

**Emerging
Minds.**

Innovate Reconciliation Action Plan

August 2021 - August 2023



About the artists and the artwork

As we continue our reconciliation journey and build on the relationships, respect and opportunities captured in our new Innovate RAP, Emerging Minds has commissioned two new artworks – from Aboriginal and Torres Strait Islander artists Shirley Young and Anthony Vernon James Maburra (known as David) – that we would like to share.



Healing on Country

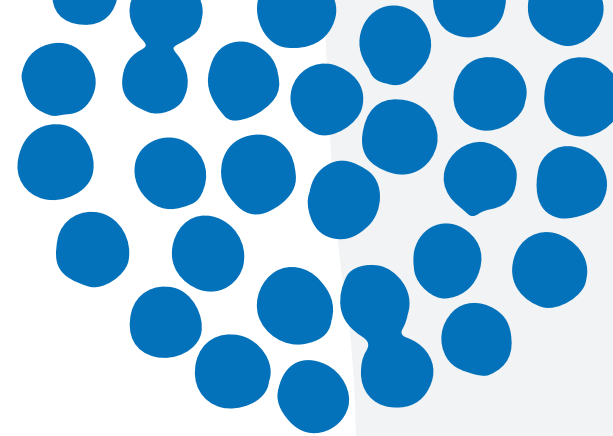
SHIRLEY YOUNG

Shirley Young is a Nukunu woman, based in Adelaide. This painting is of her Country – the ranges, heading out onto the plain, then travelling further out to the sea. The stories that connect these areas together are of great significance to the Nukunu people. This story is a personal journey of healing: it is about how being on Country, experiencing the surroundings, accessing culture and reconnecting to cultural stories can be used as a way of healing, and as a way of bringing balance and social and emotional wellbeing back to Aboriginal and Torres Strait Islander people's lives.



Coming of the Light

ANTHONY VERNON JAMES MABURRA (KNOWN AS DAVID)



Anthony Vernon James Maburra (known as David) is of Torres Strait Islander descent, from Thursday Island at the top of Australia. Growing up in the islands of the Torres Strait, Anthony has fond memories of going to church on a Sunday with his grandparents and relatives. After Mass, his relatives would gather at his grandparents' place. Each family would bring a plate of food to share with the rest of the family, and they would feast as one big family gathering, together, in celebration of the Lord's words. They would pray as a new year began, to protect and look after their loved ones, throughout the years.



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Our vision for reconciliation

Emerging Minds' vision for reconciliation is an inclusive, equitable Australia in which Aboriginal and Torres Strait Islander voices and stories of strength and hope are listened-to and honoured.

We recognise the history and complexity of the Aboriginal and Torres Strait Islander experience – including the impacts of intergenerational trauma, grief, loss and racism on communities, families and children. Underpinned by this active listening and awareness – and by building authentic and comprehensive engagements with our Aboriginal and Torres Strait Islander partners – our aim is to ensure that First Nations Elders, professionals and community members direct our content strategy and help us embed the principles of self-determination in our work.

Our vision extends to moving the Australian historical narrative away from the labels and stigmas of disadvantage commonly portrayed in the media, towards the recognition of Aboriginal and Torres Strait Islander communities as the creators and keepers of the knowledge that supports their children's mental health, enabling them to grow up happy, nurtured and protected within their culture, families and communities.

Our business

Emerging Minds is dedicated to advancing the mental health and emotional wellbeing of Australian infants, children, adolescents and their families.

A not-for-profit organisation Emerging Minds collaborates with caregivers, national and international organisations to deliver a suite of mental health resources for service professionals and families – including e-learning courses, podcasts, webinars, papers, articles, apps, videos, workshops, factsheets and toolkits.

Our core business is to improve community mental health literacy and advance support for infant, child, adolescent and family mental health. We aim to improve workforce awareness and practice, to ensure that children are heard and remain visible at all times within service delivery. To this end, we proactively include and prioritise the voices of children, parents and families in the design of our resources, and have incorporated these foci into our constitution.

Although we do not currently have any in-house Aboriginal and Torres Strait Islander employees, Emerging Minds regularly works alongside Aboriginal and Torres Strait Islander consultants – including Dana Shen, Principal Consultant at DS Consultancy and Board Director at Ngutu College; and Bill Wilson, Principal Consultant at MATK2 Cultural Consultancy. We also partner with Elders, community members and organisations including the Healing Foundation, and have our own external Aboriginal and Torres Strait Islander Social and Emotional Wellbeing National Consultancy Group. Working collaboratively, we produce resources specifically in support of Aboriginal and Torres Strait Islander children, families, and the practitioners who engage with them. Emerging Minds recognises the history and complexity of First Nations experience, and is committed to ensuring that Aboriginal and Torres Strait Islander voices direct our content strategy.

