mental health problems in individuals, families, communities, educational settings and workplaces worldwide.

Purpose-driven and impact-focused, our work is firmly grounded in high-quality research and evaluation and guided by the voices of lived experiences.

We are committed to promoting health equity and supporting priority-need populations, and exist to change and save lives every day.



OUR VISION

A world where we all have the skills and confidence to support people experiencing mental health problems.

OUR PURPOSE

To grow a global movement dedicated to providing evidence-based mental health first aid education for everyone.

OUR PRINCIPLES

- 🕒 **Collaboration:** We work cooperatively, share knowledge, and embrace new ideas and innovations.
- 🕒 **Integrity:** We are responsible for our actions, act with integrity and honesty, and are guided by ethical and moral principles in all that we do.
- 🕒 **Agility:** We strive to be responsible, flexible and effective and have impact by encouraging innovation and making the best use of resources.
- 🕒 **Equity:** We are committed to overcoming discrimination and disadvantage and promoting fair and just access to services and information.
- 🕒 **Respect:** We embrace diversity and always treat people with respect and dignity.

WHO WE ARE AND WHAT WE DO

Our central office is located at Naarm/ Melbourne. Nationally, we employ more than 50 staff across the organisation, including three identified First Nations employees, with our team located all around Australia. The key functional areas include:

- ◎ Corporate Services
- ◎ Australian Operations
- ◎ Aboriginal and Torres Strait Islander Programs
- ◎ International Programs, Quality and Research
- ◎ Strategic Partnerships and Advocacy

For more than 24 years, our evidence-based, early intervention Mental Health First Aid® (MHFA) training programs have equipped people with the knowledge, confidence and practical skills to recognise and respond to someone who may be experiencing a mental health problem or mental health crisis, until appropriate professional help is received or the crisis resolves.

Our training programs aim to improve mental health literacy, reduce stigma, increase pathways to professional support, build community capacity to support people experiencing mental health problems, and create a more compassionate, informed society.

The backbone of our national course delivery is a national network of Licensed Instructors, passionate about improving the mental health of their communities. Using a train-the-trainer model, we train and license individuals that have the relevant skills and experience to become Licensed Instructors, who go on to deliver training in communities, workplaces, schools, and educational settings nationwide. Licensed Instructors either work as independent licensees or within an organisation, delivering training to their colleagues or other individuals supported by the organisation. They are not employees of Mental Health First Aid International.

An International Movement

We are the global authority and accrediting body that represents our international community. Our program has been adopted by international partners in 30 countries. These partners deliver practical MHFA training and education to geographically, culturally, socially, and economically diverse communities across the world, with more than 7 million people now trained in MHFA worldwide.

WHO WE ARE AND WHAT WE DO

Our Aboriginal and Torres Strait Islander MHFA Program

Aboriginal and Torres Strait Islander peoples experience significantly poorer mental health outcomes compared to the non-Indigenous population. Research shows that Aboriginal and Torres Strait Islander peoples experience higher rates of psychological distress, increased rates of hospitalisation due to mental health-related conditions, and a suicide rate twice that of the non-Indigenous population (ABS, 2018-19, Martin, Lovelock & Stevenson, 2023, AIHW, 2022 & 2023).

A significant factor contributing to these disparities is the enduring impact of colonisation and intergenerational trauma experienced by Aboriginal and Torres Strait Islander peoples.

These disparities are further exacerbated by poverty, socioeconomic disadvantages, and discrimination (Commonwealth of Australia, 2017). Adding to these historical and contemporary complexities is the holistic perspective of well-being held by Aboriginal and Torres Strait Islander peoples, which are grounded in the concept of Social and Emotional Well-being (SEWB).

SEWB recognises that an individual's well-being is shaped by interconnected elements of body, mind, emotions, family, kinship, community, spirituality, land, and culture (Gee, Dudgeon, Schultz, Hart & Kelly, 2014). These holistic perspectives of well-being are informed by Aboriginal and Torres Strait Islander cultural knowledge.

In 2007, in recognition of the significant cultural contexts needed to address Aboriginal and Torres Strait Islander mental health, the first Aboriginal and Torres Strait Islander MHFA Instructor training (train-the-trainer) courses were developed. In consultation with Aboriginal and Torres Strait Islander peoples, both MHFA and Instructor training courses, focused on teaching adults how to provide support to Aboriginal and Torres Strait Islander adults. Aboriginal and Torres Strait Islander peoples working in the field of mental health, were engaged to participate in research that focused on the importance of culture and First Nations peoples' experiences of mental illness.

