

Neami National Innovate Reconciliation Action Plan

April 2022 – April 2024





Neami QLD State Manager, Karen Thomas (centre) and Neami staff with the Koomurrie Dance Troop at the Ipswich Wellbeing Fair

Acknowledgement

Neami National acknowledges the Traditional Owners of all lands on which we work and we pay our respects to their Elders, past and present. We recognise the position of Aboriginal and Torres Strait Islander Peoples, as the first sovereign nations of the Australian continent and acknowledge the important contributions made by both Aboriginal and Torres Strait Islander peoples in creating a strong and vibrant Australian society.

We recognise the continuing connection that land, and country has to the identity, strength and wellbeing of individuals, families, and communities.

We recognise that sovereignty was never ceded and the impact of structural inequality that resulted from invasion continues today.



"Journey - A Brand New Day" by Uncle Anthony Kemp and Aunty Deanna Voight (commissioned by Neami National)

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A Message from the Chair and CEO of Neami

On behalf of the Neami Board and the Executive, we are pleased to endorse our second Neami Innovate Reconciliation Action Plan.

As a values-based, not-for-profit organisation providing mental health, homelessness, and suicide prevention services, we exist to support individual and community wellbeing. We strive to be flexible; demonstrating inclusivity and collaboration with consumers and carers that goes beyond standard convention.

Reconciliation can only be achieved when political, economic, cultural, and social determinants are given the same weight from both Indigenous and non-Indigenous people in this country. The fundamental difference in power and ownership within our social discourse and historical narrative must be addressed if the word reconciliation is truly valued, so that a new chapter can begin.

To ensure we are commissioning culturally safe and appropriate services that meet local needs, we are striving to improve the way in which we engage with our Aboriginal and Torres Strait Islander communities. It is through the introduction of Indigenous governance principles within our organisation that will look to address this critical issue of power and ownership imbalance so that we may finally, and fundamentally, 'bridge the gap'.

The current over-representation of Aboriginal and Torres Strait Islander disadvantage within Australia is an area in which Neami is committed to addressing, through a more meaningful action of power-sharing and representation.

We feel our Reconciliation Action Plan (RAP) affirms our commitment to building strong and respectful relationships, governance and partnerships with Aboriginal and Torres Strait Islander people and their communities.

Tony Nippard
Neami Group Chair

Tom Dalton
Neami Group CEO



Message from Reconciliation Australia CEO

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

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. The Neami Group continues to be part of a strong network of more than 1,100 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 the Neami Group will continuously draw upon to create RAP commitments rooted in experience and maturity. These learnings extend to the Neami Group 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 the Neami Group 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, the Neami Group will ensure shared and cooperative success in the long-term.

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

Congratulations Neami Group on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Message of Support from Elder Aunty Deborah Chaplin

My name is Deborah Chaplin and have a long history within the Aboriginal community in Brisbane (Meanjin). I pay my respects to the Wurundjeri people of the Kulin Nation on which this Reconciliation Action Plan's business is being undertaken and also acknowledge the many Traditional Owners on whose land Neami services operate nationally.

My beliefs are strongly grounded in the health and wellbeing of our Aboriginal and Torres Strait Islander peoples and I have worked alongside community since the 1980's.

My work began in a preventative health service in Annerley, Brisbane. Over my time with Aboriginal Health Queensland, my work with community included:

- Hearing/eye care
- Mobile/home visits
- Hospital/palliative care
- Childcare centre governance, and
- Mental health and social and emotional wellbeing support

With community input, we created the first reconciliation group in Sandgate which expanded nationally and was part of the first National Reconciliation Conference in Brisbane. My work in community has been varied and has included a tenure as a member of the Northside Elders of Brisbane and worked in Tasmania as the first Aboriginal and/or Torres Strait Islander health care worker. Always delivering innovative, holistic, person-centred programs, creating a driving force for change and a voice for the community I represented.

I am proud to have worked alongside Neami since the beginning of their Reconciliation journey in 2017. I am a member of the Neami State RAP Working Group in Queensland and have attended the National RAP Working Group to support the work being done throughout the organisation.

It is with great joy and respect that I stand beside the Neami Group's reconciliation journey through the implementation of this Reconciliation Action Plan.

Aunty Deborah Chaplin



About the Artist Dajarra Browne

Dajarra currently lives in Meanjin (Brisbane), where the artwork, "Healing for Change, Healing Together" was made in 2017. She lives and practices her art on Turrbal land, but her ancestral home is in New South Wales, part of the Biripi and Thunghutti tribes. Dajarra has been painting since she was a little girl.

Artist statement

I have worked hard to capture Neami National's hard work, dedication, and commitment to this RAP. The three circles in the centre represent a commitment to creating respectful and safe environments, nurturing a sense of cultural belonging, and supporting a healing for change for Aboriginal and Torres Strait Islander peoples.

The use of gold and bronze tones throughout the painting reflect the passion and commitment to working together and to heal together, it also represents a strong sense of cultural belonging for Aboriginal and Torres Strait Islander peoples.

The use of young gum flowers and gum leaves represent the ability to create change and positivity through life.

Warm tones were used to bring a sense of welcome, warmth, and safety, while the bright colours reflect happiness, love, and respect. The two figures in the centre represent working relationships between staff and consumers at Neami National, leaning on each other for support.

I wanted this painting to represent Neami National's hard work, dedication, and support.



"Healing for Change, Healing Together" (2017)

Cultural information

The arches represent the many different staff and consumers of Neami National working together to change the future. The cross hatching traditionally represents land/mountains in this painting I used it to represent strength and stability (contemporary meaning).

Concentric circles represent meeting places, which further reflects Neami's commitment to creating safe and respectful environments.

Our Organisation

Neami is a values-based, not for profit organisation providing mental health, homelessness, and suicide prevention services. Through our recovery-orientated approach, we deliver a range of evidence-informed services around country to improve mental health and wellbeing in local communities.

Neami has grown significantly since its formation in the North East of Melbourne in 1987 and operates more than 70 sites across Victoria, New South Wales, Western Australia, South Australia, Queensland and the Northern Territory. We have more than 1000 staff, including 50 staff who identify as Aboriginal and/or Torres Strait Islander people.

Neami's 2020-2023 Strategic Directions emphasises great consumer experience, strong partnerships, building a sustainable and resilient organisation, and influencing system reform. Developed through in-depth collaboration with our staff, Board, consumers, carers, and sector partners, the 2020-2023 Strategic Directions guides our work to improve the experience of people living with mental health issues and their carers, and to ensure we remain impactful and sustainable.

More than 27,000 Australians are supported each year through Neami Group services. These are:

- Community based mental health supports
- Housing and homelessness
- Clinical and specialist community supports
- Suicide prevention

We have extensive experience in supporting people across the whole spectrum of mental health need, with a particular focus on people with the most complex needs.



