

RAP

INNOVATE



SANE



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Acknowledgement of Country

SANE acknowledges the Traditional Owners of Country throughout Australia and recognises the continuing connection to lands, waters and communities. We pay our respect to Aboriginal and Torres Strait Islander cultures; and to Elders past and present.

MESSAGE FROM THE CEO



I acknowledge the Traditional Custodians of this land, and pay my respects to the Elders past, present for they hold the memories, the culture and dreams of Aboriginal and Torres Strait Islander peoples. I recognise and respect their cultural heritage, beliefs and ongoing relationship with the land and I recognise the importance of young people who are the future leaders.

I'm incredibly proud to endorse SANE's July 2024 – 2026 Reconciliation Action Plan (RAP). This marks the culmination of two years of dedicated effort under our initial Reflect RAP, which was endorsed by Reconciliation Australia in 2020. This RAP is an opportunity for us to reflect on our role in supporting reconciliation, both as a employer, and an organisation. It also highlights how we support the broader community, including the Aboriginal and Torres Strait Islander people, who make up nearly 5 per cent of those we assist nationally. As we continue on this journey, we remain committed to the vision we hold for a more inclusive future.

In endorsing this plan, we recognise the areas in which we need to apply and invest to achieve its goals.

Our vision and purpose guides and directs our ongoing commitment to reconciliation

SANE exists to create a brighter future for people, families and communities facing complex mental health issues. Over the next three years, SANE will be working towards ending mental health inequity through systemic change and eliminating stigma, discrimination, and social exclusion. I am encouraged that SANE has reached a stage in our organisational journey where we are investing in this RAP and are fully committed to reconciliation

and co-design with Aboriginal and Torres Strait Islander peoples, and social and emotional wellbeing principles and expertise as fundamental to our work.

For the first time in SANE's 40 year history, reconciliation is enshrined throughout our Strategic Plan. It's an embedded across our core objectives, activities and programs delivered by our organisation.

The commitments outlined in this RAP will help SANE build strong relationships between Aboriginal and Torres Strait Islander and non-Indigenous Australians, promote respect for culture, history, knowledges and rights, and build opportunities to enrich social and emotional wellbeing outcomes through the ongoing co-design of our programs and platforms.

I thank the many volunteers and staff across SANE who have devoted their time and expertise to developing this RAP, including the RAP Committee and SANE Peer Ambassadors. I am also very grateful to our new Independent Chair of the RAP Committee, Mr Tom Brideson, who is contributing decades of expertise in Aboriginal and Torres Strait Islander peoples mental health, suicide prevention and Aboriginal Health Workforce for his leadership, advice and support. I warmly thank Reconciliation Australia for their guidance and support in developing this RAP. We greatly value its ongoing leadership in advancing reconciliation between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians.

RACHEL GREEN
CEO. SANE

INNOVATE RAP CEO STATEMENT

Reconciliation Australia commends SANE on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for SANE to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, SANE will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.



With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. SANE is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals SANE's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations SANE on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

KAREN MUNDINE
CHIEF EXECUTIVE OFFICER
RECONCILIATION AUSTRALIA

MESSAGE FROM OUR EXTERNAL RAP COMMITTEE CHAIR

In 2023, I accepted the invitation by SANE's CEO, Rachel Green, to become the External Chair of the organisation's RAP Committee.

I look forward to this journey and the support right across SANE as we embark together in the development of the RAP. Since I commenced, I have had the opportunity to meet with the CEO, Board, staff and some SANE Peer Ambassadors who have provided their support to this work. I attended one of two SANE events during National Reconciliation Week. The SANE RAP Committee has met while in my External Chair role on two occasions and provided excellent inputs to the draft RAP document.

SANE continues to consult with Reconciliation Australia to progress its RAP. I am impressed by the energy and the way SANE has embraced this work. This includes embracing the RAP through the organisational governance and ensuring alignment to the strategic goals of: Ending mental health inequity through systematic change, and ending stigma, discrimination and social exclusion.



We have spent some time ensuring sound alignment to SANE's values and core business. A further action I look forward to is SANE's commitment to the development of its Aboriginal and Torres Strait Islander Workforce across the organisation.

All the listed areas feature in the RAP that SANE has developed. This approach will ensure SANE's RAP will outline the organisational and operational commitment to and measurement of its journey towards reconciliation. I welcome the opportunity to share in these early developments.

TOM BRIDSON
EXTERNAL CHAIR FOR
SANE'S RECONCILIATION
ACTION PLAN COMMITTEE

ABOUT THE ARTWORK AND ARTIST



The Artwork 'Heal the People'

The artwork and design elements that feature in this publication, including those on the cover, are from the commissioned artwork 'Heal the People' by Kelly Marie Taylor.

Kelly was born in 1978 in Port Augusta, South Australia, and belongs to the Yankunytjatjara/Kokatha people.

