

innovate reconciliation action plan

June 2019 – June 2021





headspace Reconciliation Action Plan Artwork
2019 by Josh Muir, Yorta Yorta / Gundijmara

about artist josh muir

Josh Muir is a proud Yorta Yorta/Gunditjmara man who holds his culture strong and close to his heart; it gives him his voice and his identity. Muir's artworks echo his culture in a contemporary setting, and his practice reflects his journey.

Using bright colours and bold lines, he often draws together historical events and stories and presents them alongside current narratives in a distinctive graphic style.

Muir held his debut exhibition *Don't Spit the Dummy* in 2013 at the Koorie Heritage Trust. In 2016, Muir was commissioned as a major project artist by White Night Melbourne, and projected his work *Still Here* on the façade of the National Gallery of Victoria. In 2017, Muir designed Richmond Football Club's Guernsey for 'Dreamtime at the G' and produced Murrunghurk, a Melbourne Art Tram work as part of Melbourne Festival.

Muir has won numerous awards, including the Telstra National Aboriginal and Torres Strait Islander Art Award – Youth and the Hutchinson Scholarship. His work has been acquired by the Koorie Heritage Trust, National Gallery of Australia, Museum and Art Gallery of the Northern Territory, National Gallery of Victoria and by private collectors.

headspace Reconciliation Action Plan artwork 2019

Words and art by Josh Muir, Yorta Yorta/Gunditjmara

On 10 April 2019, a collective of RAP pioneers including artist Josh Muir, members of the headspace RAP working group, and Monique Proud of Positive Social Solutions, came together to brainstorm and collaborate through the lens of art.

About the artwork

This piece captures values from the headspace vision for reconciliation: **Celebration, Country, Diversity, Culture, Healing, Respect and Equity.** These values are the underlying factors in what it takes to establish the central Reconciliation icon: a Yarning circle, belonging and echoing throughout time as a ripple effect.

Acknowledging our past, present and future with three spears. Wattle seed cornerstones support the piece to represent the importance of healing to reconciliation.

what imagery makes up the artwork?



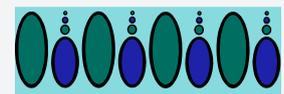
reconciliation



celebration and flow



healing and unity



respect and equity



country



family and culture



supporting together



diversity and growth



optimism and future



healing (wattle)

our vision for reconciliation

The headspace vision for reconciliation is an equitable Australia where the 60,000 year old cultures and continuing connection to Country of Aboriginal and Torres Strait Islander peoples are respected and celebrated. This future Australia is united by the understanding of our shared past, upholds the rights of Aboriginal and Torres Strait Islander peoples, and embraces self-determination and diversity.



acknowledgement of country

headspace acknowledges Aboriginal and Torres Strait Islander peoples as Australia's First People and Traditional Custodians. We value their cultures, identities and continuing connection to Country, waters, kin and community. We pay our respects to Elders past, present and emerging and we are committed to making a positive contribution to the wellbeing of Aboriginal and Torres Strait Islander young people, by providing services that are welcoming, safe, culturally appropriate and inclusive.

A message from the chair and CEO of headspace

On behalf of the headspace Board and Executive, we are pleased to endorse the inaugural headspace Innovate Reconciliation Action Plan 2019-2021.

This headspace Innovate RAP sets our commitment to reconciliation. It outlines concrete actions to develop further relationships, founded in respect, with Aboriginal and Torres Strait Islander peoples and creates opportunities to deepen our understanding of Aboriginal and Torres Strait Islander cultures, engage staff in reconciliation, and cement headspace as a culturally savvy and safe employer for First Australians.

In particular, headspace understands the importance of self-determination and actively seeks the voices and perspectives of Aboriginal and Torres Strait Islander peoples. In our day-to-day work, this occurs through engagement with our Cultural Practice and Diversity team and our amazing reference groups. Without these voices, headspace cannot hope to address the diverse needs of Australia's First Peoples, and we acknowledge their important and significant input into headspace's operations to date.

However, our need to hear these voices goes far beyond our organisational operations, they go to the heart of what it means to be Australian. The stories of the longest surviving cultures in the world deserve a broad audience. Reconciliation begins with an acknowledgement of what has gone before. It is through a shared understanding of the past that we can build a fairer and more equitable future. Through our RAP, headspace commits our organisation and our people to listen more, to learn more, and to grow more. Since its beginnings 12 years ago, headspace has achieved a great deal, but in many ways, our journey has just begun.



Lisa Paul AO PSM
Board Chair



Jason Trethowan
Chief Executive Officer

A message from Julia Smith, Executive Sponsor of the headspace RAP Working Group

As the Executive Sponsor on the headspace RAP Working Group it has been a great privilege to work with staff from across the organisation on the development of our very first Reconciliation Action Plan – the headspace Innovate RAP.

The development of the Innovate RAP is just the start - now it is the responsibility of each and every one of us at headspace to implement the actions we have committed to within this plan.

Together we will build a culturally safe organisation that actively welcomes, supports, listens to and respects our Aboriginal and Torres Strait Islander colleagues, Elders, young people, families and communities.

Thank you to all members of the inaugural RAP Working Group for your commitment over the last year and the amazing passion and dedication you have shown throughout the development of our RAP. To Sam Irving, who diligently kept us on track – without you, we would not have this plan.

And to our Aboriginal and Torres Strait Islander cultural advisers at headspace: Nathan Bramston, Karinda Eggington and Denice Kickett, and to those who paved the way before you: Samantha Wild, Tony Lee and Dameyon Bonson – thank you for inspiring us to think and act differently.



Julia Smith
Executive Director,
headspace Services



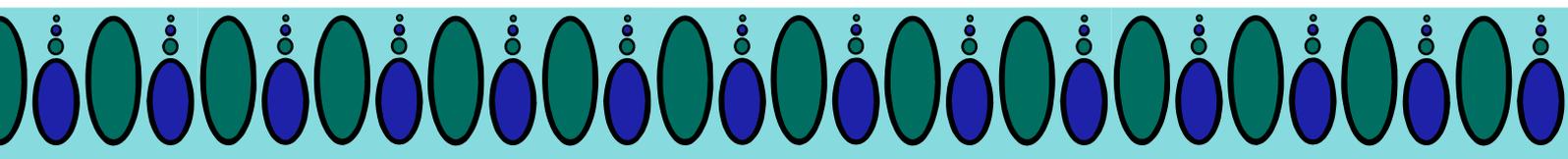
our business

headspace, the National Youth Mental Health Foundation (headspace National), was established by the Australian government in 2006 as an evidence-based early intervention mental health and wellbeing service that can be accessed for no or little cost by 12-25 year old young people.

