



**REFLECT**

**RECONCILIATION**

**ACTION PLAN**

**JULY 2019 - JUNE 2020**







## ABOUT THE ARTIST

Lorelle Hunter is a Mirning and Wirangu woman from the west coast area of South Australia. Born in Port Lincoln, Lorelle has spent the majority of her life living in Adelaide.

With a natural talent and interest for art, Lorelle's paintings have been sold both locally and overseas, with her artwork selected by the City of Adelaide Council to feature in Rundle Mall for NAIDOC Week in July 2018.

During 2018 Lorelle re-connected with her passion for Aboriginal art, which she finds very therapeutic, allowing her to continue strengthening her culture and sharing her stories.



# FROM THE CEO

It gives me great pride to present this Reconciliation Action Plan on behalf of Minda and Associated Entities. Minda was established in 1898 out of an urgent and pressing need to support some of our most vulnerable in the community, and since those very early beginnings our efforts have not wavered when it comes to promoting a community that embraces acceptance and celebrates diversity.

Today, we continue our efforts for an inclusive community that respects individual differences, embraces cultural diversity and offers an environment which is rich in understanding, acceptance and social tolerance.

This Reconciliation Action Plan has been developed to encourage positive improvements within our many workplaces and more broadly across the disability sector. As the First Nations peoples, Aboriginal and Torres Strait Islander peoples deserve parity with other Australians in terms of opportunity and equal access to services to redress disadvantage.

As a caring and compassionate leader within the disability sector we place great importance on embracing a 'people first' culture, which puts those we support at the very centre of decision-making. Our sector-leading programs and services are centred on empowering others to make their own decisions and enable them to achieve their goals.

We genuinely care for people - and developing this Reconciliation Action Plan has allowed us the opportunity to better understand Aboriginal and Torres Strait Islander peoples and what we can do to provide better support.

Thanks to the many staff, volunteers and community members who have played a role in developing this Reconciliation Action Plan; we now have the responsibility to transform this into meaningful, positive and ongoing actions for real progress to be achieved.

This is the next step in our transformation journey, and it focuses our collective efforts on the road ahead and underpins our commitment to working collaboratively in partnership with Aboriginal and Torres Strait Islander peoples to create a community that treats everyone with respect and equality.

**Minda Incorporated  
and Associated Entities**





## MESSAGE FROM RECONCILIATION AUSTRALIA

Reconciliation Australia is delighted to welcome Minda Incorporated to the Reconciliation Action Plan (RAP) program and to formally endorse its inaugural Reflect RAP.

As a member of the RAP community, Minda Incorporated joins over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and increase pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia defines and measures reconciliation through

five critical dimensions: race relations; equality and equity, institutional integrity; unity; and historical acceptance. All sections of the community — governments, civil society, the private sector, and Aboriginal and Torres Strait Islander communities — have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Reflect RAP provides Minda Incorporated a roadmap to begin its reconciliation journey. Through implementing a Reflect RAP, Minda Incorporated will lay the foundations for future RAPs and reconciliation initiatives.

We wish Minda Incorporated well as it takes these first critical steps in its reconciliation journey. We encourage the organisation to embrace this journey with open hearts and minds, to grow from the challenges, and to build on the successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

“Reconciliation is hard work — it’s a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality.”

On behalf of Reconciliation Australia, I commend Minda Incorporated on its first RAP, and look forward to following its ongoing reconciliation journey.

**Karen Mundine**  
**Chief Executive Officer**  
**Reconciliation Australia**



# OUR VISION FOR RECONCILIATION

As an extension of Minda's vision for people with disability to live enriched lives of their choosing, our Vision for Reconciliation is for Aboriginal and Torres Strait Islander peoples to have recognised parity with other Australians in terms of opportunity and equal access to services to redress disadvantage.

This vision aligns with our commitment to put the people we support first and work in collaboration with them to achieve their potential and allow them to enjoy an enriched life.

As a leader in the disability sector, we are committed to extending our efforts to ensure a respectful and inclusive community to include authentic reconciliation actions with Aboriginal and Torres Strait Islander peoples.

As an employer of choice, we employ approximately 2,000 people, which includes a number of Aboriginal and Torres Strait Islander employees.