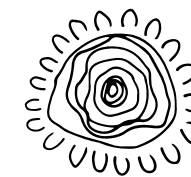
"I am custodian to my grandmother's stories as well as my own. My painting journey started when I was just 11 years old while living in Alice Springs with my grandmother Millie Taylor (nee Lennon – Dec). Every day after school I would watch my grandmother paint for hours, then one day after school she put out a piece of canvas she designed for me earlier of the lightning dreaming, and I have been painting ever since.

My paintings are about my childhood days hunting and gathering traditional foods, playing, and rolling down beautiful red sand hills of Ernabella, Fregon, Uluru, Indulkana, Alice Springs, Coober Pedy, and Port Augusta, where we would camp surrounded by trees, sand hills and plenty of water holes to swim in, and sitting by the campfire or campsite on country, enjoying the fresh air."

'HEAL THE PEOPLE' BY KELLY MARIE TAYLOR

The artwork 'Heal the People' depicts SANE's engagement with communities to discuss Closing the Gap strategy and pathways forward, showing our commitment to reconciliation. The piece incorporates meaningful elements and symbols that reflect this journey.

SYMBOLS DEFINITION



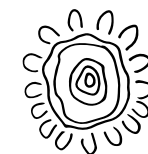
SANE Community meeting place where SANE representatives meet with the people to discuss 'Closing the Gap' and moving forward together



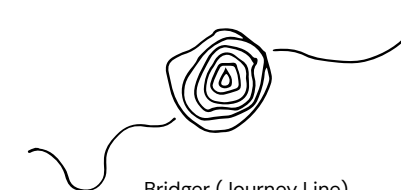
Donors and supporters, Peer Ambassadors Leaders and Government



Waterholes



The people receiving powerful healing sharing their story



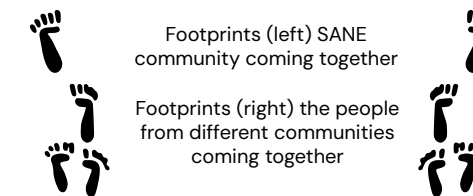
Bridger (Journey Line) to Closing the Gap



Connection, Continuity and Contribution



Resting place for the people to heal



Footprints (left) SANE community coming together

Footprints (right) the people from different communities coming together



Wind, cool breeze and rain



'U' shape represents a person Multiple 'U' shapes represent a lot of people, groups, family or community



Bush medicine leaves that are still being used today in Aboriginal communities, where they are gathered together and prepared by the elders then used for healing purposes. Also by spiritual healers, known as Ngangkris. Ngangkri healers treat spiritual, mental and physical ailments and can help heal the community



Dots represent the land we walk on



Witchetty Grubs



Wild Onion



Honey Ants

Bush foods can be sourced throughout different parts of Australia

WHO WE ARE

SANE is a national organisation whose vision is for a brighter future for people, families and communities facing complex mental health issues, and to end mental health inequity eliminate stigma, discrimination and social exclusion.

SANE's mission is to make a real difference in the lives of people living in Australia affected by complex mental health issues and their carers through support, research and advocacy. This includes people who are currently living with a complex mental illness (such as schizophrenia spectrum disorders, bipolar and related disorders, obsessive-compulsive and related disorders, personality disorders, trauma-

related disorders, eating disorders, and severe depression and anxiety), have an experience of complex trauma or are experiencing high levels of psychological distress. SANE offers a range of free digital and telehealth support services, including counselling, peer support, online groups and events, 24/7 online community Forums, and online information and resources.

Lived experience runs through every level of our organisation, and our services have been designed and informed by people living with complex mental health needs.

OUR VALUES

Our organisation's values of Respect, Responsibility, Celebration, Innovation and Collaboration underpins all we do.

RESPECT

- We focus on the whole person and their strengths, not the illness, and believe everyone is entitled to a better life.
- We treat everyone with grace and dignity while welcoming robust and constructive discussion.
- We communicate our appreciation to those who give their time, advice, and financial resources.

RESPONSIBILITY

- We do what is right, however difficult that might be.
- We are accountable for the decisions we make.
- We take good care of our physical and mental health and seek help when we need it.

CELEBRATION

- We celebrate great achievements (big or small) by ourselves and others.
- We warmly welcome everyone who comes through our doors, and we create a fun, flexible and inspiring workplace that fosters personal and professional growth.
- We broadcast to the world heroic stories of courage, resilience, and recovery.

INNOVATION

- We have a passion for learning and disseminating creative solutions to real-world problems.
- We embrace technology to build community and provide helpful information.
- We seek out new ways to have greater impact through research, testing, and evaluation – always informed by people's lived experience of complex mental health issues.

COLLABORATION

- We partner with others who share our vision, values, passion, and commitment.
- We work with people with lived experience of complex mental health issues to build better services, policies and programs.
- We encourage and support each other to do the best work we possibly can by listening, communication, and working as one team.