Originally operating across 10 centres, the service has grown and diversified extensively to its current position as a strong and trusted voice for youth mental health and wellbeing in Australia. headspace has a broad range of clinical and non-clinical services that work together to improve mental health literacy, decrease the stigma associated with mental health issues, and ultimately improve the lives of young people and their families and friends.

At its core, headspace National recognises that young people are the experts in their own affairs, and ensures their voice is sought, through the headspace Youth National Reference Group (hY NRG), to ensure that every project or service is appropriate and relevant to its target audience. headspace National also recognises that young people live,

study and work within their families and communities, and that involving family and friends in the care of a young person improves the outcomes for that young person. As such, the headspace National Family and Friends reference group also forms an important voice in the development of headspace projects.



Organisational structure

headspace centres

The success of the headspace model and its brand has seen the centre network expanded to include centres in 110¹ metropolitan, rural, and remote locations in all states and territories across Australia, including the recent launch of a new outposts and satellites model to provide care to more remote areas of need. From 1 July 2016, headspace centres have been operated by Lead Agencies via commissioning by their local Primary Health Networks (PHNs). As such, staff working within centres are employed by their local Lead Agency operating headspace services under a headspace Trade Mark Licence Deed. As the headspace centre network staff are not employed by headspace National directly, their positions are not direct inclusions in this Reconciliation Action Plan. We hope that this RAP will provide leadership and guidance to the centres and that they may be inspired to develop their own RAPs, with input from headspace National where requested.

eheadspace – online and telephone counselling service

Recognising the need for, and lack of, clinical services for many young people in areas without headspace centres led to the establishment in 2010 of eheadspace, an online clinical platform for young people and their family and friends to access free, personalised advice and therapies. The clinical platform is open 365 days/year from 9am-1am (AEST) and includes phone, email, and webchats and services are provided by a multi-disciplinary team of mental health clinicians. Further to the clinical platform, eheadspace also hosts regular live group chats for young people and their families and friends to respond to current trends or issues in the community.

headspace Schools

headspace Schools is delivered by headspace National and serves as the interface between headspace and the Australian education systems. This division currently operates under four key contracts:

- Service delivery partner for the beyondblue National Education Initiative including “Be You”, a national framework and approach to mental health in early childhood settings, primary schools, and secondary schools, as well as providing suicide postvention support to secondary schools that have experienced a suicide of a student or teacher.
- The Enhancing Mental Health in Schools Strategy, funded by the Victorian Government Department of Education and Training, aims to provide enhanced mental health services to young people in Victorian school communities, and build capacity and capability of government schools workforces in Victoria. headspace National works collaboratively with the Victorian Primary Health Networks Alliance to deliver some aspects of this program.
- School Principal Mental Health Initiatives (PCSS) aim to provide enhanced mental health support to Queensland Principals in order to transact greater cultural uptake of mental health in schools, and build capacity and capability of school leaders to respond to their own and others’ mental health needs from prevention through to intervention.
- The National Suicide Prevention and Assertive Aftercare training strategy supports local and regionalised approaches to child and youth suicide attempts through training of local service providers in assertive aftercare strategies in education, health and communities. This project is undertaken in partnership with PHNs and other key stakeholders. It also builds the capacity

and capability of young people in secondary schools, and their families, to respond to emerging suicide risk and to enhance help seeking skills in partnership with headspace centres.

headspace Work and Study

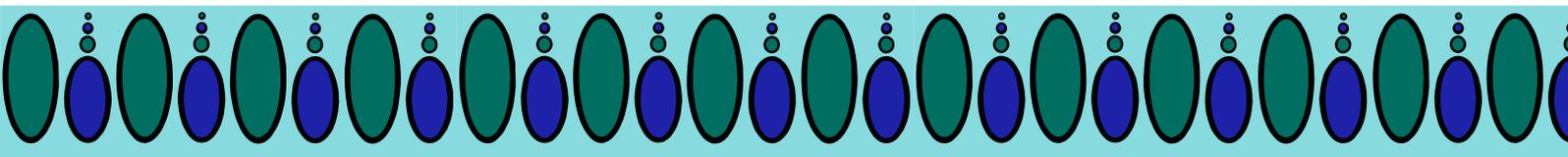
The headspace Work and Study launched in 2016 and provides early intervention career and employment support, integrated with clinical care, to young people aged 15-24 years. The service is intensive, driven by the young person with the support of an experienced specialist and is delivered through technology that includes: phone, video conferencing, SMS and email. The service fills a critical gap in early intervention support for those vulnerable young people who are ineligible or failing to effectively engage in the traditional jobactive or Disability Employment Services.

headspace Work and Study has an identified position for an Aboriginal and/or Torres Strait Islander specialist. This specialist is dedicated to supporting Aboriginal and/or Torres Strait Islander young people and building partnerships within communities.

headspace Career Mentoring

headspace Career Mentoring links young people aged 17-24 with industry mentors to help them find, maintain and enjoy work. Mentors work with young people to explore potential career pathways, grow professional networks, understand industry-specific recruitment and increase work-based self-efficacy. All mentoring happens online and is accessible for young people across Australia. Mentors work in a range of fields, from tradespeople and customer service staff through to lawyers and communication managers.

¹ The headspace centre network has 110 centres operational at the time of launch of the RAP



our business

headspace National

headspace National is funded by a core grant from the Commonwealth Government Department of Health with the following aims:

- support PHNs as the commissioners of the headspace Network through provision of resources and providing an ongoing advisory role
- support headspace services and their Lead Agency operators in the development of innovative models to increase capacity of services across the headspace Network
- address improvements for young people affected by poor mental health through research, evaluation and translation of the evidence base into best practice
- increase skills and knowledge and enhance capacity of the headspace workforce
- enhance a national approach to youth mental health that sets standards and expectations for the headspace Network providing services to young people;
- engage in ongoing collaborative activities with PHN Operators to enhance service provision within headspace.

headspace Telehealth

headspace Telehealth is for young people aged 12-25 years who are based in regional or rural areas in Australia and are already accessing support at a headspace centre. This service, delivered by headspace National, requires a referral from a headspace centre which allows a young person to speak with a qualified psychiatrist online.

headspace Youth National Reference Group (hY NRG)

The headspace Youth National Reference Group (hY NRG) is made up of a diverse group of 24 young people of varying ages, genders and cultural backgrounds. The group has representatives from each state and territory and works with headspace National to ensure young people's voices and opinions remain at the front and centre of the organisation's operations. Four of the positions are reserved for Aboriginal and/or Torres Strait Islander young people.

hY NRG ensures that any new initiative from headspace will make a positive difference in the lives of young people, and that the resources headspace receives from government and corporate partners are put to the best use.