Efforts to track the representation of Aboriginal and Torres Strait Islander employees across the organisation will be a key area of focus throughout our reconciliation journey, and develop initiatives that are designed to attract and retain Aboriginal and Torres Strait Islander employees.

From the highest levels of the organisation, we are committed to enhancing its cultural capability to truly engage with Aboriginal and Torres Strait Islander employees and customers and better understand and celebrate the unique role and contribution they make.

We are excited to embark on this journey of reconciliation, and look forward to the challenges and success on the road ahead.

## VISION

Minda's Vision is for people with disability to live enriched lives of their choosing.

## PURPOSE & MISSION

Minda's purpose is to be a progressive organisation of choice for people with disability supporting them on their journey toward enriched lives with greater community participation and contribution.

## OUR VALUES

We work with heart  
To create opportunity  
Operating with respect  
To build a community  
Together.

We are proud that a range of high-quality, innovative service offerings to South Australians of all ages span every aspect and stages of their lives, from accommodation to employment, day programs to community engagement, and much more.

While not losing sight of its original focus on disability support, Minda has enhanced its operations to include a broad range of supported and community-based housing options, aged care and seniors living, social enterprises that offer meaningful employment opportunities, education and training, and consultancy and advocacy.

The organisation's reach extends across the Adelaide metropolitan area into regional South Australia – including the Yorke Peninsula, Barossa Valley and Limestone Coast regions. Minda now has office locations in North Brighton, Elizabeth, Modbury, Minlaton, Kadina, Millicent and Mount Gambier.

# ABOUT US

Established in 1898, Minda is the largest non-government disability support organisation in South Australia, that assists people with disability to thrive in their local environments as valued members of their communities by offering residential and lifestyle services, employment and respite support.



We are a major employer of more than 450 supported employees across its highly successful range of Commercial Enterprises, with opportunity to undertake a wide range of tasks and roles which can be tailored to suit an individual's specific needs and interests, so they have an opportunity to thrive and succeed.

Amongst the many roles on offer, supported employees at TRAK Furniture assemble high-quality furniture, while people working at Laundry and Linen Services learn skills needed for professional commercial and personal laundering. Other roles available include packaging and sorting, catering, cleaning, grounds maintenance and learning horticulture skills with Envirocare.

Similarly, SA Group Enterprises has a number of employment areas, including Electronic Recycling Australia, where people dismantle televisions, computers and other unwanted electrical items to recover valuable and recyclable materials and graphic design studio Blend Creative. Supported employment options are varied to suit a range of interests and are designed to emphasise a person's ability rather than disability. It is all about putting the person at the centre of decision-making and supporting them to find a role that's not only a good match for their skills and abilities, but also something they really enjoy, a job where they can build on their talents and achieve their goals.

In addition to supported employment, MJP Employment Services and Your Employment Success (Y.E.S.) links organisations looking to fill vacancies with suitable candidates and provides ongoing support to people with disability to ensure positive outcomes are achieved for both the job seeker and the employer; an approach that has seen many people successfully transition into open employment.

Minda's popular Disability Choices enables people with disability and their families to make informed choices about their lives. In addition to direct access to expert advice to explain what the government, other service providers and Minda can offer, people can take advantage of advocacy support for when they need another person to talk to, help to express wishes, or just ask questions. Disability Choices also provides a consultancy service to understand what assistance and services are available and receive guidance with managing individualised funding.

Minda ASSIST Therapy's allied health professionals are a multidisciplinary team, offering a holistic, whole of life approach; the diverse professional team support people with disability of all ages to maximise skills and enhance quality of life, personal development, health and wellbeing.

Another service offering of the organisation is its extensive and flexible range of supported or independent living options designed to cater for a broad range of needs and support requirements. Whether it is shared accommodation in a community setting, transition housing for those wanting to prepare and learn the skills needed to move into community housing, or in-home support, Minda Housing Ltd can provide a range of living options in the community and at our expansive 28-hectare Brighton site. The Master Plan has seen an expanded choice of modern and contemporary apartments and houses, which showcase assistive technology to improve the level of safety, independence and privacy for residents.

More information about Minda can be found at [mindainc.com.au](http://mindainc.com.au)



# OUR RECONCILIATION ACTION PLAN

## WHY IS MINDA DEVELOPING A RECONCILIATION ACTION PLAN?

We are committed to promoting diversity and greater inclusion of the Aboriginal and Torres Strait Islander community across all of our service and support areas. In support of that objective, it is critical to learn more about Aboriginal and Torres Strait Islander histories, cultures and communities.