OUR VISION FOR RECONCILIATION

SANE's vision for reconciliation is an Australia that recognises and values the voice, experiences and contribution of Aboriginal and Torres Strait Islander peoples and communities, their strengths, practices, wisdom and knowledge in social and emotional wellbeing and healing resulting in a society free of racism, inequality and inequity.

In the context of our organisation, this involves partnering with Aboriginal and Torres Strait Islander leadership to support the achievement of the highest attainable standard of social and emotional wellbeing, mental health and suicide prevention outcomes for Aboriginal and Torres Strait Islander People. SANE's role will be to provide mental health programs and services that are culturally governed by and developed with Aboriginal and Torres Strait Islander peoples, and their families, kin and communities; as well as providing secure employment in governance, leadership and community facing roles.

SANE's goal is to embed social and emotional wellbeing frameworks into SANE programs and services, and embed Aboriginal and Torres Strait Islander governance arrangements to oversee the delivery of social and emotional wellbeing programs, data custodianship, cultural safety and outcomes.

OUR BUSINESS

SANE supports all people in Australia affected by complex mental health issues. We exist to break barriers, raise expectations and champion the voices of people with lived experience and their families and communities; with an overall goal of increasing peer-led and connected support to drive systemic change.

OUR VISION

SANE is a national not-for-profit organisation whose vision is for a brighter future for people, families and communities facing complex mental health issues.

We have refined our 10-year Vision, and over the next three years, we are going to be focusing more closely on the following two goals:

1. End mental health inequity through systemic change.
2. Eliminate stigma, discrimination, and social exclusion.

STRATEGIC OBJECTIVES

Bridge the gaps between systems of support as Australia's leading digital mental health organisation

- Deliver connection, community, continuity, creativity, contribution and collective intelligence through our leading digital mental health programs, Model of Care and lived experience insights.
- Grow, diversify and support a strong, inclusive and culturally safe workplace for our peer, lived experience, mental health and social and emotional wellbeing workforce.
- Walk with Aboriginal and Torres Strait Islander peoples, communities, and partners to implement cultural governance and social and emotional wellbeing practice within our Model of Care in support of national Closing the Gap targets.

OUR CORE BUSINESS

We provide a range of free digital and telehealth support services to bridge the gaps in mental health and support recovery including our peer support, counselling, online community Forums, peer-led groups, art and social groups and information resources. SANE is widely respected as a lived experience-led organisation and advocate, with a long history of collaboration across and beyond the mental health and suicide prevention sectors. Guided by our vision, goals, values and behaviours, we help create brighter futures for all people and families facing the challenges of complex mental health issues by working towards ending mental health inequity, and social and economic exclusion.

Lived experience runs through every level of our organisation, and our services have been designed and informed by people living with complex mental health needs. Our organisation's values of Respect, Responsibility, Innovation, Collaboration and Celebration underpin all we do.

SANE's sphere of influence includes our employees, volunteers, service users/people with complex mental health issues and their families or friends, donors, partner organisations, research partners (including University of Melbourne and University of Queensland),

health professionals (including General Practitioners), the media and members of the community.

Our service users access our services from all states/territories in Australia. From commencement of this program in May 2022 until Jan 2024, there have been 419 referrals to the Guided Service for Aboriginal and/or Torres Strait Islander People.

SANE has 102 staff members spread across three office locations: Melbourne Connect, Carlton VIC, The Dax Centre Gallery, Parkville, VIC and Sydney CBD, NSW, as well as some who work from their homes. There are currently three employees who identify as Aboriginal and/or Torres Strait Islander people. This information was collected through an anonymous Diversity and Inclusion Survey. This information is not conclusive, as the completion rate was 69 per cent, it was a self-identified survey and SANE's HR systems don't currently contain this information. SANE is currently actively recruiting for a number of Aboriginal and Torres Strait Islander identified roles among nearly 20 roles that we're recruiting for.

SANE's work is also supported by 101 volunteers that are spread out across: VIC, NSW, QLD, TAS, SA and ACT, with three Ambassadors identifying as Aboriginal and/or Torres Strait Islander People. They contribute their efforts in our Lived Experience Peer Ambassador Program, our online Community Forums, StigmaWatch volunteers and education programs at The DAX Centre.

Number of Aboriginal and/or Torres Strait Islander People engaging in our service offering between May 2022 and January 2024:

State	# Guided Recovery Referrals	# Participated in Forum	# Participated in Support Line
ACT	20	1	2
NSW	182	0	43
NT	6	0	2
QLD	194	0	41
SA	62	2	8
TAS	37	1	3
VIC	60	0	19
WA	46	8	6
Unspecified	9	0	7
	616	12	131

Region	# Guided Recovery Referrals	# Participated in Forum	# Participated in Support Line
Inner Regional Australia	137	0	31
Major Cities of Australia	419	11	80
Outer Regional Australia	40	1	11
Remote Australia	8	0	1
Very Remote Australia	3	0	1
Unknown	9	0	7
	616	12	131

OUR RAP

SANE's core business is supporting and advocating for people with complex mental health issues, their families and carers. Our strategic goals focus on ending mental health inequity through systematic change, and eliminating stigma, discrimination, and social exclusion. We acknowledge the significant and intergenerational impact colonisation had, and

continues to have, on Aboriginal and Torres Strait Islander people's mental health and wellbeing. SANE supports people living across Australia, with around one third of people living in regional, rural or remote areas. Developing an Innovate RAP will enable SANE to support our Vision and take meaningful action to support genuine reconciliation as an organisation.