Our Strategic Intent

To build on our strengths in evidence-based, consumer informed services. This means further enhancing consumer experiences of us and co-designing broader and deeper services.

To make a more active outward looking view. This means working more with others, being a leading voice in changing the system and becoming a more sustainable and resilient national organisation.



Our Purpose

To enable people aged 16 to 65 living with mental health issues to achieve outcomes that they value.



Our Vision

Full citizenship for all people living with a mental illness in Australian society.

We acknowledge the Traditional Owners of all the lands on which Neami sites are located and deliver services to across the nation.

Adelaide – *Kurna* people
 Albany – *Whadjuk* people
 Alexandria – *Gadigal* people
 Booval – *Yuggera* people
 Boronia – *Wurundjeri* people
 Broadmeadows – *Wurundjeri* people
 Broken Hill – *Yancowinna* people
 Bunbury – *Wardandi* people
 Burswood – *Whadjuk* people
 Cairns – *Yirrganydji* people
 Campbelltown – *Dharawal* people
 Coffs Harbour – *Gumbaynggirr* people
 Darwin – *Larrakia* people
 Edwardstown – *Kurna* people
 Fairfield – *Wurundjeri* people
 Frankston – *Bunurong* people
 Geelong – *Wathaurong* people
 Glen Waverley – *Wurundjeri* people
 Hawthorn – *Wurundjeri* people

Heidelberg – *Wurundjeri* people
 Hendon – *Kurna* people
 Hurstville – *Biddeggal* people
 Joondalup – *Oor dal kalla* people
 Kalgoorlie – *Wongatha* people
 Kangaroo Island – *Ngaralta* people
 Lidcombe – *Dharug* people
 Lismore – *Widjabul* people
 Liverpool – *Cabrogal* people
 Mackay – *Yuwibara* people
 Mandurah – *Bindjareb* people
 Mascot – *Bidjigal* people
 Merrylands – *Bidjigal* people
 Moorabbin – *Bunurong* people
 Morphett Vale – *Kurna* people
 Murray Bridge – *Ngarrindjeri* people
 Noarlunga – *Karuna* people
 Noble Park – *Bunurong* people
 Nundah – *Turrbal* people

Orange – *Wiradjuri* people
 Penrith – *Dharug* people
 Port Lincoln – *Barngarla* people
 Port Macquarie – *Birpai* people
 Port Pirie – *Nukunu* people
 Preston – *Wurundjeri* people
 Richmond – *Dharug* people
 Rippleside – *Wadawurrung* people
 Rockingham – *Whadjuk* people
 Salisbury – *Kurna* people
 Seaford – *Bunurong* people
 Seven Hills – *Dharug* people
 Strathpine – *Yuggera* people
 Thomastown – *Wurundjeri* people
 Townsville – *Bindal* people
 Victor Harbor – *Ngarrindjeri* people
 Wollongong – *Dharawal* people

Our Vision for Reconciliation

At Neami National, we believe all Australians are linked by a shared history, past and present, with an equal future, together with our First Nations peoples.

We acknowledge and respect this history has been complex and traumatic for First Nations peoples. It is this shared journey forward and understanding, that will lead us to better mental health and social and emotional wellbeing for all Australians.

We aspire to the elimination of health inequity and are committed to creating respectful and safe environments that nurture a sense of cultural belonging, through *healing for change* for Aboriginal and Torres Strait Islander peoples.

“Now is the time for all Australians to come together and begin the healing.”

- Peltherre Chris Tomlins -
Arrente and Warlpiri Elder

Our RAP

The development and delivery of Neami's second Innovate Reconciliation Action Plan (RAP) takes a more complete and holistic view towards the idea of what Reconciliation truly embodies. Our 2022-2024 Innovate RAP looks to make an impact within the Indigenous space that addresses 'Closing the Gap' targets and issues pertaining to Indigenous empowerment.

An Indigenous Governance System will be integrated into the organisational strategy, with the goal of ensuring that the Aboriginal and Torres Strait Islander communities with whom we work, are represented and any power imbalances are addressed. This 'circular' or 'two-way' system of governance will ensure that Neami is far more robust, effective, and equipped to deal with the volatile and complex challenges that working within the diversity of Aboriginal and Torres Strait Islander communities represent.

This system will ensure that Neami not only provides best practice when working within these communities, but also provides an opportunity to build on a national message of change through the voices and actions of our Indigenous brothers and sisters. It is intended the development and delivery of Neami's 2022-2024 Innovate RAP integrates with Neami's broad strategic priorities. This will mean we can streamline the use of resources and align with the organisation's business planning framework and Collaborative Recovery Model (CRM). This practice model that is framed to reflect an emerging awareness for:

- the place of human rights as ethical reference point for service practice;
- the usefulness of systems/ecological approaches as a tool to make sense of what is going on; and,
- the value of diverse knowledge systems to understand what is, what matters, and what could be.

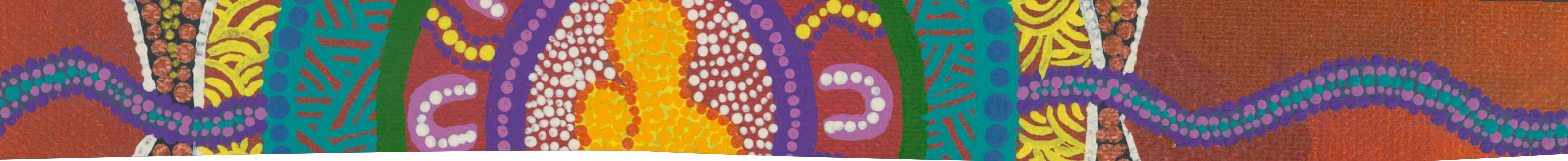
Built on learnings from Neami's 2019-2021 Innovate RAP and further insights from consultations with our nationally-based Service Delivery and Head Office teams, the key focus areas for the 2022-2024 Reconciliation Action Plan are:

- Indigenous Governance
- Partnership Agreements and Community Engagement
- Training and Professional Development
- Employment and Retention
- Service Model/Program Development and Tendering
- Impact and Data
- Advocacy

All are described in more detail below.



RAP consultation and state leadership forum (South Australia)



Indigenous Governance

The implementation of Indigenous Governance Principles is the key focus for our 2022-2024 Innovate RAP. By including *principles*, we ensure Neami programs and services address issues of social equity, particularly in relation to Closing the Gap targets.

The concept of Indigenous governance ensures Indigenous representation and decision making occurs across all sections of the organisation. This element is of particular importance when working with local Indigenous communities, as the political and societal element of tribal nations sees sovereignty and local autonomy highly valued.