Located across four sites in South Australia, Queensland, New South Wales and Victoria, Emerging Minds has a national workforce of 34 team members, providing workforce support and training across all Australian states and territories.



Our RAP

Emerging Minds is developing an Innovate RAP to demonstrate our ongoing dedication to an Australia that values, recognises, respects and celebrates the diversity and richness of Aboriginal and Torres Strait Islander cultures and heritage.

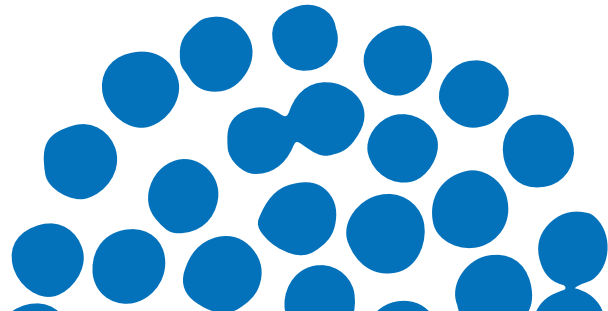
We believe that improved understanding of First Nations cultures, communities, kinship and spiritual identities will enable non-Aboriginal practitioners to better support the social and emotional wellbeing of Aboriginal and Torres Strait Islander children. Working alongside First Nations organisations and communities is key to our constitution: we are committed to learn from our Aboriginal and Torres Strait Islander partners through strong working relationships.

As an organisation, this Innovate RAP will not only underpin our internal practices and interactions, but will ensure that the products and resources we develop for external engagement are infused with the above values. It will help us ensure we integrate continuous learning and capacity-building into our business, and that our work is developed in a respectful way.

Our RAP Working Group

Championed by Director Brad Morgan, our RAP Working Group comprises of a team of 11 internal staff members across all sectors of the Emerging Minds organisation.

Staff representatives include our Manager, Human Resources; a Child and Family Partnership Coordinator; an Administrative Officer; a Communications Officer; a Project Support Officer; Engagement Officer - Primary Health Care; a Child & Family Partnership Co-ordinator; a Child Mental Health Advisor; a Research and Evaluation Officer; and a Senior Cultural Development Officer who coordinates our First Nations content and consultant relationships. The RAP Working Group also includes representation from four Aboriginal community members.





Aboriginal and Torres Strait Islander representation

Externally, Emerging Minds is accountable to the Aboriginal and Torres Strait Islander community.

In 2018 we established the Emerging Minds Aboriginal and Torres Strait Islander Social and Emotional Wellbeing National Consultancy Group, comprising 10 members from across Australia with whom we regularly collaborate in the development of content in support of First Nations children, parents and families.

We aim to bring as many voices as possible with us on this journey, as we acknowledge that no one person can speak for all Aboriginal and Torres Strait Islander nations. In developing this RAP, we have partnered with First Nations consultant Haydyn Bromley, and child and family partner Keisha Barrow. Our RAP Working Group, including Aboriginal representatives Nancy Jeffrey and Bill Wilson, has also reviewed our RAP content; with final endorsement from Emerging Minds' external Aboriginal and Torres Strait Islander Social and Emotional Wellbeing National Consultancy Group.



Our reconciliation journey to date

Consistently and visibly supported by Emerging Minds leadership, our workplace reconciliation journey began with the employment of a Cultural Development Officer in mid-2018.

Later that year, Emerging Minds' Aboriginal and Torres Strait Islander Social and Emotional Wellbeing National Consultancy Group was established.

In 2019, Emerging Minds began developing resources in partnership with the Healing Foundation, who in turn partner with communities to address the ongoing trauma caused by actions such as the forced removal of Aboriginal and Torres Strait Islander children from their families. Our alliance with the Healing Foundation ensures that work in support of Aboriginal and Torres Strait Islander children is developed by First Nations people, within a First Nations organisational framework.