Youth Mental Health Engagement Initiative

The Youth Mental Health Engagement Initiative is a group of 14 youth mental health advocates with lived experience and connections to organisations across the sector. Funded by the Department of Health, and coordinated by headspace National, the group will co-design a public initiative that aims to promote mental health literacy, improve help-seeking, support young people's capacity for self-care, and reduce the stigma associated with mental health difficulties. This approach to a participation program paves the way for greater collaboration across the youth mental health sector in general. Two of the positions are reserved for Aboriginal and/or Torres Strait Islander young people.

headspace Family and Friends Reference Group

The headspace Family and Friends Reference Group is made up of 10 diverse members, who all have a lived experience of supporting a young person through headspace services. The headspace Family and Friends Reference Group advocates for the role, contribution and needs of families and friends across all headspace programs and services.

Number and location of employees

Across headspace National, eheadspace, headspace Schools, and Work and Study, there is a workforce of 337 employees. The majority (71%) of this workforce is based in Melbourne, Victoria, with the remaining 29% spread across ten locations in the other states and territories. An additional 21 young people from across Australia form hY NRG.

Aboriginal and Torres Strait Islander representation

Our most recent workforce data show that ten individuals identify as Aboriginal and/or Torres Strait Islander people. Additionally, one member of the headspace Board and four members of hY NRG identify as Aboriginal.





Photography from the
headspace Yarn Safe campaign
(Launched September 2014)





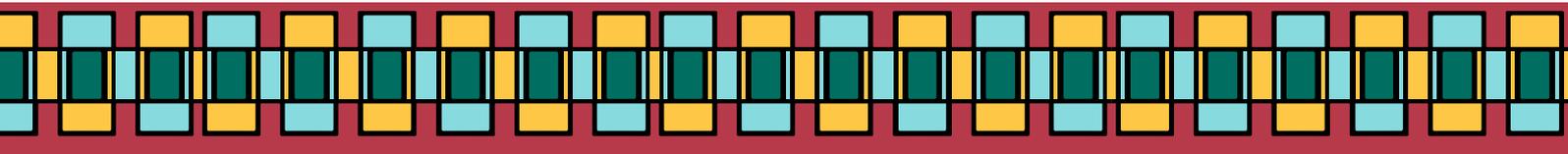
headspace: journey to reconciliation



Although this Reconciliation Action Plan is the first for headspace National, over the past 12 years of operation, we have acknowledged our role and responsibility in improving the wellbeing of Aboriginal and Torres Strait Islander young people.

Aboriginal and Torres Strait Islander young people are one of the headspace priority groups. We recognise that Aboriginal and Torres Strait Islander peoples are disproportionately affected by the social determinants of mental ill-health. These include the impacts of: colonisation and dispossession, racism, forced removal and intergenerational trauma, lower education completion and higher rates of under- and unemployment, homelessness and overcrowding, living in rural, remote and/or under-served areas and a paucity of culturally safe mainstream services and community controlled service organisations. These social determinants result in statistically worse outcomes than for non-Indigenous young people. In addition, Aboriginal and Torres Strait Islander young people have particular needs and challenges to seeking help which headspace actively seeks to address.

Yarn Safe Youth Advisors in Alice Springs 2015 for development of the Yarn Safe Campaign



Cultural practice and diversity team

headspace National employs a Cultural Practice and Diversity team to provide essential cultural input, advice and recommendations to the headspace Network. Currently this team has three identified positions to ensure appropriate cultural perspectives are represented within the organisation (the identified positions in headspace Work and Study and our Youth Participation team are in addition to these positions).

The primary role and function of the Cultural Practice and Diversity Team is to advocate for the needs of Aboriginal and Torres Strait Islander young people and communities within the headspace context, and strengthen the cultural capacity of the headspace network. The team does this by providing expert cultural advice, and through the implementation of culturally informed initiatives that aim to improve the delivery of headspace services and programs to Aboriginal and Torres Strait Islander young people.

To date, the team have led the development of many Aboriginal and Torres Strait Islander targeted initiatives relating to: cultural capacity development training; workforce engagement; traineeships; developing cultural protocols and guidelines, mental health awareness campaigns, youth and community engagement and reconciliation initiatives.

headspace national strategic plan 2017 to 2019

The headspace National Strategic Plan 2017-2019 outlines the importance that the organisation places on reconciliation and inclusion of Aboriginal and Torres Strait Islander perspectives within the organisation, with the inclusion of the objective “headspace actively seeks to embed the perspectives and practices of Australia’s First Peoples in all it does”.

Aboriginal and Torres Strait Islander board sub-committee

The Aboriginal and Torres Strait Islander Board Sub-Committee was formed early in the establishment of headspace National, with the purpose of providing direct advice to the Board of Directors of headspace National on:

- the development and implementation of an organisational approach to working with Aboriginal and Torres Strait Islander peoples
- ensuring that policy and program resources be allocated to reflect the effective implementation of the strategy
- ensuring that headspace has effective and respectful relationships with Aboriginal and Torres Strait Islander peoples and organisations.

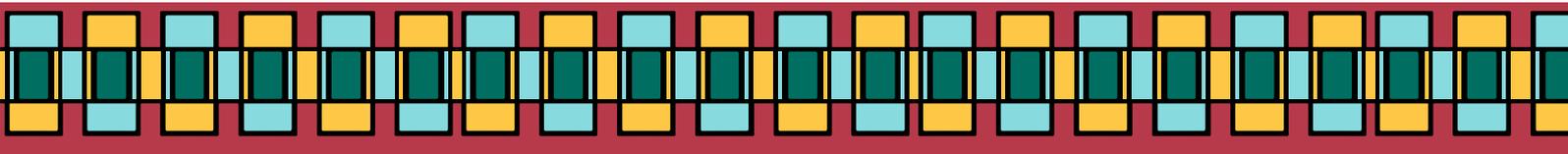
In 2016, the role of headspace National changed as a result of the Commonwealth Government’s response to the Review of Mental Health Programmes and Services, moving the commissioning and funding of headspace centres to 31 PHNs. At this time the funding for the Aboriginal and Torres Strait Islander Board Sub-Committee function was removed from the 2016 – 2018 funding agreement and the Sub-Committee was dissolved.

Yarn Safe

Yarn Safe was the first youth led national Aboriginal and Torres Strait Islander mental health campaign of its kind. In September 2014, headspace brought together 12 Aboriginal and Torres Strait Islander young people from all over Australia to co-create a campaign targeted at reducing stigma, promoting positive help seeking behaviour and improving the social and emotional wellbeing and engagement of Aboriginal and Torres Strait Islander young people. headspace engaged creative agency Gilimbaa in the process to aid the development and design of visuals and messaging. Through the development process the Yarn Safe campaign was born. The campaign was launched nationally and locally in centres with a range of merchandise and collateral.