Through incorporating the local Traditional Owners in the regions in which we work into a governance framework that takes on board and respects their involvement, contribution, and ultimate power over the relevant program, the best outcomes for the community are gained. This best practice model means local communities and relevant authority are given power in the local context of the operation of the program. In this way local legitimacy, trust and authority are given to the program.

To operate effectively within the 'Two-Way' governance model, and to build and maintain effective cultural legitimacy and authority, all staff will use recognised *Indigenous Governance Principles*. The Principles are informed by Indigenous culture and create expectations about the 'right way' and the 'wrong way' power is exercised, decisions are made, and governance functions are performed. In this way, we can together influence:

- **Process:** how things are done;
- **Structure:** the way people organise themselves and relate to each other; and
- **Institution:** the rules for how things should be done.

The Australian Indigenous Governance Institute has identified seven primary Indigenous Governance Principles that Indigenous peoples across Australia often use to underpin governance arrangements. These are:

- Networks;
- Relationships;
- Governance histories;
- Cultural geographies;
- Leadership;
- Decision making authority; and,
- Mutual accountability.

The Indigenous Governance Principles are used as a framework for the organisation.

Partnership Agreements and Community Engagement

Engagement and community connection will be streamlined and have organic growth when Indigenous communities are engaged and will ensure power and control over their respective community's affairs are placed within their hands.

The inequities are all too prominent when looking at issues regarding "Closing the Gap" (CTG) targets. CTG targets have effectively been a failure across the nation with the exception in a few category areas, such as primary education.

This has largely been because of the lack of ownership and power dynamics within communities. With NGOs providing accountability to funding providers, this same level and onus of responsibility on local communities does not exist, meaning performance metrics to community standards are not in place. This lack of involvement and process over the top of community rather than within community, has caused continual failures and results that show the CTG targets are widening rather than closing in many key priority areas, such as health and incarceration.

Through a solid Indigenous governance strategy and implementation across Neami, we will be able to mitigate and avoid issues that other NGOs and governments have encountered in this space, particularly in community engagement and participation.

Community participation is a central facet of the program, and through co-design this process will continue throughout the life of set programs. This will ensure community participation and engagement are driven by community, rather than Neami. This will ensure an accountability and transparency towards the communities where we operate.

Applying the same standard of fiscal accountability to funding bodies as we do to community standards of impact, where in the social impact and development sphere this is a fundamental undertaking. Without community participation, the effectiveness and indeed the engagement of Neami's programs can only be driven so far.

This key shift within community is fundamental. With an expansion in Neami's range and scope across the nation, community support, participation and impact will now be an even more crucial element in how we ensure impact in communities with a high Indigenous population is delivered.

Training and Professional Development

Training and professional development are offered through a range of services and partnerships that Neami is currently undertaking. The effectiveness of each individual training course is a broad spectrum with ranging opinions and efficacy. The political and social makeup of Indigenous nations across Australia make it difficult to have a single, broad overarching yet detailed localised approach to training and cultural competency.

Cultural training and literacy for the organisation is a priority from all levels and sectors. We will offer both a broad look at Indigenous history, place, and systems whilst local partnerships will provide tailored, peer to peer and site-based training that is relevant to that area and particular tribe or clan group.

To address this, a layered approach will enable staff to increase their cultural understanding and competency and support our work with Aboriginal and Torres Strait Islander communities.

The learning activities will incorporate three key areas:

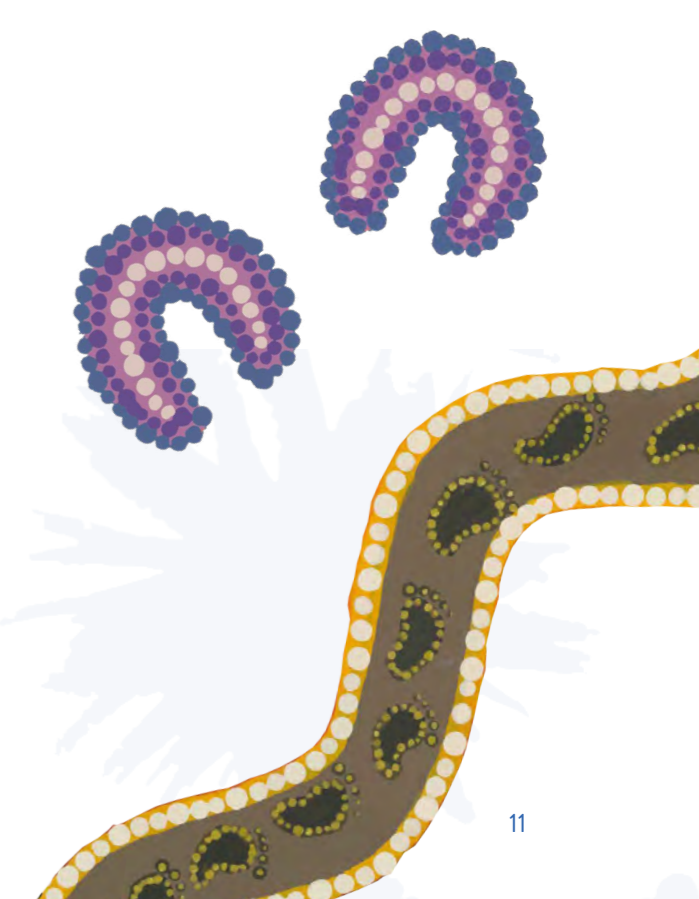
1. The implementation of a cultural competency training course for all Neami staff. The aim of this course is to highlight historical, social, and cultural dynamics for working with Indigenous peoples. This course is developed to be a "basic 101" course when understanding sensitivities and Indigenous perspectives and experience. This will be essential learning for all staff and part of an induction/onboarding package.
2. The roll out of an Indigenous training program (Your Mob Learning) which all staff may opt into as part of furthering their knowledge and understanding of Indigenous concepts and ways of working. This training has been developed by an Indigenous organisation specifically for this purpose and would be online.
3. Localised cultural awareness training, (implemented by State RAP Working Groups), will create greater connection and partnerships with local Aboriginal and Torres Strait Islander groups. This may involve on-country visits and walks with a face to face immersive experience for staff to learn and engage more with local Indigenous people within their area. A greater understanding culturally of the Traditional Owners of their area and their community.

Employment and Retention

Neami seeks to create pathways for Aboriginal and Torres Strait Islander people to address the vast inequalities many experience when engaging with employment opportunities. Including, but not limited to, the introduction of more identified roles. We seek to build the Aboriginal and Torres Strait Islander work force, with representation across the organisation.

With 50 staff in Neami nationally identifying as Aboriginal and/or Torres Strait Islander people, the focus through the roll out of the Indigenous governance strategy will ensure the organisation is both providing a safe, caring and inviting workspace for Indigenous participation, as well as opportunities for Indigenous peoples to rise in the social service sector and have an impact across their region, state and country.