The Innovate RAP feeds into SANE's Strategic Plan and the goals from our Ten-Year Vision that we will be focusing on in the next three years:

- 1. End mental health inequity through systemic change.**
- 2. Eliminate stigma, discrimination, and social exclusion.**

OUR RAP COMMITTEE

The RAP is being led by SANE's RAP Committee, which includes representation from service delivery and workforce teams within the organisation and volunteer Peer Ambassadors. There are two people on the RAP Committee that identify as Aboriginal or Torres Strait Islander people. SANE's RAP Committee comprises:

Chair: Tom Brideson	Principal Adviser, Reconciliation
Rachel Green	CEO – SANE's RAP Champion
Andrew Simpson	GM, Finance and Operations
Brendan O'Connell	Manager, Digital Community
Shazi Sheppard	SANE Peer Ambassador
Vanessa Kredler	SANE Peer Ambassador
Anu Dhingra	Manager, Lived Experience and Peer Work
Carla Burnside	Brand and Content Lead
Nathan Deaves	Manager, Social and Emotional Wellbeing



Tom Brideson



Rachel Green



Andrew Simpson



Brendan O'Connell



Shazi Sheppard



Vanessa Kredler



Anu Dhingra



Carla Burnside



Nathan Deaves

REFLECTIONS ON LEARNINGS AND

SANE began its reconciliation journey with the development of a Reflect RAP in 2020, with progress made on our reconciliation journey including:

- Mapping prospective partnerships with Aboriginal and Torres Strait Islander organisations.
 - Introduced SANE and had initial discussions with NACCHO regarding SANE's guided service development.
 - Met with the CEO of Gayaa Dhuwi (Proud Spirit) Australia regarding opportunities for SANE to support Gayaa Dhuwi's strategic objectives related to data.
 - Engaged local Aboriginal Land Councils to deliver Welcome to Country at in-person and virtual events.
- Co-designing of SANE's major services transformation with support from the ALIVE Centre for Lived Experience Research involving dedicated Aboriginal and Torres Strait Islander focus groups.
- Ensuring there is an Acknowledgement of Country before SANE meetings and encouraging staff to research the Traditional Owners of the Lands from which they join meetings from, including when they are working from home or at one of SANE's offices.
- Acknowledging NAIDOC Week, National Sorry Day and National Reconciliation Week through SANE's internal and external channels and social media.
- Holding Reconciliation events in Sydney and Melbourne in 2023. Events were attended by SANE's staff, volunteers and ambassadors and included smoking ceremonies and cultural awareness education.
- Commissioning an artwork for SANE from Yankunytjatjara/Kokatha artist Kelly Taylor to be displayed in our offices and published on the front cover of SANE's Innovate RAP.

CHALLENGES FROM THE LAST RAP

Challenges in the implementation of the Reflect RAP included a gap in expert guidance for SANE's goals both in reconciliation and the strategic intent to embed Social and Emotional Wellbeing into our service model. This has been addressed to enable the Innovate RAP by:

- Recruiting an Independent Aboriginal and/or Torres Strait Islander Chair for the refreshed RAP Committee with expertise in Aboriginal and Torres Strait Islander health workforce and social and emotional wellbeing to progress towards this Innovate RAP.
- Setting and adding reconciliation goals in the review of SANE's Strategic Plan 2024-2027.
- FY23 Board educated themselves on the Referendum and Board Members have declared publicly their support for the Yes Campaign.
- Recruitment of an Aboriginal-identified Director position to the Board.

Changing the SANE Company Constitution to require a minimum of one Aboriginal identified Director role on a permanent and ongoing basis.

RELATIONSHIPS

SANE acknowledges the significance and intergenerational impact of colonisation and its direct impact on the current disparities on mental health resources and outcomes. Building strong relationships with Aboriginal and Torres Strait Islander peoples is incredibly important, as SANE values diversity. We are committed to providing safe, culturally appropriate and inclusive services for all people, regardless of their ethnicity, faith, disability, sexuality or gender identity. We are committed to building strong relationships with Aboriginal and Torres Strait Islander peoples to ensure we are providing culturally safe, aware and informed services to our participants and a supportive workplace for our employees. These key reasons are reflected in our core business activities, such as:

Language in this document; Throughout this document we will refer to First Nation community members by appropriate terms including Aboriginal and Torres Strait Islander People

1. CONNECTING PEOPLE

SANE strives to meet the demand for quality, affordable, accessible and scalable psychosocial support services; guiding people with complex needs to take charge of their recovery. We recognise that mental health is profoundly influenced by social connections and a sense of belonging. By nurturing relationships with Aboriginal and Torres Strait Islander People, we aim to foster unity, reduce feelings of isolation, and promote a sense of shared identity. These connections are instrumental in mitigating the adverse impacts of complex mental health issues.