A second phase of the campaign was then developed and launched with the production of further imagery and merchandise. Collaborations with the AFL Players Association and NRL were also formed with Aboriginal and Torres Strait Islander players from both leagues recording and sharing their personal stories. In addition to the campaign, headspace has also developed several resources and fact sheets for Aboriginal and Torres Strait Islander young people and communities targeting issues such as: mental health and wellbeing, stress and pressure, alcohol and drugs and relationships. Elements of the campaign are still in use today, including merchandise, TV and radio adverts.

The campaign was associated with an increase in the number and proportion of Aboriginal and Torres Strait Islander young people accessing headspace centres.



headspace: journey to reconciliation

Cultural capacity development training

All new staff at headspace National have been required to undertake in-house cross-cultural competency training as a part of their orientation since 2015. To date, 200 employees have participated in the training.

Throughout 2015-16, headspace organised 26 cultural capacity development workshops for headspace centres at 13 locations in each State and Territory around the country. A total of 457 staff attended the workshops representing 60 headspace centres.

Aboriginal and Torres Strait Islander staff workforce initiatives

Staff Network Engagement

headspace National coordinates a network of headspace Aboriginal and Torres Strait Islander staff to: support the retention of staff at centres and headspace National; connect as a peer network; and to inform future headspace Aboriginal and Torres Strait Islander youth and community focussed strategies and initiatives.

There has been a large growth within the headspace network of Aboriginal and Torres Strait Islander staff since 2015 where there were only six Aboriginal and Torres Strait Islander staff employed at headspace centres. The most recent count of staff employed within the headspace network is approximately 40.

Staff Network Workshops

Since 2015, headspace has held annual face-to-face workshops for the workforce. The workshops have seen a growth in Aboriginal and Torres Strait Islander staffing from six attending the first workshop in 2015 to 25 attendees in 2018.

The workshops provide the opportunity for staff to network, share experiences and ideas, contribute to headspace planning and access culturally grounded professional development training opportunities.

Aboriginal and Torres Strait Islander Youth Mental Health Traineeship Program

The headspace Aboriginal and Torres Strait Islander Youth Mental Health Traineeship Program, funded through donations from Future Generation Global, supports Aboriginal and Torres Strait Islander young people to undertake a Certificate IV in Mental Health, or an equivalent course, while providing them with on-the-job experience in a youth engagement role at a headspace centre.

Aside from the individual benefit provided to the participants of this program, it also serves to:

- increase the Aboriginal and Torres Strait Islander mental health workforce in regional and remote areas of Australia
- increase mental health literacy, awareness and access to mental health services by Aboriginal and Torres Strait Islander young people and their communities
- assist headspace centres to strengthen and build sustainable partnerships with Aboriginal and Torres Strait Islander communities and service providers in their region
- enhance cultural awareness, appropriateness and effectiveness of headspace services for Aboriginal and Torres Strait Islander young people.

Position advertisements

All position advertisements have included the wording 'Aboriginal and Torres Strait Islander people are strongly encouraged to apply' since 2013. For advertisements where the position requires an Aboriginal and/or Torres Strait Islander person for the role, the following wording is also included: "headspace considers that being an Aboriginal and/or Torres Strait Islander person is a genuine occupational requirement for this position under s28 of the Equal Opportunity Act 2010 (Vic)".

Furthermore, since September 2017, standard advertising for all job opportunities includes listing with Indigenous Employment Australia and selected positions are also advertised in Koori Mail.



headspace: journey to reconciliation

• mind • body • spirit • culture • country • artwork

In 2016, headspace collaborated with the Indigenous design agency We Are 27 and Positive Social Solutions to develop an artwork representing the story of headspace and the organisation's acknowledgement of the importance of Culture and Country in the wellbeing of the young people that access services.

In consultation with the former headspace Aboriginal and Torres Strait Islander Advisory committee members and headspace centre staff, the artwork • Mind • Body • Spirit • Culture • Country was created and launched during National Reconciliation Week in May 2017. The artwork also provides the backdrop to the headspace Acknowledgement of Country plaques. Each headspace centre developed wording for their plaque, specific and relevant to their local community.

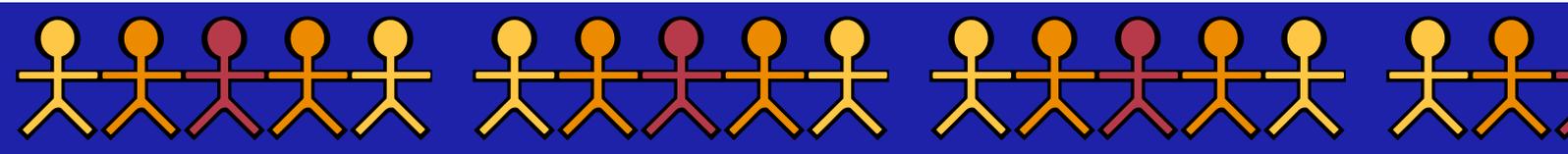
This was a targeted engagement initiative to encourage collaborative work between headspace centres, with local Elders and community members to acknowledge the Traditional Owners, First Nation Peoples and Country where the centre is located. This initiative was driven by the organisation recognising the importance of fostering ongoing respectful relationships with Aboriginal and Torres Strait Islander communities, and to open dialogue around the mental health and wellbeing needs of Aboriginal and Torres Strait Islander young people and communities.

Aboriginal and Torres Strait Islander inclusive language protocols

In recognition of the fact that headspace acknowledges that respectful conversations with, and about, diverse peoples requires inclusive and respectful language, the organisation developed Inclusive Language Guidelines to help the headspace workforce to maintain respectful conversations with and about Aboriginal and Torres Strait Islander young people and their communities.

Welcome to Country and Acknowledgement of Country protocols

Welcome to Country and Acknowledgement of Country Protocols were developed in 2017 to help headspace employees to understand the cultural importance of observing a Welcome to Country or Acknowledgement of Country, as well as providing guidance around when and why they should be observed in the headspace work context.



our RAP

headspace recognises that the effects of colonisation, dispossession and intergenerational trauma have resulted in poor health outcomes for Aboriginal and Torres Strait Islander young people compared to non-Indigenous young people. As an organisation working in youth health and wellbeing on a national level, as well as providing a voice and advocating for young people across Australia, we are well placed to learn from First Australians and stimulate change to produce better health and wellbeing outcomes for Aboriginal and Torres Strait Islander young people.

The headspace RAP journey will deepen our understanding of Aboriginal and Torres Strait Islander peoples and cultures; our shared history; and the policies that have significantly shaped the health and wellbeing inequalities of Aboriginal and Torres Strait Islander young people and their families today, empowering our staff to make an active contribution to reconciliation.