Our reconciliation journey continued with the development and implementation of our Reflect RAP, which was endorsed in October 2019. Since this time, we have developed our Emerging Minds First Nations Content – Position and Process Statement, detailing our approach to producing Aboriginal and Torres Strait Islander content and harnessing the skills, knowledge and voices of First Nations Elders, communities and practitioners. Directed by this statement, Emerging Minds has thus far produced targeted resources including one toolkit, two e-learning courses, three webinars, six podcasts, a practice paper and a short article, all in support of Aboriginal and Torres Strait Islander children's social and emotional wellbeing. We have also produced The Whole Aboriginal and Torres Strait Islander Child – a short video offering a glimpse into the deep connections Aboriginal and Torres Strait Islander peoples have with Country, culture, spirituality, family and community.

Other notable initiatives and developments include all-staff cultural competency training on the impact of Australia's colonisation

on Aboriginal and Torres Strait Islander peoples; the inclusion of a Diversity Statement as part of all Emerging Minds job advertisements; the inclusion of job interview questions to assess cultural competency; and an acknowledgement of Aboriginal and Torres Strait Islander peoples at the start of all Emerging Minds meetings and every login to our website, either internal or external – a recognition of the importance of connection to Land, culture, spirituality, ancestry, family and community.

Our reconciliation journey is ongoing. Increased engagement with Aboriginal and Torres Strait Islander organisations and uptake of our targeted resources from non-Aboriginal practitioners reflect the integrity of our working relationships. Supporting self-determination, sharing good practice, understanding the history of trauma, and prioritising the value of lived experience remain the focus of our work with Aboriginal and Torres Strait Islander children, families and the practitioners who engage with them.

Program Director statement

BRAD MORGAN

Our new 'Innovate' Reconciliation Action Plan (RAP) is an exciting milestone for Emerging Minds, building on the important groundwork achieved in our first 'Reflect' RAP. After researching and establishing relationships and scoping opportunities for reconciliation through our work, this new RAP positions us well to reinforce these relationships, build respect, and grasp these opportunities.

Aboriginal and Torres Strait Islander families are among the most disadvantaged and over-represented group in crisis and statutory services; yet they are vastly underrepresented in early intervention mental health services. It is our goal to not only contribute to closing this gap, but to help organisations and practitioners build an understanding of the richness of Aboriginal and Torres Strait Islander communities, cultures and experiences – including the impacts of intergenerational trauma, grief, loss and racism – and how this understanding can benefit all areas of their practice. Fundamental to this process is ensuring that

culturally safe and inclusive practices are embedded within our own organisation, via the actions and deliverables captured in this RAP.

As a connector between practitioners and communities, Emerging Minds is well-placed to learn from Community about the social and emotional wellbeing of Aboriginal and Torres Strait Islander infants and children, and to share these learnings through our engagements. This Innovate RAP is a visible commitment to this learning and sharing – to bettering the lives of First Nations children and their families through our relationships and resources.

I'd like to thank the dedicated team of staff from across the organisation who have come together to develop our Innovate RAP, and the members of the Aboriginal and Torres Strait Islander community who have supported us through the process. Through practical actions to meet key deliverables, Emerging Minds will be able to build respectful partnerships and relationships with communities, and maximise opportunities for cultural empowerment and understanding. I can't wait to see the results.



Chair, Emerging Minds Board of Directors statement

PHIL ROBINSON

As the Chair of Emerging Minds, I am proud to launch our Innovate Reconciliation Action Plan. This new plan – our second RAP, building on the foundations of our Reflect RAP – is a forward step in our ongoing work in supporting a greater focus on the mental health needs of Australian infants, children and their families. Studies have shown that almost all aspects of child rearing are shaped by culture, and that children with a strong cultural identity are well-placed to make positive social connections and feel a sense of belonging. Culture, Country and spirituality give meaning to all aspects of life for Aboriginal and Torres Strait Islander peoples – making it especially important for practitioners engaging with First Nations children and families to understand and respect these traditions, and to reinforce these connections.

This Innovate RAP details our continued commitment to the key domains of reconciliation – relationships, respect and opportunities – through a child-focused lens. Combined with Emerging Minds' internal governance and adherence to our guiding principles, this RAP will help us to drive respect and understanding of Aboriginal and Torres Strait Islander communities and cultures – honouring First Nations voices and stories of strength and hope in our work. I look forward to working with the team to help realise this vision for Aboriginal and Torres Strait Islander children and their families.





Relationships

Relationships are critical to the reconciliation process, both within our organisation and broader society.