2. SHARING EXPERIENCES

SANE believes that shared experiences and mutual understanding are catalysts for improved mental health outcomes. By sharing experiences, we create spaces that allow people from diverse backgrounds to learn from each other, share their unique experiences and break down stigma and discrimination.

3. GOVERNANCE

Strong relationships with Aboriginal and Torres Strait Islander People are essential for responsible and inclusive governance. By involving voices in our decision-making processes, we ensure that our policies and initiatives are culturally sensitive and responsive to the needs of Aboriginal and Torres Strait Islander People. This commitment to governance also aligns with our organisation's values of equity and inclusivity. A recent update of our Constitution means we must have at least one Aboriginal and/or Torres Strait Islander Board Director and a Board Member was recruited and joined SANE in November 2024.

4. COMMUNICATION

Building strong relationships with Aboriginal and Torres Strait Islander people fosters open lines of communication, ensuring that all individuals have equitable access to the resources, information, and support they need.

5. ENGAGEMENT

Given at least 5 per cent of our service users identify as Aboriginal and Torres Strait Islander, we aim to provide services that are co-designed to guarantee our services are culturally safe, inclusive and informed. Engaging will ensure that we have a strong understanding of specific needs and preferences of Aboriginal and Torres Strait Islander People, to ultimately enhance the quality of care we provide.

6. PARTNERSHIPS

Our organisation recognises that no single entity can address all the mental health challenges faced by Aboriginal and Torres Strait Islander People. Building strong relationships allows us to form partnerships with Indigenous organisations, governments, community elders and stakeholders. These collaborations will amplify our collective efforts, pool resources, and drive more comprehensive and effective Social and Emotional Wellbeing outcomes for Aboriginal and Torres Strait Islander People.



FOCUS AREA: RELATIONSHIPS

Relevant SANE Strategic Objectives:

- 1.3: Walk with Aboriginal and Torres Strait Islander peoples, communities and partners to implement cultural governance and Social & Emotional Wellbeing practice within our model of care in support of national Closing the Gap strategy targets.
- 2.3: Invest in strategic partnerships with the wider health sector, Aboriginal-led, lived experience, LGBTIQ and digital mental health organisations to amplify our impact.

ACTION

1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.

DELIVERABLE	TIMELINE	RESPONSIBILITY
1.1 Explore Aboriginal and Torres Strait Islander governed organisational partners at the local, state and national level and opportunities to strengthen partnerships at the strategic and operational level.	December 2024	Social and Emotional Wellbeing Strategy Lead
1.2 Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations relevant to SANE's role as a mental health and stigma / education organisation.	December 2024	Social and Emotional Wellbeing Strategy Lead
1.3 Develop formal two-way partnerships with Aboriginal and Torres Strait Islander lead organisations and Aboriginal and Torres Strait Islander Community Controlled Health Organisations.	March 2025	Partnerships Manager

2. Build relationships through celebrating National Reconciliation Week (NRW).

DELIVERABLE	TIMELINE	RESPONSIBILITY
2.1 Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2025 & 2026	HR Manager
2.2 RAP Committee members to participate in an external NRW event.	27 May – 3 June 2025 & 2026	RAP Committee Chair
2.3 Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW annually.	27 May – 3 June 2025 & 2026	HR Manager
2.4 Organise at least one SANE Community NRW event each year, in relation to our services, community and platforms.	27 May – 3 June 2025 & 2026	GM, Communications and Fundraising
2.5 Register all our NRW events on Reconciliation Australia's NRW website.	May 2025 & 2026	GM, Communications and Fundraising

ACTION

3. Promote reconciliation through our sphere of influence.

DELIVERABLE	TIMELINE	RESPONSIBILITY
3.1 Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	March 2025	GM, Communications and Fundraising
3.2 Develop and implement a staff communication strategy to raise awareness of reconciliation across our workforce.	March 2025	Comms and Media Lead
3.3 Communicate our commitment to reconciliation publicly through the launch of our Innovate RAP and the development of a communications and engagement plan including: 3.3 (a) to connect with Aboriginal and Torres Strait Islander organisations purposefully for mutual benefit. 3.3 (b) plan and execute the incorporation of the RAP artwork into the SANE website (sane.org) and other communication materials.	December 2024	GM, Communications and Fundraising
3.4 Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	March 2025	GM, Communications and Fundraising
3.5 Collaborate with Aboriginal and Torres Strait Islander governed and RAP organisations, as well as other like-minded organisations to develop innovative partnerships to advance reconciliation and shared objectives.	March 2025	CEO