Using the Delphi Consensus method, best-practice guidelines were then created to help inform future course development, improve content, and ensure the cultural capability of the training.

In 2021, Youth Aboriginal and Torres Strait Islander MHFA and its corresponding Instructor training course, were developed to teach adults how to recognise and support Aboriginal and Torres Strait Islander young peoples aged 12-18 who may be experiencing mental health problems or mental health crisis situations.

Since the release of the first Aboriginal and Torres Strait Islander MHFA and Instructor training courses 15 years ago, the program has expanded to include two core courses and three specialised courses. Each course has been developed in consultation with and reviewed by Aboriginal and Torres Strait Islander peoples, ensuring it provides essential cultural context to community-based care and provides culturally responsive training.

To become a Trainer or Licensed Aboriginal and Torres Strait Islander MHFA Instructor, you must identify as being of Aboriginal and/or Torres Strait Islander descent. This is vital as the courses have been purposely designed to support individuals delivering the training to draw on their own unique and instrumental local cultural knowledge to enrich the content and enable culturally informed and safe delivery.

Through this program, over 1,000 Aboriginal and Torres Strait Islander Instructors have been trained. Those Instructors have gone on to deliver over 6,500 Aboriginal and Torres Strait Islander courses, equipping more than 30,000 MHFAiders with the skills, knowledge, and confidence to support Aboriginal and Torres Strait Islander peoples when it matters most.

OUR RAP

Our Cultural Capability Journey So Far

Our cultural capability journey began between 2004 and 2006, when consultations with Aboriginal and Torres Strait Islander individuals and groups highlighted the need to adapt the original MHFA training to better support the needs of Aboriginal and Torres Strait Islander peoples.

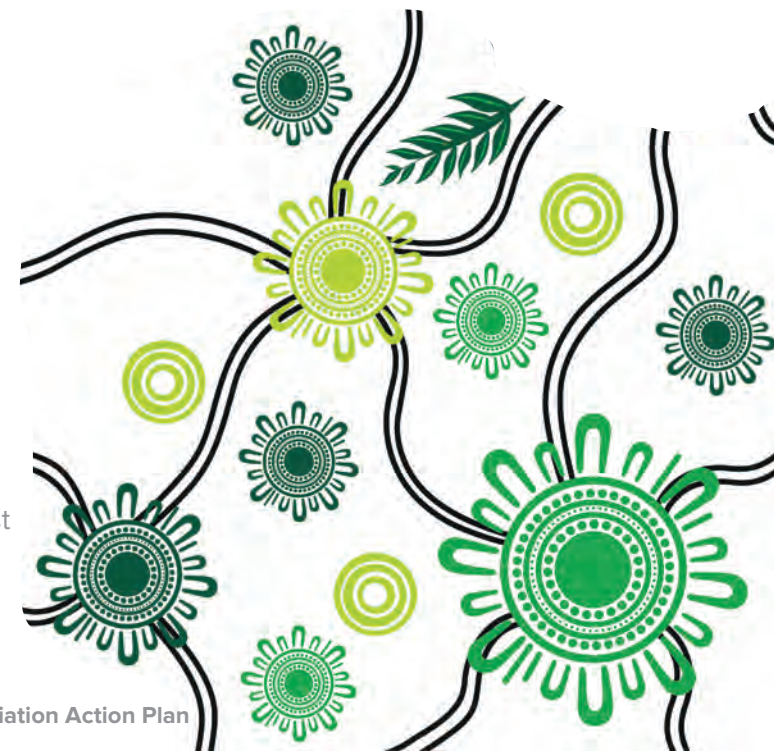
In 2006, a working group was established comprising Aboriginal and Torres Strait Islander mental health experts (people with lived experience of mental health, their caregivers, and professionals in the field) and MHFA Trainers who worked together to culturally adapt the Standard MHFA course. The first edition of the Aboriginal and Torres Strait Islander MHFA course was released in 2007. Since then, the Aboriginal and Torres Strait Islander MHFA courses have evolved to have greater inclusion of cultural perspectives and opportunities for “yarn ups” to consolidate ideas, enabling greater local application of concepts and using the Instructors’ knowledge and skills to best apply learning.

As the program expanded and in recognition of the need for cultural leadership and knowledge, an Aboriginal and Torres Strait Islander MHFA Program Team was established and led by First Nations peoples. This has enabled a greater focus on Aboriginal and Torres Strait Islander peoples’ perspectives in the design and delivery of the program, including engagement of First Nations curriculum developers, filmmakers, graphic designers, actors, artists, and people with lived experience stories. It has also led to community consultations in course development and pilot programs.