The improvement of our Staff Development and Support Framework, Professional Mentoring Policy and People Strategy, will create pathways for Aboriginal and Torres Strait Islander people that address the vast inequalities many face when engaging with employment opportunities.





Advocacy

Neami is well positioned to advocate for better outcomes within the social sector. The way in which we engage will ensure our consumers can express their voice and have it heard and we will ensure equity when driving change alongside our consumers. Neami will utilise our data to build a picture of the current situation within our sector and advocate for structural and systemic reforms to assist in making positive change. The development of Neami's Advocacy and Engagement strategy will be an important piece to assist us in addressing the disadvantage between First Nations and the wider Australian community, as it will align to organisational advocacy efforts to agreed priorities and ensure it has consumer voices at its heart.

Service Model/Program Development and Tendering

The Federal government's policy of 3 per cent procurement rates for all major service contracts has provided Neami the impetus to undergo significant change. The development of a social procurement framework, a guide to support Neami to use its buying power to generate social value above and beyond the value of the goods and services, will be used throughout the organisation with access to the Supply Nation database.

The ability for organisations to show not only impact, but partnership within local Indigenous communities, is now a fundamental driver in determining our success within our tendering and overall business model. The integration of Indigenous governance strategies will ensure that relationships and partnerships can be quantified into a strategic outcome. This added value can be utilised by the tendering team in its submissions, providing Neami with a unique offering when pitching for new government-funded projects.

Impact and Data

The lack of any clarity around quantitative and qualitative outcomes for Indigenous consumers is an area our Indigenous governance strategy looks to rectify. The partnership and integration within the First Nations community will allow for a better understanding of what is happening on the ground where Neami operates. This will also ensure that through understanding of the current realities, the organisation can capture relevant data that highlights the success, or otherwise, of the outcomes Neami and the community are looking to achieve.

Our ability to build a picture of First Nations development and disadvantage, and our work with the Lowitja Institute, will provide empirical evidence of our ability to address national targets such as those set by the National Agreement on Closing the Gap.



Koomurri Dance Troop performing - 'Dance of the Sea Eagle' at the Ipswich Community Wellbeing Fair

Our RAP Working Groups

Continuing on the strong foundation we have already established with our first Innovate RAP, the RAP Working Groups will maintain both Indigenous and non-Indigenous staff membership and maintain the following membership structures:

National Working Group

- Neami Group CEO
- Neami RAP Co-ordinators
- Elders and/or Community Respected Person
- Consumers/carers who identify as Aboriginal and/or Torres Strait Islander
- Neami National Leadership Team delegate
- Aboriginal and Torres Strait Islander community and/or organisation representative.

State Working Groups

- State Managers as the chair,
- Neami RAP Co-ordinators,
- Elders and/or Respected Persons,
- Neami RAP champions, consisting of staff members and consumers (both identified and non-identified)
- Aboriginal and/or Torres Strait Islander community/organisation representative.

Our Past and Current Activities in the Aboriginal and Torres Strait Islander community

Neami works with Aboriginal and Torres Strait Islander peoples through targeted programs and cultural development initiatives. The work we have done to date has helped us to develop better and more inclusive models of care, through recognition of the need to provide services that are flexible, adaptive, and responsive to the needs of Aboriginal and Torres Strait Islander peoples, families and communities.

Neami has a commitment to employing Aboriginal and Torres Strait Islander health workers. Both Wadamba Wilam and Neami's Way2Home program report significant improvements in engaging Aboriginal and Torres Strait Islander populations as a direct result of the availability of an Aboriginal workforce.

At a service level, Neami programs use culturally appropriate and validated assessment tools, such as the Aboriginal Recovery and Resilience Questionnaires. Social and Emotional Wellbeing training has also been delivered to select staff by the Australian Indigenous Psychologist

Association, and service sites maintain an Aboriginal and Torres Strait Islander Portfolio, where a site champion works to ensure teams are kept informed of best practice, new information, and important cultural events.

Neami strongly encourages the development of site/regional partnerships with local Aboriginal services to ensure knowledge of traditional and local cultural laws, practices, and kinship relationships.

Wadamba Wilam (Neami VIC)

Wadamba Wilam is an Aboriginal homelessness support service, delivered in partnership with Victorian Aboriginal Health Service (VAHS), UnitingCare ReGen and Northern Area Mental Health Service (NAMHS). Cultural safety and responsiveness are critical components of the service, along with community consultation. Permission was granted from the Wurundjeri Council for the program's name to be derived from the Woi wurrung language, Wadamba Wilam translates to "renew shelter".

Launched in 2013, Wadamba Wilam provides holistic, multidisciplinary support to 80 individuals with an experience of homelessness, trauma, and mental illness. Consumer participation is a key element of the service, as is the development of strong connections with Aboriginal communities and Elders both of which have seen the program develop credibility and acceptance within community.

Neami's Wadamba Wilam Manager is a member of the Department of Health's Aboriginal Social and Emotional Wellbeing reference group, which is leading the development of the Aboriginal Social and Emotional Wellbeing Framework to align with Victoria's 10 Year Mental Health Plan (2015), Victorian Aboriginal Health, Wellbeing and Safety Strategic Plan (2017) and recently Wadamba Wilam Practice Approach (2021).

The service, with collaboration from Dr. Graham Gee, has developed the *Wadamba Wilam Practice Approach* delivering positive outcomes for Aboriginal and Torres Strait Islander people experiencing mental illness, poor emotional and social wellbeing and a history of homelessness.



The launch of the Wadamba Wilam Practice Approach, document with the Minister for Aboriginal Affairs, Gabrielle Williams formally handing it to Wadamba Wilam's first consumer.

Head to Health Centres

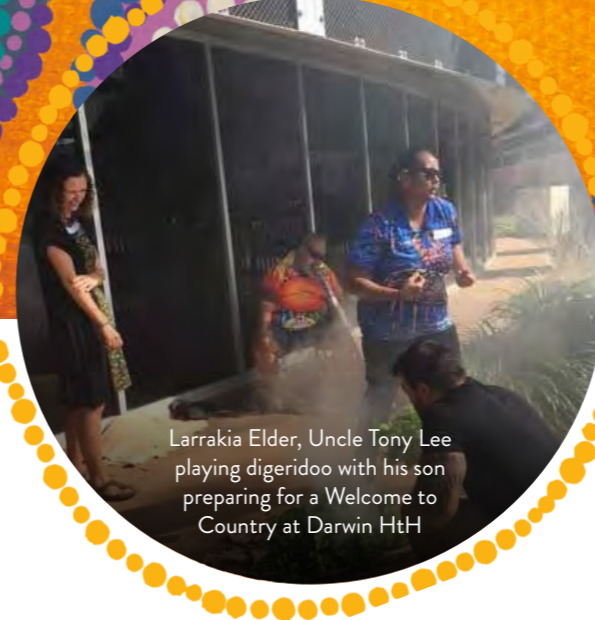
Head to Health (HtH) centres are funded as part of the Federal government's budget \$2.3 billion investment in mental health services. The first eight funded HtH centres are pilots, with one in each state/territory. Alongside service delivery they provide an opportunity to learn about the mental health needs of the local community and to deliver new ways of working. Neami is delivering five of these federally funded Head to Health centres, with the Urgent Mental Health Care Centre (SA) also funded as a HtH.