4. Promote positive race relations through anti-discrimination strategies.

DELIVERABLE	TIMELINE	RESPONSIBILITY
4.1 Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	March 2025	GM People
4.2 Review the implementation, effectiveness and application of SANE's anti-discrimination policy.	June 2025	GM People
4.3 Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	March 2025	GM People
4.4 Educate senior leaders, and people managers at SANE in understanding the effects of racism and develop mechanisms for organisational-wide materials to inform induction and/or education for prevention.	June 2025	Manager, Lived Experience & Inclusion
4.5 Implement inclusive hiring practices to move to a place of allyship and anti-racist culture by proactively promoting affirmative action.	September 2025	GM People
4.6 Consult with Aboriginal and Torres Strait Islander staff to develop a comprehensive anti-racism training for whole of workforce.	September 2025	GM People
4.7 Regularly evaluate policies and procedures for racial equity and make necessary adjustments.	August 2025 & March 2026	HR Manager

RESPECT



Respect for Aboriginal and Torres Strait Islander People, cultures, histories, knowledge, and rights is not just an ethical imperative but a fundamental aspect of our organisation's core business activities. We understand the significance of acknowledging and celebrating the rich and diverse cultural heritage of Indigenous communities.

Acknowledging and learning from Aboriginal and Torres Strait Islander Peoples' knowledge systems is essential, as it enriches our understanding of holistic health and well-being while also affirming the value of their perspectives. This, in turn, enhances the overall success of Social and Emotional Wellbeing outcomes.

A deeper understanding of Aboriginal and Torres Strait Islander Peoples' culture enables us to provide more effective and culturally sensitive

care to our participants and staff, respecting their unique needs and experiences. Understanding and appreciating the rich traditions and knowledge systems of Aboriginal & Torres Strait Islander peoples helps foster a more inclusive and empathetic organisation. Ultimately reducing stigma and discrimination surrounding mental health concerns. Acknowledging and supporting Aboriginal and Torres Strait Islander Peoples rights reflects a commitment to justice, equality and works towards our vision to end mental health inequity, discrimination and exclusion.

Our commitment to respect for Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights is not just an aspiration but a necessity. It aligns with our mission to provide inclusive, effective, and culturally sensitive complex mental health services to all.



FOCUS AREA: RESPECT

Relevant SANE Strategic Objectives:

- 1.3: Walk with Aboriginal and Torres Strait Islander peoples, communities and partners to implement cultural governance and Social & Emotional Wellbeing practice within our model of care in support of national Closing the Gap strategy targets.
- 2.1: Improve and grow the diversity and representation of people with a lived experience in the media through StigmaWatch and stand up against individual and structural discrimination, exclusion and racism.

ACTION

5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander peoples cultures, histories, knowledge and rights through education, training and cultural learning (and where appropriate make these available for the wider SANE community on SANE external as well as internal platforms).

DELIVERABLE	TIMELINE	RESPONSIBILITY
5.1 Consult local Custodians and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy (define learning requirements).	March 2025	Social and Emotional Wellbeing Manager
5.2 Conduct a review of cultural learning needs within our organisation and the potential for further cultural learning and safety opportunities within our services (measure baseline knowledge).	March 2025	GM Recovery Programs and Clinical Governance
5.3 Develop, implement and communicate a cultural learning strategy document for our staff, through: <ul style="list-style-type: none">• Commissioning new staff cultural awareness training.• Measuring and reporting on completion rate.• Measure and report on changes in knowledge and attitudes.	March 2025	HR Manager
5.4 Provide opportunities for RAP Committee members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	March 2025	HR Manager
5.5 Fund and deliver a range of Lunch and Learns (or similar) to increase staff understanding of reconciliation and provide cultural learning opportunities, with engaging and resourcing specialised Supply Nation partners where required.	June 2025	GM People
5.6 Provide cultural learning opportunities for the general public events on SANE Forums by funding Supply Nation partners/resourcing our partners to deliver events on our platforms.	June 2025	Partnerships Manager

ACTION		
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.		
DELIVERABLE	TIMELINE	RESPONSIBILITY
6.1 Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	December 2024	Manager, Lived Experience & Inclusion
6.2 Increase staff understanding of the purpose and significance behind cultural protocols, including (but not limited to) the Acknowledgement of Country and Welcome to Country protocols.	December 2024	HR Manager
6.3 Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Annually during May (NRW) and July (NAIDOC week) 2025 & 2026	Social and Emotional Wellbeing Manager
6.4 Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	December 2024	CEO
6.5 Educate staff on using culturally appropriate and strength-based language and concepts by resources and upskilling staff at all staff meetings.	December 2024	HR Manager

7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.		
DELIVERABLE	TIMELINE	RESPONSIBILITY
7.1 RAP Committee to participate in an external NAIDOC Week event.	First week in July 2025 and 2026	RAP Committee Chair
7.2 Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	December 2024 and July 2025	HR Manager
7.3 Promote and encourage participation in external NAIDOC events to all staff.	First week in July 2025 and 2026	Manager, Lived Experience & Inclusion

OPPORTUNITIES

SANE recognises the critical significance of creating opportunities for Aboriginal and Torres Strait Islander peoples, organisations and communities within its core organisational activities and service delivery. This commitment aligns with principles of inclusivity, equity and diversity, that are essential for a truly representative and supportive Mental Health system.