In recent years, Mental Health First Aid International engaged a consultant to complete an audit of organisational and program policies and procedures against benchmarks of cultural competence identified in cultural assessment resources. The aim of the audit was to act as a collaborative conversation starter to build the most effective and culturally appropriate organisational environment and program of services that can continue to meet the needs of Aboriginal and Torres Strait Islander communities.

In addition to this, we have engaged external providers to deliver Cultural Awareness Training. Since April 2023, three presentations have been delivered to Board members and our Senior Management Group. An initial scoping phase is currently in progress to explore establishing a mandatory Cultural Awareness Program to further the cultural capability of all staff.

Through the development and delivery of this program, we aim to encourage and enable our staff and Board to gain a better understanding of and respect for Aboriginal and Torres Strait Islander cultures and peoples. This program will also inform the way training is delivered by our Licensed Instructors, through education, training, and mentoring. We strive to create mutually beneficial relationships and nurture existing relationships with Aboriginal and Torres Strait Islander peoples within our organisation, communities, and workplaces across Australia.



OUR RAP

An Organisational Commitment to Reconciliation

Mental Health First Aid International is committed to reconciliation in Australia. As an organisation, we recognise the crucial role we can play in improving the cultural capability and building awareness of cultural safety and respect amongst our staff and the broader community.

We acknowledge the rich, diverse, and unique cultures and histories of Aboriginal and Torres Strait Islander peoples and are dedicated to working together to build a just, equitable, and reconciled Australia. Our commitment will reflect the five dimensions of reconciliation as defined by Reconciliation Australia:

- 🕒 **Race relations:** All Australians understand and value Aboriginal and Torres Strait Islander and non-Indigenous cultures, rights, and experiences, which results in stronger relationships based on trust and respect and that are free of racism.
- 🕒 **Equality and equity:** Aboriginal and Torres Strait Islander peoples participate equally in a range of life opportunities and the unique rights of Aboriginal and Torres Strait Islander peoples are recognised and upheld.
- 🕒 **Institutional integrity:** The active support of reconciliation by the nation's political, business and community structures.
- 🕒 **Unity:** An Australian society that values and recognises Aboriginal and Torres Strait Islander cultures and heritage as a proud part of a shared national identity.
- 🕒 **Historical acceptance:** All Australians understand and accept the wrongs of the past and their impact on Aboriginal and Torres Strait Islander peoples. Australia makes amends for past policies and practices to ensure these wrongs are never repeated.

These five dimensions will be used to guide Mental Health First Aid International's Reflect Reconciliation Action Plan (RAP) activities, providing a framework to achieve cultural capability across our organisation and sphere of influence. Organisational commitment to building cultural capability has been identified in national policies and strategic directives as key to achieving mental health equality for Aboriginal and Torres Strait Islander peoples. Cultural capability in this context refers to embedding skills, knowledge, behaviours, and systems that are culturally safe and respectful. This requires:

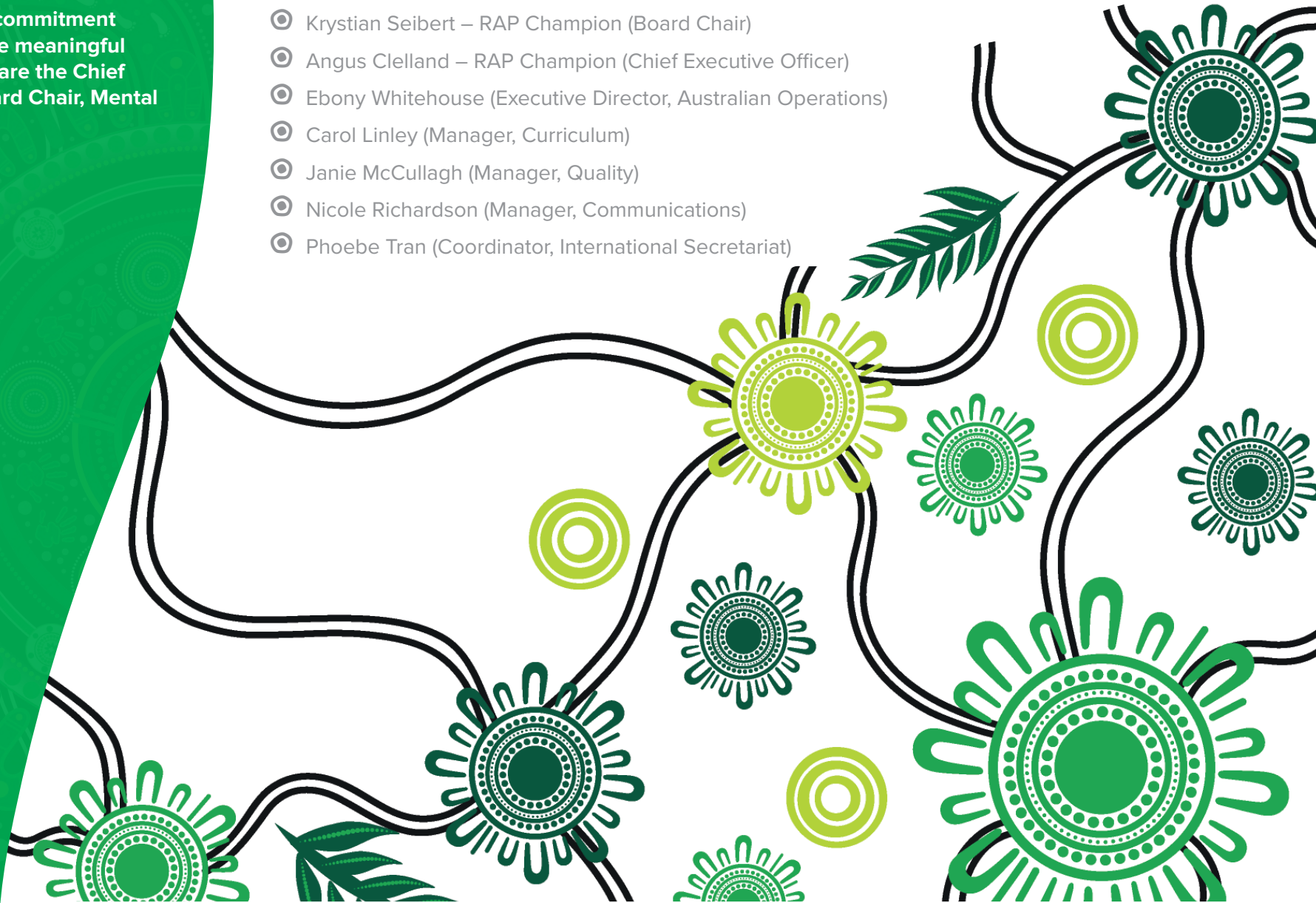
- 🕒 **Leadership:** Commitment and support from the highest levels of the organisation to implement policies and strategies that embed structural and cultural respect and safety.
- 🕒 **Training and education:** Implementation of Cultural Awareness Training to promote awareness and understanding of Aboriginal and Torres Strait Islander histories and cultures. This should also encompass training that focuses on racism and discrimination, as building awareness of histories and cultures needs to be supported by changes in attitudes and behaviours.
- 🕒 **Genuine, meaningful relationships with Aboriginal and Torres Strait Islander peoples and communities:** Consultations, negotiations and partnerships are underpinned by an acknowledgment of the significant cultural diversity of Aboriginal and Torres Strait Islander peoples and across communities. This leads to genuine, meaningful relationships that are respectful and responsive to the individual needs of Aboriginal and Torres Strait Islander peoples, communities, and organisations and that that can influence change at all levels of the organisation with a shared approach to decision making (Martin & DiRienzo, 2012, Queensland Health, 2010).

OUR RAP

Our Reflect RAP reflects our commitment to taking these steps to create meaningful change. Our RAP champions are the Chief Executive Officer and the Board Chair, Mental Health First Aid International.

Our RAP Working Group includes:

- ⦿ Karen Bates (Executive Director, Aboriginal and Torres Strait Islander Programs)
- ⦿ Lynette Anderson (Manager, Instructor Delivery and Quality Aboriginal and Torres Strait Islander Programs)
- ⦿ Krystian Seibert – RAP Champion (Board Chair)
- ⦿ Angus Clelland – RAP Champion (Chief Executive Officer)
- ⦿ Ebony Whitehouse (Executive Director, Australian Operations)
- ⦿ Carol Linley (Manager, Curriculum)
- ⦿ Janie McCullagh (Manager, Quality)
- ⦿ Nicole Richardson (Manager, Communications)
- ⦿ Phoebe Tran (Coordinator, International Secretariat)



OUR RAP

Our Partnerships and Current Activities

The Aboriginal and Torres Strait Islander MHFA Program Team, comprising five full-time First Nations staff, is responsible for the program's operations. This includes the development and delivery of Instructor training courses and ongoing relationship management and support of up to 300 active Aboriginal and Torres Strait Islander Licensed MHFA Instructors nationally.