Head to Health centres have been co-designed to provide immediate support for people experiencing distress or crisis as well as ongoing support and assistance. They provide a welcoming and safe space that is a viable alternative to emergency departments. Whilst each of the Neami HtH responds to local community needs, there are eight principles we have developed that underpin and guide the development of each centre and its service. These principles are:

- Informed by Lived Experience
- Genuine co-design
- An integrated team
- Meaningful partnerships
- Inclusive physical location
- Core services streams
- Consumer experience
- Transparent governance

Our hope is that our community co-designed Head to Health spaces offer a real turning point for those seeking urgent responses to their distress, validating their help seeking and negating the negative experiences so many have told us about. It is an amazing accomplishment that will literally change the lives of people experiencing mental health distress.

- Tom Dalton -
CEO Neami National



Larrakia Elder, Uncle Tony Lee playing didgeridoo with his son preparing for a Welcome to Country at Darwin HtH

Darwin Head to Health Clinic (Neami NT & Larrakia Nation)

The Darwin Mental Health is a significant development for the Neami as it is our first project in the Northern Territory and partnering with the Larrakia Nation. Core to our proposal was the partnership with Larrakia Nation, the traditional owners of the Darwin region. Establishing Indigenous Governance, working with Larrakia Nation, local ACCHO's and community groups has been pivotal to the development of this foundation and will have an ongoing community engagement function. Neami and Larrakia Nation have now finalised governance and extensive co-design processes to understand community needs, which have enabled a culturally safe service in the Northern Territory to be opened to the community. 29 per cent of staff identify as Aboriginal and/or Torres Strait Islander people.

Penrith Head to Health Clinic

Penrith Head to Health initially began with Aboriginal and Torres Strait Islander community engagement in the Nepean Blue Mountains area. The land council was engaged as the first point of call due to the nature of the project and the prominent role of the Aboriginal Medical Service in the region. The Western Sydney Aboriginal Medical Service is a significant entity of community value and impact and has a pre-existing history with Neami. We have entered into a partnership that will contribute and value add to the centre, whilst ensuring a positive outcome, consultation, and oversight for the local Aboriginal community.

The Penrith Head to Health Establishment Advisory Committee provides advice and governance and is co-chaired by Aunty Pearly Wymarra, an elder very active in the local community. Regular Committee meetings share the of perspectives and insight of different stakeholders and ensures Penrith Head to Health meets the local community's needs. 24 per cent of staff at Penrith HtH identify as Aboriginal and/or Torres Strait Islander people.



Opening of Penrith HtH: Federal member (Lindsay), Hon. Melissa McIntosh, Assist. Minister to the Prime Minister Hon. David Coleman, Neami State Mgr. (NSW), Peter Gianfrancesco, Service Mgr. Shane Jakupec



Relationships

Focus Area: Building Collective Knowledge and Partnerships

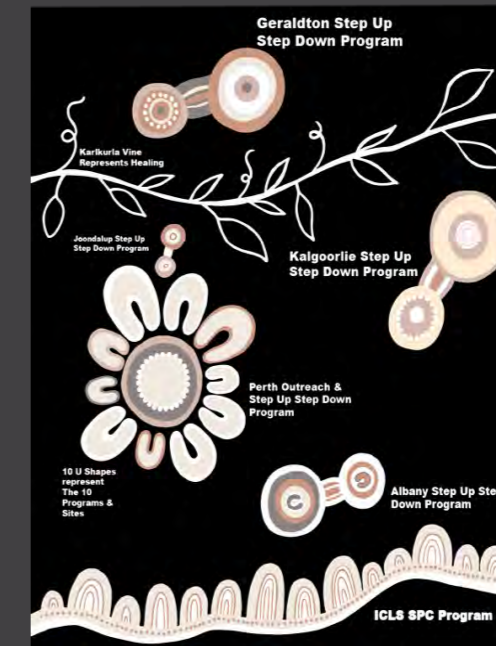
We know that in order to deliver our purpose and increase impact for consumers and carers, we cannot do it alone. We have to work across traditional sectors, beyond our current locations and in deep collaboration with like-minded and values aligned organisations to deliver on our purpose.

We acknowledge the richness and diversity in Aboriginal and Torres Strait Islander cultures, and we will foster open and inclusive relationships, with collaboration at all sites. We will strengthen relationships with Aboriginal and Torres Strait Islander peoples, families, communities, and leaders. We will listen, learn and act together to nurture a strong sense of cultural belonging and realise a shared vision for healing and reconciliation.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Develop and maintain mutually beneficial, respectful, open, honest, and transparent relationships with Aboriginal and Torres Strait Islander peoples, communities, and organisations	Implement Indigenous Governance Principles to build and strengthen our relationships and partnerships with Aboriginal and Torres Strait Islander stakeholders at local and national levels	July 2023	Senior Manager Social Innovation and Design
	Develop resources to support the implementation of Neami's Indigenous Governance principles, including training and guidelines to be used at local service site level	June 2022	RAP Implementation Co-ordinators, Senior Manager Learning and Development, Stakeholder and Community Engagement Officer
	Develop and maintain relationships with Aboriginal and Torres Strait Islander peoples, communities, organisations, and networks in accordance with Neami's Indigenous Governance Framework. This will include: <ul style="list-style-type: none"> Embracing Indigenous Governance principles Building Indigenous community engagement Partnership building including formal memoranda of understanding (MOU's)	December 2022 December 2023	Chief Executive Officer; Executive Director Research, Engagement and Advocacy
	In accordance with Neami's Indigenous Governance principles, establish Local Indigenous Governance Committees in key local areas Neami operate, with engagement and representation from local Aboriginal and Torres Strait Islander communities and Neami Service sites	December 2022	State Managers
	Start the integration of Indigenous Governance principles into Neami's program design and tendering processes	June 2022	Senior Manager, Opportunities, Strategy and Development
	Identify and appoint service-site level RAP champions to actively promote the RAP at service sites and in local communities	June 2022 June 2023	State RAP Working Group Chairs
	RAP Champions to be determined by each State RAP Working Group based on their interactions with community	June 2022 June 2023	State RAP Working Group Chair