The headspace RAP process will ensure that the relationships we build with Aboriginal and Torres Strait Islander young people and communities are proactive, collaborative and meaningful and honour the resilience and self-determination of Aboriginal and Torres Strait Islander peoples.

We will work to support young people on their social and emotional wellbeing journey to enable them to achieve their full potential.

The headspace RAP will enable us to identify additional ways that headspace, as an organisation, can operate in a manner that strengthens our reciprocal relationships with Aboriginal and Torres Strait Islander peoples.

headspace also recognises that the relationship to Country is the core of Aboriginal and Torres Strait Islander spirituality and is of critical importance to Aboriginal and Torres Strait Islander peoples today.

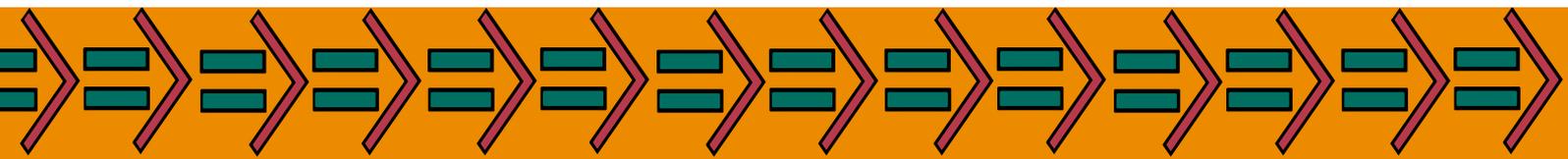
This RAP will build on the steps that headspace has already taken and will formalise our commitment to reconciliation. Our RAP is championed by the headspace Executive Director of headspace Services, Julia Smith, and was developed through consultation with the headspace workforce via focus groups, as well as divisional consultation lead by the members of the RAP Development Working Group.

Our RAP Development Working Group includes volunteers from across each division of the organisation including a young person and a family and friends advocate. The Working Group members each came to the RAP process with different understanding of Australia's First Peoples and have been open in their desire to learn and create organisational change that leads us closer to our vision for reconciliation. Four members of the RAP Working Group identify as Aboriginal people, and the working group further appreciates the counsel of Nicole Cassar who is a local Aboriginal woman and has worked with us on our RAP as an external consultant whose stories, input and perspective have been invaluable to our process.

Why 'Social and Emotional Wellbeing'?

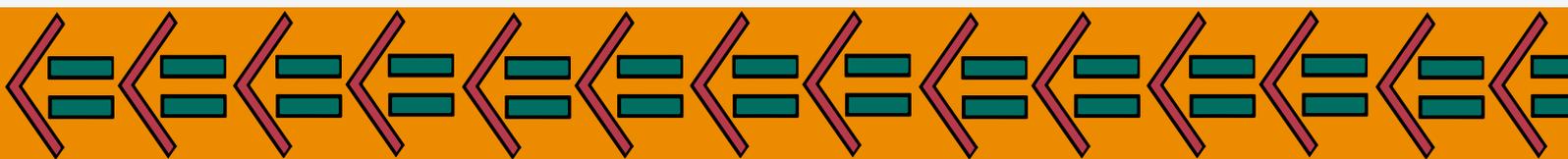
While we acknowledge that Aboriginal and Torres Strait Islander concepts of mental health and wellbeing are no more homogenous than for non-Aboriginal and Torres Strait Islander people; the term 'Social and Emotional Wellbeing' is one that has been articulated as being more representative of Aboriginal and Torres Strait Islander world views than the term 'mental health and wellbeing'. As a result, headspace has adopted 'Social and Emotional Wellbeing' to represent the

Aboriginal and Torres Strait Islander holistic concept of health, mental health and wellbeing. The term aims to encompass the various Aboriginal and Torres Strait Islander extended notions of the self that involve a pattern of vital interconnections between individuals, family, kin, community, ancestry and the environment. The term recognises that achieving optimal conditions for health and wellbeing requires a holistic and whole-of-life view of health that encompasses the social, emotional, spiritual and cultural wellbeing of the whole community.



The members of our RAP Development Working Group are:

| | |
|--------------------------|---|
| Julia Smith | Executive Director, headspace Services (RAP Champion) |
| Sam Irving | Evidence Translation and Implementation Advisor (RAP Lead) |
| Nathan Bramston | National Manager, Cultural Practice and Diversity |
| Karinda Eggington | National Service Development Advisor, Cultural Practice and Diversity |
| Denice Kickett | National Workforce Engagement Advisor, Cultural Practice and Diversity |
| Deb Hopwood | headspace Model Integrity Advisor |
| Nick Duigan | Clinical Practice Senior Advisor |
| Samantha Paxton | Work and Study Specialist |
| Linda Campbell | headspace Clinician |
| David Wild | State Manager, headspace Schools, South Australia |
| Michele Oliphant | State Manager, headspace Schools, Northern Territory |
| Tara Stevenson | Manager, Organisational Development |
| Juliet McEachran | Senior Research and Evaluation Officer |
| Richard Hunt | Marketing and Communications Advisor |
| Shane Williams | Business Systems Analyst, Information Technology |
| Raja Clay | Youth Representative |
| Shallon Yi | Family and Friends Representative |
| Nicole Cassar | External Cultural Consultant |



relationships

The headspace Vision is that all young Australians are supported to be mentally healthy and engaged in their communities. Without building strong connections and respectful relationships with First Australians, headspace cannot possibly achieve this goal. We are excited about further developing our connections with Aboriginal and Torres Strait Islander peoples and organisations to deepen our understanding of Aboriginal and Torres Strait Islander cultures and fostering our shared future.

| Action | Deliverable | Timeline | Responsibility |
|---|--|--|--|
| 1. RAP Working Group (RWG) actively monitors RAP development and implementation of actions, tracking progress and reporting | RWG oversees the development, endorsement and launch of the RAP | Jun 2019 | Executive Director, headspace Services |
| | Ensure that Aboriginal and Torres Strait Islander peoples are represented on the RWG | Jul 2019 Jul 2020 | Executive Director, headspace Services |
| | Renew Terms of Reference for the RWG | Jun 2019 | Executive Director, headspace Services |
| | Meet at least monthly to monitor and report on RAP implementation | Dec 2020 | Executive Director, headspace Services |
| 2. Ensure that Aboriginal and Torres Strait Islander voices are represented throughout the activities of the organisation | Appoint an Aboriginal and Torres Strait Islander Advisory Committee to advise on the work of headspace | Jul 2019 | Executive Director, headspace Services |
| | Develop a Terms of Reference for the Aboriginal and Torres Strait Islander Advisory Committee | Jul 2019 | Executive Director, headspace Services |
| 3. Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians | Organise at least one internal event for NRW each year | 27 May - 3 Jun 2020 and 2021 | Manager, People and Culture |
| | Register all NRW events via Reconciliation Australia's NRW website | May 2020 and 2021 | Executive Director, headspace Services |
| | Support an external NRW event | 27 May - 3 Jun 2021 | Executive Director, headspace Services |
| | Ensure our RAP Working Group participates in an external event to recognise and celebrate NRW | 27 May - 3 Jun 2020 and 2021 | Executive Director, headspace Services |
| | Circulate annual NRW resources to all staff | 27 May - 3 Jun 2020 and 2021 | Executive Head, Strategic Communications and Marketing |
| Encourage staff at each of our locations to participate in external events to recognise and celebrate NRW | 27 May - 3 Jun 2020 and 2021 | Executive Director, headspace Services | |