It is incumbent on our organisation to be proactive in this space – ensuring the foundations of all communication and engagement are actively inclusive of voices, experiences and values that support the wellbeing of Aboriginal and Torres Strait Islander children, families and communities. We are committed to continually seeking meaningful and diverse reciprocal connections that demonstrate that we are a trusted ally to Aboriginal and Torres Strait Islander children, families and communities.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	February 2022	Senior Cultural Development Officer
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2022	Senior Cultural Development Officer
	Maintain and regularly update a database of Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	December 2021, 2022	Manager, Partnerships & Implementation
	Continue to update understandings of two-way learning best practice and principles, to support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations, with the latest information.	June 2022, 2023	Director
	Maintain the National Aboriginal and Torres Strait Islander Social and Emotional Wellbeing Consultation Group to provide guidance and advice to Emerging Minds.	July 2023	Senior Cultural Development Officer
	Review the Terms of Reference for the National Aboriginal and Torres Strait Islander Social and Emotional Wellbeing Consultation Group.	August 2021	Senior Cultural Development Officer
	Create and share the story of successful engagement, consultation and co-design with Aboriginal and Torres Strait Islander stakeholders – via a written article, peer-review publication, video or online communication.	December 2022	Senior Cultural Development Officer
	Actively seek out cultural guidance and program strategy from Aboriginal and Torres Strait Islander peoples and remunerate them appropriately for this provision.	June 2022, 2023	Director
	Continue to explore and develop mutually beneficial partnerships with Aboriginal and Torres Strait Islander organisations, under the guidance of the Senior Cultural Development Officer.	June 2022, 2023	Director
	Establish partnerships with Aboriginal and Torres Strait Islander-led organisations to provide guidance on the cultural safety of Emerging Minds research and evaluation activities when engaging First Nations families or the Aboriginal and Torres Strait Islander workforce.	June 2022, 2023	Manager, Research & Evaluation

Action	Deliverable	Timeline	Responsibility
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's National Reconciliation Week (NRW) resources and materials to our internal and external stakeholders.	May 2022, 2023	Manager, Communications & Marketing
	RAP Working Group members to participate in an external NRW event.	27 May- 3 June 2022, 2023	RAP Working Group Chair
	Create calendar of NRW events and encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June 2022, 2023	Director
	Organise at least one NRW event each year.	27 May- 3 June 2022, 2023	Project Support Officer
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2022, 2023	Manager, Communications & Marketing
	Review and update communications plan to promote NRW, including both internal and external activities.	March 2022, 2023	Manager, Communications & Marketing
	Investigate Emerging Minds' opportunities and presence at least one external event annually to recognise and celebrate NRW. Participation will be under the guidance of the Senior Cultural Development Officer.	27 May- 3 June 2022, 2023	Director

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	Implement strategies to engage our staff in reconciliation.	June 2022	Director
	Communicate our commitment to reconciliation publicly.	December 2021	Director
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	July 2023	Director
	Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	January 2022	Director
	Continue to develop and maintain a list of external stakeholders that our organisation can engage with on our reconciliation journey.	May 2022, 2023	RAP Working Group Chair
	Raise awareness within Emerging Minds of resources and information available to promote reconciliation and encourage staff to review. Resources moderated by Senior Cultural Development Officer.	May 2022, 2023	Project Support Officer
	Continue to include an overview of our RAP and reconciliation resources, and provide a copy of our RAP, as part of the employee induction process.	October 2021, 2022	Manager, Human Resources
	Ensure graphics that promote Aboriginal and Torres Strait Islander peoples and culture (e.g. artwork) always appear on a 'landing page' for our website.	July, 2022, 2023	Manager, Communications & Marketing
RAP Champion to promote and circulate issues, articles and events relating to Aboriginal and Torres Strait Islander peoples and reconciliation internally.	September 2021, 2022	Director	



Action	Deliverable	Timeline	Responsibility
4. 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.	October 2021	Manager, Human Resources
	Develop, implement and communicate an anti-discrimination policy for our organisation.	October 2022	RAP Working Group chair, Director
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	October 2023	Senior Cultural Development Officer
	Educate senior leaders and managers on the effects of racism.	July 2023	Director
	Organise training on diversity, inclusion and unconscious bias in the recruiting process, to support the recruitment of Aboriginal and Torres Strait Islander staff.	October 2022	Director, RAP Working Group Chair
	In staff meetings, show short educational videos to promote positive cultural diversity and discussion, growth and learning within Emerging Minds. Videos will be selected and identified as appropriate by the Senior Cultural Development Officer.	April 2022, 2023	Senior Cultural Development Officer, RAP Champion
	Investigate trauma-informed intergenerational healing training for Emerging Minds staff to participate in.	June 2023	Director, RAP Working Group Chair
	As part of regular supervision with managers, encourage all staff to reflect on cultural bias when working in this space.	July 2023	Director
	Ensure foyer, office space, and interview, board and meeting rooms reflect an understanding of diversity, and are culturally safe spaces for Aboriginal and Torres Strait Islander peoples.	October 2021	RAP Working Group Chair



Respect

Respect for cultures, histories, knowledge and rights is crucial to Emerging Minds and the broader community – learning, celebrating and valuing Aboriginal and Torres Strait Islander culture, wisdom and achievements.