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
2. Actively celebrate, participate, and raise awareness of local National Reconciliation Week activities and events by providing opportunities to build and maintain relationships between Aboriginal and/or Torres Strait Islander peoples and the wider Australian community	The National RAP Working Group will host at least one internal event for National Reconciliation Week each year	May 2022 May 2023	National RAP Working Group Chair
	Neami National staff, including Board and Executive Management, will participate in at least one external National Reconciliation Week event each year	May 2022 May 2023	Neami Board Chair
	Each State RAP Working Group will participate in or host at least one local event for National Reconciliation Week each year, engaging with local Aboriginal and Torres Strait Islander organisations and communities	May 2022 May 2023	State RAP Working Group Chair
	Reconciliation Australia's National Reconciliation Week resources and reconciliation materials will be circulated to all staff via the Neami Intranet and all staff updates	May 2022 May 2023	Communications Lead
	As part of the RAP Communication plan, the Neami CEO will actively encourage all Neami staff, including Board and senior leaders, to participate in National Reconciliation Week events	May 2022 May 2023	Chief Executive Officer
	Register all National Reconciliation Week events via Reconciliation Australia's NRW website	May 2022 May 2023	Senior Manager Engagement
3. Provide opportunities for Neami staff to engage in community events (NAIDOC week and other Aboriginal and/or Torres Strait Islander significant events)	Provide opportunities for all Aboriginal and/or Torres Strait Islander staff to participate with their cultures and communities during NAIDOC week including identifying opportunities to support through the Staff Development and Support Framework	July 2022, 2023	Manager People, Capability and Culture
	Communicate the ability for staff to participate in NAIDOC week as part of the People, Capability and Culture policy	July 2022 July 2023	Manager People, Capability and Culture; Communications Lead
	Support at least one external NAIDOC week community event per Neami state	July 2022 July 2023	State RAP Working Group Chair
	Ensure each RAP State Working Group participates in an external NAIDOC week event	July 2022 July 2023	State RAP Working Group Chair
	Neami National will support staff participation in other local and national Aboriginal and/or Torres Strait Islander activities and events (MABO Day, National Literacy Day etc) through the distribution of event information in each Neami state	May 2022	Senior Manager Communications and Marketing

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	Review the annual staff Engagement Survey results to monitor staff participation in NAIDOC Events	April 2022 April 2023	Senior Manager, Learning & Development, RAP Implementation Co-ordinators
	Implement strategies, based on the results of the annual Staff Engagement Survey, to improve staff participation in NAIDOC Week events	April 2022 April 2023	State RAP Working Group Chair
4. Promote positive race relations through anti-discrimination strategies by raising internal and external awareness of our RAP to promote reconciliation across our business	Develop and implement an internal and external strategy to communicate our RAP to all stakeholders utilising our current media channels: <ul style="list-style-type: none"> Intranet/Insight/Weekly update Social media/PHN newsletters/website 	June 2022	Senior Manager Engagement, Communications Lead
	Include consultation and engagement with Aboriginal and Torres Strait Islander stakeholders and organisations in the development of Neami's Advocacy and Engagement Strategy	December 2022	Executive Director Research, Engagement and Advocacy
	Continue the exploration of opportunities to positively influence our external stakeholders to drive reconciliation outcomes in the development of Neami's Advocacy and Engagement strategy	December 2022	Executive Director Research Engagement and Advocacy
	Collaborate with other RAP and like-minded organisations to develop ways to advance reconciliation. To identify learnings that can be implemented	June 2023	Executive Director Research, Engagement and Advocacy
	Implement strategies to ensure opportunities for Aboriginal and Torres Strait Islander representation and influence are included in any emergent policy across the organisation.	December 2022 December 2023	National Manager Quality and Consumer Experience
	Include the RAP as a permanent agenda item for discussion at all team meetings	December 2022 December 2023	State Managers
5. Promote positive race relations through anti-discrimination strategies	Implement and communicate the anti-discrimination provisions, included in Neami's new Working Standards policy and Recruitment, Employment and Staff Departure policy	June 2022	Manager People, Capability and Culture
	Include questions about cultural safety in Neami's workforce survey	December 2022 December 2023	Manager People, Capability and Culture
	Include the education of all staff on the effects of racism as part of mandatory induction training, to ensure cultural safety and a commitment to diversity and inclusion.	April 2022	Manager Learning and Development



“Walking Together – Danjoo Koorliny” by Buffie Corunna (Noogar/Yorga)

This art piece shows the locations of each Neami site in Western Australia. When the design concept began, it was imagined that it would begin as a map of WA with each site drawn where it would be located on the map of the south of WA. The Step-Up Step-Down Programs are represented with the two connecting circles, the connection and support that is provided through this program to consumers. These circles are connected, and each circle is up and down connected to each other. The Perth Metro Outreach and Step-Up Step-Down Programs are represented in the meeting circle. With Joondalup placed just above. There are ten U shapes within the meeting circle to represent the ten programs and sites within Western Australia. The Karlkurla Vines are seen spread across the art to represent the Northern locations of Neami with WA (Geraldton and Kalgoorlie regions). The Karlkurla Vine represents nourishment and connection to land. Along the bottom of the artwork you will see the ‘n’ shapes which represent housing. These ‘n’ shapes represent the Individualised Community Living Strategy and Suicide Prevention Co-ordination Programs.



Respect

Focus Area: Great Consumer Experiences

We will be grounded and flexible and demonstrate inclusivity, partnerships and collaboration with consumers and carers that goes beyond convention and rhetoric. We will listen to the expertise, knowledge and experience of consumers and carers about what they need and want, and work with them as valued partners in the design, delivery, and evaluation of services.