| Action | Deliverable | Timeline | Responsibility |
|--|---|----------|--|
| 4. Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes | Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders | Jul 2020 | Manager, Cultural Practice and Diversity |
| | Meet with local Aboriginal and Torres Strait Islander organisations at each of our locations to develop guiding principles for future engagement | Jul 2020 | Manager, Cultural Practice and Diversity |
| | Service Areas to develop targeted strategies to increase access and engagement with Aboriginal and Torres Strait Islander peoples and communities as a part of their workplan | Jun 2021 | Manager, Cultural Practice and Diversity |
| 5. Raise internal and external awareness of our RAP to promote reconciliation across our business and sector | Develop and implement a strategy to communicate our RAP to all internal and external stakeholders | Dec 2019 | Executive Head, Strategic Communications and Marketing |
| | Promote reconciliation through ongoing active engagement with all stakeholders, including partner organisations | Dec 2020 | Executive Director, headspace Services |
| | Include details outlining the headspace commitment to reconciliation within job advertisements and position descriptions to embed our RAP principles into our workplace culture | Jun 2019 | Executive Director, People and Culture |
| | Identify how centres are contributing towards reconciliation and encourage meaningful engagement with Aboriginal and Torres Strait Islander communities | Jun 2020 | Manager, Cultural Practice and Diversity |
| 6. Promote positive race relations through anti-discrimination strategies | Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs | Jun 2020 | Executive Director, People and Culture |
| | Develop, implement and communicate an anti-discrimination policy for our organisation in consultation with Aboriginal and Torres Strait Islander staff and/or advisors | Jun 2020 | Executive Director, People and Culture |
| | Educate senior leaders (including the Executive and the Board) on the effects of racism and white privilege | Jun 2020 | Executive Director, People and Culture |





respect

headspace recognises that connection to culture, kin, land and waters is essential to the social and emotional wellbeing of Aboriginal and Torres Strait Islander young people and their communities. Respect for this connection is demonstrated by our desire to learn and listen, to reach a deeper understanding of Australia's First Peoples, and our celebration of and pride in the oldest continuing cultures in the world.

| Action | Deliverable | Timeline | Responsibility |
|--|--|----------|--|
| 7. Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements | Conduct a review of cultural learning needs within our organisation | Sep 2019 | Executive Director, People and Culture |
| | Implement and communicate a cultural learning strategy for all staff, which includes the expansion of the headspace Aboriginal and Torres Strait Islander learning pathway to include cultural orientation, localised training and role-specific offerings | Dec 2020 | Manager, Cultural Practice and Diversity |
| | Ensure that 90% of all staff have completed face-to-face cultural orientation training | Jun 2021 | Executive Director, People and Culture |
| | Provide additional opportunities for RWG members, RAP champions, HR managers, other key leadership staff and advisory groups to participate in cultural learning | Jul 2020 | Executive Director, People and Culture |
| | Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to further develop our cultural awareness | Dec 2019 | Manager, Cultural Practice and Diversity |
| | Develop regular internal communications relating to recent or historical Aboriginal and/or Torres Strait Islander community events | Jul 2019 | Executive Head, Strategic Communications and Marketing |
| | Embed cultural respect and practices into the headspace orientation program and direct people to available cultural practice resources | Dec 2019 | National Manager, Education and Training |
| | Explore ways to build the cultural capacity of the centre network | Jun 2020 | Head of Centre Services |
| | Develop a cultural mentoring network for existing staff and managers | Jun 2020 | Manager, Cultural Practice and Diversity |
| | Include in all staff and volunteer position descriptions a requirement to continually build on knowledge and understanding of Aboriginal and Torres Strait Islander peoples | Jul 2019 | Executive Director, People and Culture |



| Action | Deliverable | Timeline | Responsibility |
|---|--|----------------------------------|--|
| 8. Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning | Review and promote the headspace Welcome to Country and Acknowledgement of Country protocols document | Dec 2019 | Executive Head, Strategic Communications and Marketing |
| | Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships | Dec 2019 | Manager, Corporate Services |
| | Continue to invite a Traditional Owner to provide a Welcome to Country at significant events, including national campaign launches | Oct 2019 | Manager, Corporate Services |
| | Include an Acknowledgement of Country at the commencement of all important internal and external meetings | Jun 2019 | Executive Director, People and Culture |
| | Encourage staff to include an Acknowledgement of Country at the commencement of all meetings | Jun 2019 | Executive Director, People and Culture |
| | Develop and display a localised Acknowledgement of Country plaque in each of our offices and meeting rooms | Dec 2019 | Manager, Corporate Services |
| | Review and develop additional cultural protocol resources that promote respect and engagement with Aboriginal and Torres Strait Islander peoples and communities | Jul 2020 | Executive Director, People and Culture |
| | Review and update policies outlined in the headspace Enterprise Agreement that relate to ceremonial leave, sorry business and other significant events that enable staff to fulfil family, community and cultural responsibilities/obligations | Dec 2019 | Executive Director, People and Culture |
| 9. Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their culture and communities by celebrating NAIDOC Week | Review HR policies and procedures to ensure that there are no barriers to staff participating in NAIDOC Week | Jun 2021 | Executive Director, People and Culture |
| | Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week and other events and activities | First week in Jul 2019 and 2020 | Executive Director, People and Culture |
| | Consult with Aboriginal and Torres Strait Islander stakeholders to attend and/or support an external NAIDOC Week event | First week in Jul 2019 and 2020 | Executive Director, People and Culture |
| | Contact our local NAIDOC Week Committee to discover events in our community and share events to all staff | Jun 2019 Jun 2020 Jun 2021 | Executive Head, Strategic Communications and Marketing |