We recognise that continuously building strong mutual respect is essential to ensuring culturally safe opportunities are available for respectful engagements with Aboriginal and Torres Strait Islander children, families and communities.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	October 2021	Manager, Workforce Development
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	December 2021	Manager, Workforce Development
	Develop, implement and communicate a cultural learning strategy for our staff. Review previous cultural competency training implemented at Emerging Minds, and ensure this and staff survey results inform the development of the new strategy.	July 2022	Director
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff, including board members, to participate in formal and structured cultural learning.	July 2022	Director
	Induction of new staff to include information about Aboriginal and Torres Strait Islander social and emotional wellbeing, learning opportunities and a calendar of significant events.	October 2021, 2022	Manager, Human Resources
	Encourage staff to research local Aboriginal and Torres Strait Islander history and current events and activities on the lands on which they work.	August 2021, 2022	Director
	Commit to Emerging Minds attendance and participation at relevant key Aboriginal and Torres Strait Islander conferences, ensuring Aboriginal voices are incorporated through co-facilitation with Aboriginal and/or Torres Strait Islander peoples. Participation will be under the guidance of the Senior Cultural Development Officer and will demonstrate our commitment to: <ul style="list-style-type: none"> - supporting Aboriginal and Torres Strait Islander children and families - hearing and learning - developing relationships with Aboriginal and Torres Strait Islander community and stakeholders - demonstrating how our learning has impacted our work; and - connecting people with our resources through sponsorship, exhibitions and presentations. 	June 2023	Director

Action	Deliverable	Timeline	Responsibility
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June 2022	Senior Cultural Development Officer
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	August 2021	Senior Cultural Development Officer
	Invite a local Traditional Owner to each Emerging Minds office, to share local knowledge and history with staff.	December 2022	Manager, Partnerships & Implementation
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	August 2021	Project Support Officer
	Ensure we prominently display our Acknowledgement of Country in all offices, email signatures and website logins. Staff to include the name of the lands on which they work in their email signature, rather than a general acknowledgement.	August 2021	Manager, Communications & Marketing
	Carry out a desktop review of Emerging Minds website with Aboriginal and Torres Strait Islander advisors, ensuring it is culturally safe and make amendments where required.	December 2021	Manager, Communications & Marketing
	Compile a list of all cultural contacts for Welcome to Country in each location of Emerging Minds offices.	September 2021	Project Support Officer
	Demonstrate respectful approaches to research and evaluation activities which are with, or about, Aboriginal and Torres Strait Islander people by: <ul style="list-style-type: none"> - aligning research undertaken with Aboriginal and Torres Strait Islander communities with Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS) principles and open innovation methods; and - seeking partnerships with relevant Aboriginal and Torres Strait Islander reference and stakeholder groups to support the ethical process of undertaking First Nations research. 	June 2022, 2023	Manager, Research & Evaluation

Action	Deliverable	Timeline	Responsibility
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Identify a calendar of national and local Aboriginal and Torres Strait Islander community conferences and determine the level of involvement appropriate in consultation with the Senior Cultural Development Officer.	July 2022	RAP Working Group chair
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	March 2022	Manager, Human Resources
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2022, 2023	Director
	Promote and encourage participation in external NAIDOC events to all staff and board members.	First week in July 2022, 2023	Director
	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	July 2022, 2023	Manager, Communications & Marketing





Opportunities

Providing culturally safe opportunities is critical in beginning to address the inequality of employment between Aboriginal and Torres Strait Islander peoples and the wider community.

We are committed to creating and maintaining culturally safe opportunities and spaces where Aboriginal and Torres Strait Islander partners and collaborators feel welcomed, included, acknowledged and supported throughout our systems, activities, and processes. Maintaining and building on our partnerships with Aboriginal and Torres Strait Islander organisations and communities is integral to increasing supplier diversity and procurement opportunities, improving recruitment and professional development outcomes, and achieving a culturally secure workforce.