We recognise that social and emotional wellbeing must be understood in relation to historical impact, colonisation, and dispossession. We seek to honour this history and diversity of experiences through listening, learning, acting, and providing cultural safety in all our services and workplaces.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
6. Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories, and achievements	Continue to review and embed cultural learning within our organisational learning strategy	March 2022	Manager Learning and Development
	Investigate ways to better tailor our cultural learning to meet the different needs of various staff cohorts including: <ul style="list-style-type: none"> Frontline staff, Leaders, Head office staff The Board 	June 2023	Manager Learning and Development
	Consult with Aboriginal and Torres Strait Islander stakeholders on the content of our cultural learning strategy. Particularly around the inclusion of information relating to: <ul style="list-style-type: none"> Aboriginal and/or Torres Strait Islander histories and cultures History of dispossession Barriers to mainstream services 	June 2023	Manager Learning and Development
	Conduct a review of cultural learning needs with our organisation based on insights obtained from the annual work force survey in the organisational learning strategy	April 2022 April 2023	Manager Learning and Development
	Consult Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development of the cultural learning approach	June 2022	Manager Learning and Development
	Provide opportunities for all staff and the Board to participate in formal and structured cultural learning through mandatory induction training and extension training through "Your Mob Learning"	March 2023	Manager Learning and Development;
	Provide opportunities for appropriate local cultural immersion opportunities for staff	November 2022	State Mangers

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	Continue 'Yarning-up' sessions annually to provide Elders and community leaders an opportunity to share local stories, in line with our Indigenous Governance principles	June 2022 June 2023	State Working Group Chair
7. Continue to increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols	Include display of Acknowledgement of Country signage and Aboriginal and the Torres Strait Islander flags on set up checklists for new and existing service sites	April 2022	Property Manager, Implementation Lead, State Managers
	Display a statement of Acknowledgement of Traditional Owners and Custodians on Neami websites, letterheads, email signatures and corporate branding	December 2022 December 2023	Senior Manager Engagement
	Communicate and implement the use of the Aboriginal and Torres Strait Islander Correct Terminology and Language Use and Cultural Protocols documents (including Aboriginal Traditional Nations and language maps) to support staff knowledge and assist when working with internal and external Aboriginal and Torres Strait Islander stakeholders	December 2022	Senior Manager Social Innovation and Design, Communications Lead; State Managers
	Develop a list of key contacts in each Neami state and Territory for organising a Welcome to Country	December 2022	State Managers
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country at all Neami Group events, including all National Reconciliation Week and NAIDOC Week events	December 2022 December 2023	Senior Manager Engagement; State Managers
	Continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of all meetings	December 2022 December 2023	Chief Executive Officer; State Managers
	Consult with and invite local Traditional Owner Elders to Smoking Ceremonies being held at all new Neami offices	December 2022 December 2023	Chief Executive Officer; State Managers

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
8. Improve internal cultural safety and appropriateness of Neami services and programs	Conduct a review of Neami National's Aboriginal and Torres Strait Islander consumers data collection policies to identify strategies for improving cultural safety within our services	December 2022	Senior Manager Research and Evaluation
	As part of the data collection review, consult with organisations such as the Lowitja Institute regarding culturally appropriate ways to work with Aboriginal and Torres Strait Islander communities to collect data	December 2022	Senior Manager Research and Evaluation
	Implement findings from the data collection review to be incorporated into policy and procedures and Neami's consumer data hub	June 2023	Senior Manager Research and Evaluation
	Ensure that the cultural and world views of Aboriginal and Torres Strait Islander consumers and staff are aligned in Neami's practice model, as part of the Collaborative Recovery Model 2.0 Implementation Strategy	June 2022 December 2023	Senior Manager Research and Evaluation
	Include the RAP Implementation Coordinators as members of the Practice Development Hub	June 2022	Senior Manager Research and Evaluation
	Develop a practice support tool on Indigenous ways of wellbeing, aligned with our Indigenous Governance framework, the Indigenous Health prompt and Wadamba Wilam practice model	June 2023	RAP Implementation Co-Ordinators
	Integrate Neami's Indigenous Governance principles into Neami's new program development approach for the design and implementation of new services	December 2022	Program Development Lead
	Review and report the learnings from the establishment of key programs that have adopted Indigenous governance principles toward building community engagement, for example: <ul style="list-style-type: none"> Darwin Head to Health Centre Penrith Head to Health Centre, and STEPMI in our program development approach	June 2022 June 2023	Senior Manager Research and Evaluation
	Explore the opportunity to create a cultural safety team at Neami in partnership with the National Aboriginal Community Controlled Health Organisation (NACCHO) and state Aboriginal and Torres Strait Islander peak bodies	September 2022	RAP Implementation Co-ordinators
	Strengthen links with researchers through the ALIVE National Centre for Mental Health Research Translation network and seek opportunities to contribute to co-design labs and research translation opportunities with a focus on Aboriginal and Torres Strait Islander communities	December 2023	Senior Manager Research and Evaluation
Develop an implementation framework for new services aligning with Indigenous Governance	June 2022	Implementation Lead	

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
9. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week and other Aboriginal and Torres Strait Islander significant dates	The National RAP Working Group will host at least one internal event for NAIDOC Week each year	July 2022 July 2023	National RAP Working Group Chair
	Neami National staff, including Board and Executive Management, will participate in at least one external NAIDOC event each year	July 2022 July 2023	Neami Board Chair
	Each State RAP Working Group will participate in or host at least one local event for NAIDOC week each year	July 2022 July 2023	State RAP Working Group Chairs
	As part of the RAP Communication plan, the Neami CEO will actively encourage all Neami staff, including Board and senior leaders, to participate in NAIDOC week events	July 2022 July 2023	Chief Executive Officer
	Provide opportunities for local Elders to visit Neami sites and meet with staff, with at least one event being held in each state per year, as aligned with our Indigenous Governance approach.	December 2022 December 2023	State RAP Working Group Chairs
	Include Aboriginal and Torres Strait Islander dates of significance in Neami's annual calendar of significant events available for all Neami Staff	April 2022 February 2023	Communications Lead
	Connect local service sites with local Aboriginal and Torres Strait Islander communities for other significant dates that are celebrated within the area.	April 2022 February 2023	Regional Managers



Opportunities

Focus Area: Influencing System Reform

Our system reform activity is informed by deep connections in service delivery, solid data/evidence, and strong partnerships (for insight, extra capability, and service to the communities we support).

We will ensure that there are equal and equitable social, economic and employment opportunities for Aboriginal and Torres Strait Islander people within its work. We acknowledge that our organisation and wider community will be stronger and deeper because of Aboriginal and/or Torres Strait Islander voices leading our journey together. Neami will work to increase employment, leadership and influencing opportunities for Aboriginal and Torres Strait Islander peoples within our organisation.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
10. Broaden employment opportunities and outcomes for Aboriginal and Torres Strait Islander peoples	Consult with Aboriginal and Torres Strait Islander staff and the results from the annual workforce survey, in the development of Neami's people strategy, to include culturally appropriate approaches to recruitment, retention, and professional development	June 2022	HR Change Lead
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy	September 2023	HR Change Lead
	Collect information in Neami's annual Workforce Survey to support our understanding of the needs of our Aboriginal and Torres Strait Islander staff.	December 2022 December 2023	Manager People, Capability and Culture
11. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development	As part of the development and implementation of Neami's People Strategy, explore the inclusion of a traineeship and apprenticeships plan to support student placements, study scholarships and opportunities for interested Aboriginal and Torres Strait Islander peoples	December 2022	HR Change Lead Manager People, Capability, and Culture
	Engage and explore collaborative opportunities with the Australian Research Council or Tertiary Institutions for Aboriginal and Torres Strait Islander research projects or PHD students who are working in areas relevant to Neami's core business and activities	July 2022 July 2023	Senior Manager Research and Evaluation
	Proactively engage and explore collaborative opportunities with Tertiary Institutions and TAFEs that offer courses to train Aboriginal and Torres Strait Islander students in skill areas relevant to Neami's core business and activities	December 2022	State Managers
	As part of the development of Neami's People Strategy, explore the inclusion of reciprocal rotations for staff exchanges between Aboriginal Community Controlled Organisations	December 2022	HR Change Lead
	As part of the development of Neami's People Strategy, explore the inclusion of reciprocal rotations for staff exchanges between Neami services and programs for further career development	June 2022	HR Change Lead; State Manager
	Provide recommendations to the Executive Leadership Team in developmental and employment opportunities for Aboriginal and Torres Strait Islander people.	June 2023	HR Change Lead
	As part of the development of Neami's People Strategy identify workforce support strategies (for example, cultural supervisors) for Aboriginal and Torres Strait Islander employees	June 2022	HR Change Lead; State Working Group