Employment opportunities are vital, fostering a workforce that is reflective of the community that we serve. Through procurement we can support Aboriginal and Torres Strait Islander community members and contribute to the mitigation of mental health inequity. Professional development initiatives, not only empower individuals but also contributes to the overall enrichment of skills and knowledge within Aboriginal and Torres Strait Islander populations. Building retention strategies ensure that these opportunities lead to sustainable careers and meaningful contributions.

Enabling access to SANE systems and processes is critical to breaking down barriers that may hinder Aboriginal and Torres Strait Islander People participation in SANE’s vision. We aim to share our innovation in analytics, data and technology with Aboriginal and Torres Strait Islander partners in the sector to not only support service users but provide tools to uplift our partners in the wonderful work they do in their communities.

SANE’s commitment in these areas not only promotes equality and respect, it enriches SANE by incorporating diverse perspectives and cultural insights. This will create a more holistic and effective approach in supporting mental health across Australia.

FOCUS AREA: OPPORTUNITIES

Relevant SANE Strategic Objectives:

- 1.1 Deliver connection, community, continuity, creativity, contribution and collective intelligence through our leading digital model of care and lived experience insights.
- 1.2 Grow, diversify and support a strong, inclusive and culturally safe workplace for our peer, lived experience, mental health and social and emotional wellbeing workforce.
- 1.3: Walk with Aboriginal and Torres Strait Islander peoples, communities and partners to implement cultural governance and Social & Emotional Wellbeing practice within our model of care in support of national Closing the Gap strategy targets.



ACTION

8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander People recruitment, retention, and professional development.

DELIVERABLE	TIMELINE	RESPONSIBILITY
8.1 Consult Aboriginal and Torres Strait Islander staff at SANE on SANE's approach to improve employment outcomes, recruitment, retention and professional development.	December 2024	HR Manager
8.3 Engage with relevant experts and organisations to consult on the development of an Aboriginal and Torres Strait workforce strategy, as well as any changes needed to SANE's overall recruitment, retention and professional development strategies, supervision and leave/entitlements policies.	December 2024	Social and Emotional Wellbeing Manager
8.3 Develop and implement an Aboriginal and Torres Strait Islander Peoples recruitment, retention and professional development strategy.	March 2025	GM People
8.4 Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander Peoples participation in our workplace.	March 2025	HR Manager
8.5 Identify Aboriginal and Torres Strait Islander partner organisations capable of providing external supervision and establish cultural/clinical/peer supervision agreement with an Aboriginal and Torres Strait Islander organisation.	December 2024	GM, Recovery Programs & Clinical Governance
8.6 Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	October 2024	HR Manager

ACTION

9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes. recruitment, retention, and professional development.

DELIVERABLE	TIMELINE	RESPONSIBILITY
9.1 Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses for FY25.	March 2025	GM Finance and Operations
9.2 Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	March 2025	GM Finance and Operations
9.3 Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	March 2025	GM Finance and Operations
9.4 Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	March 2025	GM Finance and Operations
9.5 Develop and measure commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	December 2025	GM Finance and Operations

10. Identify how SANE can support Aboriginal and Torres Strait Islander initiatives, leaders and organisations, including in Closing the Gap strategy targets.

DELIVERABLE	TIMELINE	RESPONSIBILITY
10.1 Explore and understand national and state-based Closing the Gap strategy and social and emotional wellbeing policy platforms and objectives to ensure SANE's strategy, work and activities better support these initiatives.	March 2025	Head of Policy and Government Relations
10.2 Add activities that support CTG targets into 2025 Operational plan.	January 2025	GM Finance and Operations

11. Share our innovation in analytics, data and technology with Aboriginal and Torres Strait Islander partners in the sector.