| Action | Deliverable | Timeline | Responsibility |
|--|--|----------------------|--|
| | Encourage all staff to participate in a NAIDOC event | Jul 2019 Jul 2020 | Executive Director, People and Culture |
| 10. Investigate opportunities to improve the level of cultural safety within our workplace | Undertake an audit of cultural safety at our locations and enact recommendations | Sep 2019 | Manager, Corporate Services |
| | Incorporate Aboriginal and Torres Strait Islander arts and cultures into our main branding and workspaces to embed imagery relevant to Aboriginal and Torres Strait Islander peoples into the day to day of our organisation | Jun 2019 | Executive Head, Strategic Communications and Marketing |
| | Promote organisational policy that allows staff to work on January 26th public holiday and take time in lieu on another, more appropriate day for them | Dec 2019 | Executive Director, People and Culture |
| 11. Celebrate/recognise Aboriginal and Torres Strait Islander dates of significance | Create and communicate a calendar of Aboriginal and Torres Strait Islander dates of significance to all staff | Jul 2019 | Executive Head, Strategic Communications and Marketing |
| | Share information internally (e.g. on an intranet) about each Aboriginal and Torres Strait Islander date of significance | Jul 2019 Jul 2020 | Executive Head, Strategic Communications and Marketing |
| | Explore how headspace can raise awareness and provide education around how celebrating Australia Day on Jan 26th may be inappropriate | Dec 2019 | Executive Director, headspace Services |
| | Work with people internal and external of headspace to better understand the meaning and impact of January 26 for Aboriginal and Torres Strait Islander peoples, to develop an organisational position regarding the observance of the day | Dec 2019 | Executive Director, headspace Services |
| | Host a 'lunchtime learning session' to coincide with Aboriginal and Torres Strait Islander dates of significance | Jul 2020 Jul 2021 | Manager, Cultural Practice and Diversity |





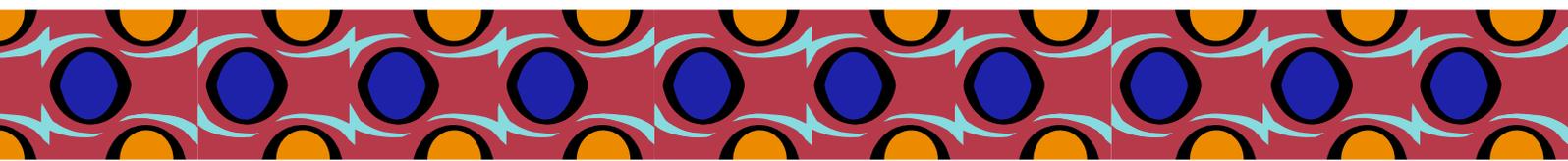
Rodrick, a youth advisor for the Yarn Safe campaign, takes a moment for a healthy headspace during campaign workshops in Alice Springs



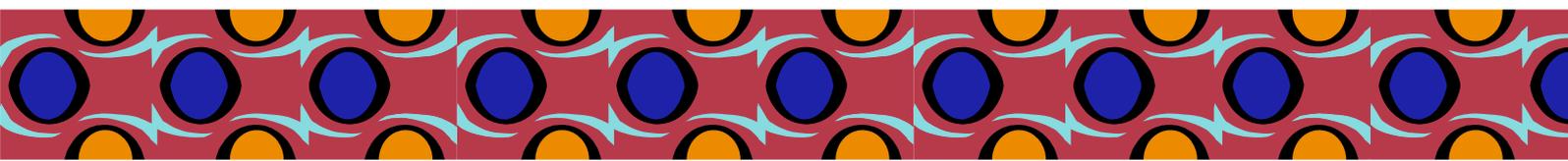
opportunities

headspace values having a welcoming, safe and inclusive work environment – we believe that there is strength in difference, and appreciate diversity of people and ideas. We value the guidance and leadership of our Aboriginal and Torres Strait Islander workers, and aim to foster opportunities for personal and professional growth both within the organisation and more broadly within our sphere of influence.

| Action | Deliverable | Timeline | Responsibility |
|--|---|----------------------------------|--|
| 12. Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace | Collect information and feedback from our current Aboriginal and Torres Strait Islander staff to inform future employment opportunities | Dec 2019 | Executive Director, People and Culture |
| | Develop and implement an Aboriginal and Torres Strait Islander Employment and Retention Strategy | Jun 2021 | Executive Director, People and Culture |
| | Increase the number of our Aboriginal and Torres Strait Islander workforce to 3% of the total workforce | Jun 2021 | Executive Director, People and Culture |
| | Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development | Dec 2019 | Executive Director, People and Culture |
| | Advertise all vacancies in Aboriginal and Torres Strait Islander media | Jul 2019 Jul 2020 Jun 2021 | Executive Director, People and Culture |
| | Review HR and recruitment procedures and policies to ensure that there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace | Dec 2019 | Executive Director, People and Culture |
| | Ensure that the internships program continues to offer identified Aboriginal and Torres Strait Islander positions | Dec 2019 Dec 2020 | Senior Participation Advisor |
| | Continue to include Aboriginal and/or Torres Strait Islander representation on recruitment and selection panels for identified positions defined positions, such as senior leadership, participation and other roles that have specific Aboriginal and/or Torres Strait Islander projects (such as campaigns) | Jul 2019 | Executive Director, People and Culture |