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	Consult with Aboriginal and Torres Strait Islander staff to ensure their needs are met through the next Neami Enterprise Bargaining Agreement	May 2022	Manager People, Capability and Culture; Employee Relations Manager
	Investigate the implementation of the Aboriginal and Torres Strait Islander Health Workers and Practitioners and Aboriginal Community Controlled Health Services award (2020)	June 2023	Manager People, Capability and Culture
	Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace.	December 2022 December 2023	Manager People, Capability and Culture
12. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement a social procurement framework, with a focus on procurement from Aboriginal and Torres Strait Islander businesses, as part of the development of Neami's Impact Strategy	June 2023	Executive Director, Research, Engagement and Advocacy
	Implement the use of the Supply Nation database to support procurement from Aboriginal and Torres Strait Islander businesses	December 2022	Executive Director Service Partnerships and Support
	Investigate procurement from Aboriginal and Torres Strait Islander Businesses (using the Supply Nation database) for contracts related to new site commencement and existing sites	December 2022 December 2023	Property Manager Implementation Coordinator; State Manager
	Develop at least one national commercial relationship with an Aboriginal and Torres Strait Islander owned businesses	June 2023	Executive Director Service Partnerships and Support
	Integrate Indigenous Governance principles into our approach to partnership development and tendering review (for new business)	June 2022	Senior Manager Opportunities, Strategy and Development
13. Support and provide Leadership opportunities for local Aboriginal and/or Torres Strait Islander peoples.	Invite Aboriginal and Torres Strait Islander speakers to Neami conferences and state events.	December 2022 December 2023	Chief Operating Officer
	Encourage Aboriginal and Torres Strait Islander staff participation in the development of the RAP artwork and future publications.	March 2022 March 2023	Senior Manager Social Innovation and Design
	Create cultural leadership opportunities for Aboriginal and Torres Strait Islander staff as part of Neami's People Strategy in alignment with Neami's Leadership Development program.	June 2023	HR Change lead Senior Manager Learning and Development
	Explore the implementation of a framework to connect Aboriginal and Torres Strait Islander staff to mentoring opportunities	December 2022	HR Change lead
	Actively recruit for an Aboriginal and/or Torres Strait Islander member to Neami's Board	June 2022	Neami Board Chair
	Explore opportunities and pathways for a future observership program for Aboriginal and/or Torres Strait Islander people on the Neami National Board sub-committees	December 2022	Neami Board Chair



Governance, Tracking Progress and Reporting

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
14. Maintain effective RAP Working groups (RWG) to drive governance of the RAP and to actively monitor the development and implementation of actions, tracking progress and reporting	Ensure Aboriginal and/or Torres Strait Islander community members representation on each the RAP Working Group	May 2022 May 2023	RAP Working Group Chairs
	Continue to review and develop membership in each state's working group in order to engage staff in the RAP	May 2022 May 2023	State RAP Working Group Chairs RAP Implementation Co-ordinators
	Review Terms of Reference for each of the RAP working groups annually	May 2022 May 2023	RAP Working Group Chairs RAP Implementation Co-ordinators
	The National RAP working group meet at least once per quarter and report on the RAP implementation	April, July, November 2022 April, July, November 2023	RAP Implementation Co-ordinators
15. Provide appropriate support for effective implementation of RAP commitments	Ensure both state and national RAP working groups include representation of Executive and Senior leaders	May 2022 May 2023	National RAP working group Chair
	Explore the establishment of a national or state based external Aboriginal and Torres Strait Islander Advisor or Advisory Group to provide cultural advice and guidance in relation to RAP activities	December 2022	RAP Implementation Co-ordinators; State Manager
	Plan and deliver an appropriate launch of the 2022-2024 Reconciliation Action Plan to the organisation and external stakeholders (including face to face interaction wherever possible)	June 2022	Senior Manager Engagement
	Review resource needs for the implementation of RAP 2022-2024	May 2022	Senior Manager Social Innovation and Design
16. Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally	Implement a Neami-specific process and associated systems to track, measure and report on RAP activities via the engagement survey	May 2022 May 2023	RAP Implementation Co-ordinators
	Submit a final traffic light report to Reconciliation Australia at the conclusion of this RAP	May 2022	RAP Implementation Co-ordinators

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia via the unique link supplied by Reconciliation Australia.	30 September 2022 30 September 2023	RAP Implementation Co-ordinators
	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date	June 2022 June 2023	RAP Implementation Co-ordinators
	Ensure that RAP progress is reported to the broader Neami workforce and that successes are celebrated via our internal communication channels	April, July, November 2022, April, July, November 2023	RAP Implementation Co-ordinators
	State working groups to share updates on RAP work being done in their community via Neami's intranet.	December 2022 December 2023	RAP Implementation Coordinators; State Working Groups
	Present the learnings, challenges, and achievements to the Neami board annually	November 2022 November 2023	Chief Executive Officer
	Publicly report our RAP achievements, challenges, and learnings, annually.	November 2022 November 2023	Senior Manager Engagement
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer	May 2022	RAP Implementation Co-ordinators
17. Continue our reconciliation journey by developing our next RAP	Register via Reconciliation Australia's website to begin developing our next RAP 2024-2026	May 2023	RAP Implementation Co-ordinators
	Consult with internal and external stakeholders in the development of the RAP 2024-2026	June 2023	RAP Implementation Co-ordinators
	Submit draft RAP 2024-2026 to Neami Group Executive Leadership Team for feedback, and endorsement	October 2023	RAP Implementation Co-ordinators
	Submit draft RAP 2024-2026 to Neami National Board for endorsement	October 2023	RAP Implementation Co-ordinators



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