Our Aboriginal and Torres Strait Islander MHFA Instructors have diverse backgrounds, experience, knowledge, and areas of expertise. To ensure that our courses are supported by local cultural knowledge, it is essential that Aboriginal and Torres Strait Islander MHFA Instructors not only demonstrate the ability to deliver MHFA training, but they must also be able to demonstrate cultural skills and community connections that ensures cultural safety in their delivery.

Having this cultural knowledge is crucial in all communities, making community knowledge and cultural skills vital for successful course delivery. As a result, the Aboriginal and Torres Strait Islander MHFA courses and the Instructors delivering them are less focused on Western or clinical views of mental illness than in other MHFA courses, with a stronger emphasis on community-based knowledge, holistic well-being, strengths-based training, and capacity building.

As part of the diversity that our Instructors bring to their roles, their employment situations also vary widely. While many MHFA Instructors deliver courses on behalf of their employers, there are several self-employed Instructors who focus their business solely on the delivery of Aboriginal and Torres Strait Islander MHFA courses. Thus, the Aboriginal and Torres Strait Islander MHFA program provides a platform for Instructors to benefit their communities using a social enterprise approach.

We are committed to providing robust, culturally informed, and tailored support for our Aboriginal and Torres Strait Islander MHFA Instructors. This can include individual culturally capable support and coaching by one of our team members where required, which includes demonstration of course delivery sessions, virtual attendance at partial Instructor delivery, and support and guidance in relation to cultural considerations when delivering and managing courses and navigating our system.

Raising Awareness Through Cultural Events

Each year, we recognise and celebrate significant Aboriginal and Torres Strait Islander events through promotion, communication channels, and articles with a focus on National Reconciliation Week and NAIDOC Week. We seek opportunities to expand on, learn from, and develop relationships and partnerships with local and national Aboriginal and Torres Strait Islander peoples and organisations. Past activities have focused on building relationships with leaders and Elders who have shared their stories with us, learning about and participating in cultural weaving, and through consultations developing a plaque that acknowledges and pays respect to the Traditional Owners of the lands on which our office is located.

Through our Reflect RAP, we aim to expand our current activities and further develop meaningful and lasting relationships with Aboriginal and Torres Strait Islander peoples.



MIFA



Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	December 2025	Executive Director Aboriginal and Torres Strait Islander MHFA Program
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	December 2025	CEO Executive Director Australian Operations
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2025	CEO Executive Director Australian Operations
	RAP Working Group members to participate in an external NRW event	27 May- 3 June 2025	Chairperson of the RAP Working Group
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June 2025	CEO Executive Director Australian Operations
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	May 2025	CEO
	Identify external stakeholders that our organisation can engage with on our reconciliation journey	March 2025	Executive Director Aboriginal and Torres Strait Islander Programs
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	March 2025	Executive Director Strategic Relationships and Advocacy.
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	April 2025	Executive Director Corporate Services
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	April 2025	Executive Director Corporate Services

RESPECT



20

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	April 2025	Executive Director Aboriginal and Torres Strait Islander Programs
	Conduct a review of cultural learning needs within our organisation.	April 2025	Executive Director Corporate Services
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	December 2025	Executive Director Aboriginal and Torres Strait Islander Programs
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December 2025	Executive Director Aboriginal and Torres Strait Islander Programs
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2025 to July 2025	Executive Director Aboriginal and Torres Strait Islander Programs
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2025 to July 2025	Executive Director Aboriginal and Torres Strait Islander Programs
	RAP Working Group to participate in an external NAIDOC Week event.	July 2025	Chairperson of the RAP Working Group



Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	June 2025	Executive Director Corporate Services
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	June 2025	Executive Director Corporate Services
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	June 2025	CEO
	Investigate Supply Nation membership.	June 2025	CEO



Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain a RWG to govern RAP implementation.	February 2025	CEO
	Review and apply the Terms of Reference for the RWG.	February 2025	CEO
	Maintain and periodically review Aboriginal and Torres Strait Islander representation on the RWG.	December 2025	CEO
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	February 2025	CEO
	Engage senior leaders and managers in the delivery of RAP commitments.	February 2025	CEO & Executive Director Group
	Appoint a senior leader to champion our RAP internally.	February 2025	CEO
	Define appropriate systems and capability to track, measure and report on RAP commitments.	February 2025	CEO Executive Director Australian Operations
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Maintain contact with 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.	March Annually	CEO
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	April Annually	CEO
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	April Annually	CEO
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	August 2025	CEO

Contact details:

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