Our Reconciliation Action Plan will contribute to reconciliation by guiding the development of relationships and meaningful opportunities for Aboriginal and Torres Strait Islander peoples across the organisation – whether that is employees, volunteers or the people we support.

We understand that reconciliation is everyone's responsibility, and as the largest non-Government disability sector provider in South Australia we welcome the opportunity to demonstrate our commitment to developing a better understanding of Aboriginal and Torres Strait Islander communities, as well as nurturing opportunities for learning and growth.

## WHAT IS OUR RECONCILIATION JOURNEY TO DATE?

Our reconciliation journey first started in 2017 with the formation of a Reconciliation Action Plan Working Group, which comprised of a number of representatives from across the organisation. In attending the Indigenuity Expo in Adelaide late in 2017 it was soon apparent that there were numerous opportunities for Minda to better connect with the local Aboriginal and Torres Strait Islander community.

We recognise that by growing cultural awareness, we can enhance the lives of all our employees and better support people with disability and the community as a whole.

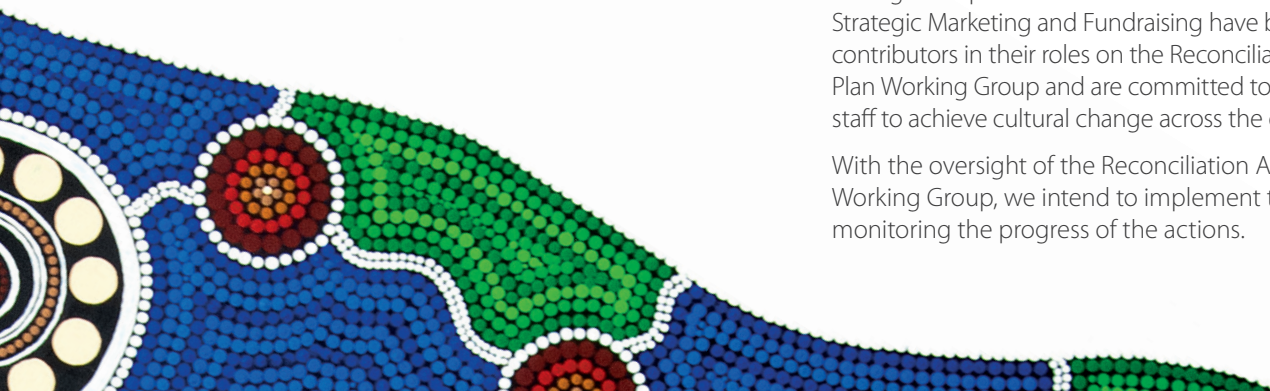
We are committed, and excited, at the journey ahead as we transition to an enhanced culture of diversity and inclusiveness.

## WHO CHAMPIONS OUR RECONCILIATION ACTION PLAN?

Our reconciliation commitment is supported and driven from the very highest levels of our organisation. The Board, working in partnership with the CEO and Executive Management team, recognise their responsibility to be champions at every opportunity.

Indeed, the Executive Manager Service Delivery, Executive Manager People and Culture and Executive Manager Strategic Marketing and Fundraising have been active contributors in their roles on the Reconciliation Action Plan Working Group and are committed to working with staff to achieve cultural change across the organisation.

With the oversight of the Reconciliation Action Plan Working Group, we intend to implement the action plan, monitoring the progress of the actions.







## WHO WAS INVOLVED IN THE DEVELOPMENT OF OUR RECONCILIATION ACTION PLAN?

The Reconciliation Action Plan Working Group, who will play a central role in driving and monitoring the implementation of this Reconciliation Action Plan, consists of:

### Chair

**Rebecca Raines**

Vehicle Coordinator

### Executive Sponsor

**Lois Andrijich**

Executive Manager  
People, Culture  
and Change

**Lorraine Johnston**

Executive Manager  
People and Culture  
(to May 2019)

### Service Delivery Members

**Marcus Gehrig**

Executive Manager  
Strategic Marketing and  
Fundraising

**Karyn McCue**

Manager  
Supported Independent  
Living Services

**Maria Darby**

Senior Manager  
Quality and Governance

**Teresa Miller**

Executive Officer  
Project Administration  
Support Coordinator (SILs)

**Tony de Vries**

Volunteer

## OUR PARTNERSHIPS AND CURRENT ACTIVITIES

SA Group Enterprises, through its Disability Employment Services business Y.E.S. works with KWW (Aboriginal and Torres Strait Islander Family Services) to provide support to Aboriginal and Torres Strait Islander peoples who have hearing impairments or are deaf, to access opportunities for employment.