Action	Deliverable	Timeline	Responsibility
8. Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within Emerging Minds.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	October 2021	Manager, Human Resources
	Engage with Aboriginal and Torres Strait Islander consultants to inform our recruitment, retention and professional development strategy.	October 2021	Manager, Human Resources
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	December 2021, 2022	Manager, Human Resources
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders through targeted communication avenues.	December 2021	Manager, Human Resources
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	December 2021	Manager, Human Resources
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	July 2023	Manager, Human Resources
	Engage with Aboriginal and Torres Strait Islander consultants, and include Aboriginal and/or Torres Strait Islander peoples on recruitment and selection panels when appropriate.	December 2021, 2022	Senior Cultural Development Officer, Manager, Human Resources
	Ensure our management group have an understanding of key considerations for Aboriginal and Torres Strait Islander peoples.	July 2023	Director
	Investigate opportunities to participate in community initiatives towards addressing and dismantling barriers to access for Aboriginal and Torres Strait Islander employment.	July 2022	Director
Advocate and facilitate Aboriginal and Torres Strait Islander employment pathways, such as potential traineeships, student placements and scholarship programs.	December 2022	Director	

Action	Deliverable	Timeline	Responsibility
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	July 2022	Chief Financial Officer
	Investigate Supply Nation membership.	September 2021	Chief Financial Officer
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	January 2022, 2023	Chief Financial Officer
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	January 2022, 2023	Chief Financial Officer
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	January 2022, 2023	Chief Financial Officer

Action	Deliverable	Timeline	Responsibility
10. Continue to engage with Aboriginal and Torres Strait Islander peoples, communities and organisations and incorporate self-determination principles in our work.	Continue to engage with our Aboriginal and Torres Strait Islander National Consultancy Group for guidance and advice regarding program strategy, and remunerate appropriately.	July 2022, 2023	Senior Cultural Development Officer
	Continue to increase engagement with Aboriginal and Torres Strait Islander Child and Family Partners to inform and guide our work, and remunerate appropriately.	July 2022, 2023	Child and Family Partnerships Coordinator
	Investigate opportunities to co-locate with Aboriginal and Torres Strait Islander partner organisations.	April 2022	Director
	Continue our strategy to fund, support and build capacity of Aboriginal community-controlled organisations to contribute to work in the child social and emotional wellbeing space.	June 2022, 2023	Director
	Embed self-determination principles into Emerging Minds resource development procedures, review processes, messaging and workforce training – helping us support individuals and families to be the change agents in their own lives, and keeping this at the forefront of our work.	June 2022, 2023	Manager, Workforce Development



Governance

Action	Deliverable	Timeline	Responsibility
12. Maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	August 2021, 2022	Director
	Review the Terms of Reference for the RWG annually.	August 2021, 2022, 2023	RAP Working Group Chair
	Hold quarterly RWG meetings to actively monitor and report on RAP progress and implementation.	December 2021, 2022	RAP Working Group Chair

Action	Deliverable	Timeline	Responsibility
13. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation as part of annual budgeting process.	February 2021, 2022	RAP Working Group Chair
	Continue to engage our senior leaders and other staff in the delivery of RAP commitments.	August 2021, 2022	Director and Chair, Emerging Minds Board of Directors
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	December 2021	Project Support Officer
	Appoint and maintain an internal RAP Champion from senior management.	August 2021	Director

Action	Deliverable	Timeline	Responsibility
14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September annually	Director and Chair, Emerging Minds Board of Directors
	Report on RAP progress to the RWG every two months.	December 2021, 2022	Project Support Officer
	Report on RAP progress to all staff, senior leaders quarterly.	December 2021, 2022	Director
	Report on RAP progress to the Emerging Minds Board briefing paper twice annually.	December 2021, 2022	Director
	Publicly report our RAP achievements, challenges and learnings, annually.	August 2022	Manager, Communications & Marketing
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2022	Senior Cultural Development Officer

Action	Deliverable	Timeline	Responsibility
15. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	May 2023	Senior Cultural Development Officer

Action	Deliverable	Timeline	Responsibility
16. Investigate options to incorporate our Aboriginal and Torres Strait Islander Social and Emotional Wellbeing National Consultancy Group into our governance structure.	Develop a Board Paper to outline the conditions under which a member of the Emerging Minds Aboriginal and Torres Strait Islander Social and Emotional Wellbeing National Consultancy Group will be invited to provide advice to the Board.	December 2021	Director



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