DELIVERABLE	TIMELINE	RESPONSIBILITY
11.1 Scope opportunities to advance mutually beneficial projects and partnerships in relation to data and technology that support Aboriginal and Torres Strait Islander data sovereignty and custodianship through the sharing of analytics IP (warehouse design, outcome strategy design in mental health) and the sharing of systems infrastructure to support ACCHOS to measure outcomes.	June 2025	CEO
11.2 Identify what Aboriginal and Torres Strait Islander data SANE captures and consult Aboriginal and Torrest Strait Islander leaders, academics, organisations and experts on data custodianship.	December 2025	CEO
11.3 Identify projects and activities that share SANE IP and analytics capability with Aboriginal-controlled partner organisations to uplift their capability/capacity.	June 2026	CEO
11.4 Develop a Aboriginal and Torres Strait Islander People Data custodianship strategy that supports data sovereignty objectives.	December 2026	CEO

ACTION		
12. Ensure SANE's services are co-designed in partnership with Aboriginal and Torres Strait Islander people with consumer and carer lived experience.		
DELIVERABLE	TIMELINE	RESPONSIBILITY
12.1 Partner with Aboriginal and Torres Strait Islander Controlled social and emotional wellbeing, mental health and suicide prevention partner organisations to establish an Indigenous Governance Group to oversee co-design and development of the implementation of culturally safe SEWB programs within SANE's services	December 2024	CEO
12.2 Engage expert Aboriginal and Torres Strait Islander partners to support ongoing co-design and development of SANE's service model/platform and programs and submit ethics to relevant Aboriginal ethics committee.	December 2024	National Manager, Codesign, Evidence and Implementation
12.3 Identify and define culturally appropriate service delivery frameworks in consultation with Aboriginal and Torres Strait Islander experts, organisations and people with Lived Experience and staff.	December 2024	GM, Recovery Programs & Clinical Governance
12.4 Identify, consult and establish formal two-way partnerships with relevant Aboriginal and Torres Strait Islander led organisations and peak bodies at the state and national level to pursue shared policy objectives and strategic projects	December 2024	CEO
12.5 Establish a Community of Practice with Aboriginal and Torres Strait Islander representation to promote better delivery of mental health services.	April 2025	GM, Recovery Programs & Clinical Governance
12.6 Improve cultural appropriateness of SANE's core Model of Care through co-design with Aboriginal and Torres Strait Islander stakeholders.	December 2024	GM, Recovery Programs & Clinical Governance
12.7 Explore the possibility of incorporating Aboriginal and Torres Strait Islander mental health professional graduate pathways into SANE's workforce.	June 2025	HR Manager

GOVERNANCE

FOCUS AREA: GOVERNANCE

Relevant SANE Strategic Objectives:

3: Strengthened Governance, Safety, Quality and Financial Sustainability

SANE recognises that reconciliation is a long-term journey which requires effective governance, oversight, resourcing and mechanisms to ensure accountability at all levels of the organisation.

Executive leadership is vital to the success of this Innovate RAP and responsibility for delivering activities within timelines in this plan lies primarily with members of SANE's Executive team. Progress will be measured through the development and use of data to measure key performance indicators which will be incorporated regular Board reporting to ensure oversight.



ACTION		
13. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.		
DELIVERABLE	TIMELINE	RESPONSIBILITY
13.1 Maintain Aboriginal and Torres Strait Islander Peoples representation on the RAP Committee.	December 2024	Principal Adviser, Reconciliation
13.2 Establish reporting relationships and Board participation and engagement with the RAP Committee and oversight of progress.	December 2024	CEO
13.3 Establish and apply a Terms of Reference for the RAP Committee and review the Terms of Reference annually.	December 2024	Principal Adviser, Reconciliation
13.4 Meet at least four times per year to drive and monitor RAP implementation.	March, June, Sep & December 2024, 2025	RAP Committee Chair

ACTION		
14. Provide appropriate support for effective implementation of RAP commitments.		
DELIVERABLE	TIMELINE	RESPONSIBILITY
14.1 Define resource needs for RAP implementation.	March 2024	Head of Finance
14.2 Engage SANE's senior leaders and other staff in the delivery of RAP commitments.	December 2024	CEO
14.3 Define and maintain appropriate systems to track, measure and report on RAP commitments.	December 2024	Chief Digital Officer
14.4 Appoint and maintain an internal RAP Champion from senior management.	December 2024	CEO

15. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.		
DELIVERABLE	TIMELINE	RESPONSIBILITY
15.1 Contact Reconciliation Australia to verify that SANE's primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	March and October 2024, 2025	GM Finance and Operations
15.2 Contact Reconciliation Australia to request our unique link to access the online RAP Impact Survey.	1 August annually	GM Finance and Operations
15.3 Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	GM Finance and Operations
15.4 Report RAP progress to all staff and senior leaders quarterly.	Quarterly December 2024, March 2025, June 2025, September 2025	CEO
15.5 Publicly report our annual RAP achievements, challenges and learnings.	Annually in November 2024 and November 2025	CEO/Chair
15.6 Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	March 2025	GM People and Chief Digital Officer
15.7 Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	June 2026	GM Finance and Operations

16. Continue our reconciliation journey by developing our next RAP.		
DELIVERABLE	TIMELINE	RESPONSIBILITY
16.1 Register via Reconciliation Australia's website to begin developing our next RAP.	June 2026	GM People

CONTACT DETAILS



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SANE's free support services

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like you.