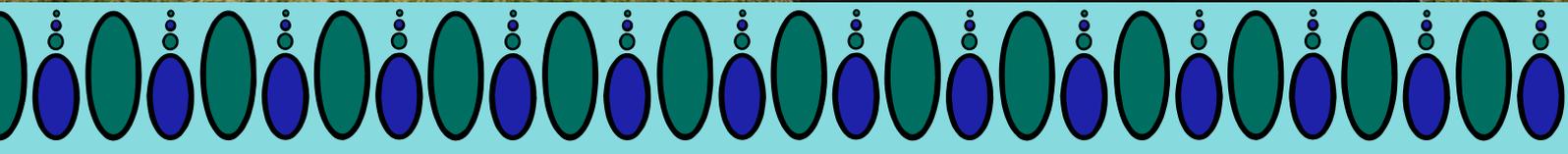


| Action | Deliverable | Timeline | Responsibility |
|---|---|----------------------------------|--|
| | Develop, promote and implement a procedure around inclusion of Aboriginal and Torres Strait Islander staff on recruitment and selection panels | Dec 2020 | Executive Director, People and Culture |
| | Continue to include 'Aboriginal and Torres Strait Islander people are encouraged to apply' in all job advertisements | Jun 2019 Jun 2020 Jun 2021 | Executive Director, People and Culture |
| | Establish a cross-cultural co-learning initiative to encourage two-way relationships between non-Indigenous staff (and Board members) and Aboriginal and Torres Strait Islander staff to promote mutual learning of culture, experiences and issues affecting their professional lives | Jun 2021 | Executive Director, People and Culture |
| 13. Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation | Review and update procurement policies and procedures to ensure there are no barriers for procuring goods and services from Aboriginal and Torres Strait Islander businesses | Dec 2019 | Manager, Corporate Services |
| | Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services | Dec 2019 | Manager, Corporate Services |
| | Maintain at least four commercial relationships with Aboriginal and/or Torres Strait Islander owned businesses | Jun 2019 Jun 2020 Jun 2021 | Manager, Corporate Services |
| | Maintain Supply Nation membership | Apr 2020 | Manager, Corporate Services |
| 14. Support and develop Aboriginal and Torres Strait Islander leadership | Develop an Aboriginal and Torres Strait Islander professional mentoring network | Dec 2020 | Manager, Cultural Practice and Diversity |
| | Investigate opportunities to develop Aboriginal and Torres Strait Islander employment pathways | Dec 2020 | Executive Director, People and Culture |
| 15. Ensure that service provision and data reporting are culturally appropriate across clinical, educational and vocational streams | Coordinate annual face to face workshops for Aboriginal and Torres Strait Islander staff across the headspace network to ensure their perspectives are incorporated into regional, state and national approaches to addressing the social and emotional wellbeing needs of Aboriginal and Torres Strait Islander young people | Dec 2019 | Manager, Cultural Practice and Diversity |

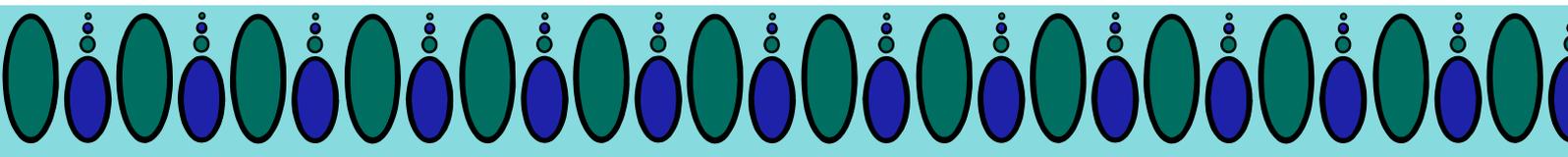




A young man takes a break from a game of footy for the Yarn Safe Campaign (launched September 2014)

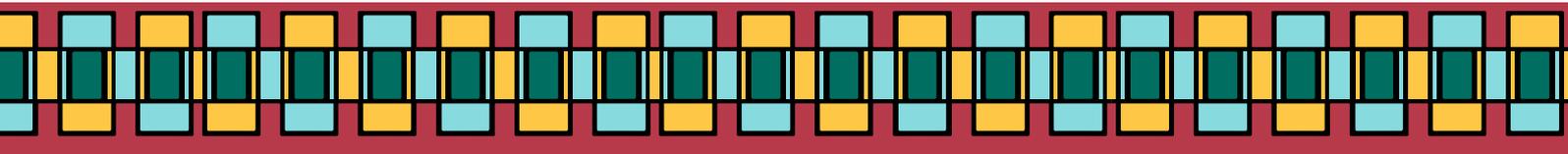


| Action | Deliverable | Timeline | Responsibility |
|--------|--|----------|--|
| | Undertake an audit of cultural safety across our data and reporting functions and enact recommendations | Jun 2021 | Manager, Research and Evaluation |
| | Undertake an audit of cultural safety across our services and enact recommendations | Jun 2021 | Executive Head, Direct Clinical Services |
| | Explore engagement of cultural consultants for clinical and vocational services programs in the case of absence of Aboriginal and Torres Strait Islander staff | Jul 2020 | Executive Director headspace Services |
| | Explore opportunities to connect with other services to widen access to online support for remote/rural communities | Dec 2020 | Executive Director headspace Services |
| | Develop new external-facing resources/ media relating to Aboriginal and Torres Strait Islander young people to promote visibility and cultural safety of headspace services | Jul 2020 | Executive Head, Strategic Communications and Marketing |
| | Further explore the concept of Social and Emotional Wellbeing for Aboriginal and Torres Strait Islander peoples and identify ways that headspace can operate in a manner that encompasses the social, emotional, spiritual and cultural wellbeing of the whole community | Jun 2021 | Executive Director, headspace Services |
| | Create at least two identified positions for Aboriginal and/or Torres Strait Islander people on the headspace Family and Friends reference group to provide recommendations on the organisation's activities | Jul 2020 | Manager Cultural Practice and Diversity |



governance, tracking progress and reporting

| Action | Deliverable | Timeline | Responsibility |
|---|---|----------------------------|--|
| 16. Report RAP achievements, challenges and learnings to Reconciliation Australia | Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually | 30 Sep 2019 30 Sep 2020 | Executive Director, headspace Services |
| | Investigate participating in the RAP Barometer | Jun 2020 | Executive Director, headspace Services |
| 17. Report RAP achievements, challenges and learnings internally and externally | Publically report our RAP achievements, challenges and learnings | Jun 2020 Jun 2021 | Executive Director, headspace Services |
| | Ensure that RAP progress is reported to the broader workforce and that successes are celebrated via our internal communication channels | Dec 2019 and 2020 | Executive Director, headspace Services |
| 18. Ensure that RAP actions are embedded into every team across the organisation | Incorporate RAP actions, as identified in the RAP, into each team/divisional annual work plan | Jul 2019 | Executive Director, headspace Services |
| | Include Aboriginal and Torres Strait Islander impact statements for all new programs/funding | Dec 2019 | Executive Director, headspace Services |
| 19. Review, refresh and update RAP | Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements | Dec 2020 | Executive Director, headspace Services |
| | Send draft RAP to Reconciliation Australia for review and feedback | Dec 2020 | Executive Director, headspace Services |
| | Submit draft RAP to Reconciliation Australia for formal endorsement | May 2021 | Executive Director, headspace Services |







headspace acknowledges Aboriginal and Torres Strait Islander peoples as Australia's First People and Traditional Custodians. We value their cultures, identities, and continuing connection to country, waters, kin and community. We pay our respects to Elders past and present and are committed to making a positive contribution to the wellbeing of Aboriginal and Torres Strait Islander young people, by providing services that are welcoming, safe, culturally appropriate and inclusive.



headspace is committed to embracing diversity and eliminating all forms of discrimination in the provision of health services. headspace welcomes all people irrespective of ethnicity, lifestyle choice, faith, sexual orientation and gender identity.



headspace centres and services operate across Australia, in metro, regional and rural areas, supporting young Australians and their families to be mentally healthy and engaged in their communities.

The Innovate Reconciliation Action Plan includes photography from the headspace Yarn Safe campaign (launched September 2014).

The design of this document features some elements from the headspace Mind Body Spirit Culture Country artwork, created by Riki Salam from We Are 27

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