Aboriginal and Torres Strait Islander customers are invited to participate at Karrarendi which is a day program art therapy and theatre group. The external group teaches culture and history through performance, as well as the use of Aboriginal and Torres Strait Islander art works, having the customers participate in activities such as dot paintings, flag design, making bowls from strip bark and feather design.

We also work with Taoundi College, PwC Indigenous Consulting and is a member of the Governor's Aboriginal Employment Industry Cluster, for the purposes of creating employment opportunities for Aboriginal and Torres Strait Islander peoples.







Action	Deliverable	Timeline	Responsibility
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## RELATIONSHIPS

1. The Reconciliation Action Plan Working Group actively monitors Reconciliation Action Plan development and implementation of actions, tracking progress and reporting	The Reconciliation Action Plan Working Group oversees the development, endorsement and launch of the Reconciliation Action Plan.	July 2019	Senior Manager Quality and Governance
	Apply the Terms of Reference of the Reconciliation Action Plan Working Group.		
	Conduct quarterly meetings of the Reconciliation Action Plan Working Group.	July 2019 - June 2020	Vehicle Coordinator
2. Build internal and external relationships	Establish and maintain Aboriginal and Torres Strait Islander representation on the Reconciliation Action Plan Working Group.		
	Develop a list of Aboriginal and Torres Strait Islander peoples, communities and organisations within our local area or sphere of influence that we could approach to connect with on our reconciliation journey.	July 2019	Project, Administrative Support Coordinator (SILS)
	Conduct meetings with Karrarendi and Elders Village to explore the development of a relationship.	July 2019	
	Develop a list of Reconciliation Action Plan organisations and other like-minded organisations that we could approach to connect with on our reconciliation journey.	August 2019	
	Invite one or more local Aboriginal and Torres Strait Islander organisations to some of our hosted events.	September 2019	
3. Participate in and celebrate National Reconciliation Week (NRW)	Encourage our Minda community to attend a NRW event.	May 2020	Executive Manager, Strategic Marketing and Fundraising
	Promote Reconciliation Australia's NRW resources and reconciliation materials to our Minda community.	May 2020	
	Organise for the participation of our Reconciliation Action Plan Working Group in an external event to recognise and celebrate NRW and to develop cultural awareness and build relationships.	May 2020	

Action	Deliverable	Timeline	Responsibility
4. Raise internal awareness of our Reconciliation Action Plan	Develop and implement a strategy to raise awareness amongst all staff across the organisation about our Reconciliation Action Plan commitments.	January 2020	Executive Manager, Strategic Marketing and Fundraising
	Ensure that key internal stakeholders understand their responsibilities within our Reconciliation Action Plan.	February 2020	Executive Manager People and Culture

## RESPECT

5. Investigate Aboriginal and Torres Strait Islander cultural learning and development	Develop a business case for increasing awareness of Aboriginal and Torres Strait Islander cultures, histories and achievements within our organisation.	July 2019	Executive Manager People and Culture
	Capture data and measure the current level of knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements by our staff and community.	July 2019	
	Conduct a review of cultural awareness training needs within our organisation.	August 2019	
6. Participate in and celebrate NAIDOC Week	Raise awareness and share information amongst our staff of the meaning of NAIDOC Week which includes information about the local Aboriginal and Torres Strait Islander peoples and communities using our communication strategy and internal media.	June 2019	Executive Manager Fundraising and Marketing
	Promote attendance at NAIDOC week community events by using our community strategy to disseminate details of community events in our local area.	July 2019	
	Ensure our Reconciliation Action Plan Working Group participates in an external NAIDOC Week event.	July 2019	



Action	Deliverable	Timeline	Responsibility
7. Raise internal understanding of Aboriginal and Torres Strait Islander cultural protocols	Explore who the Traditional Owners are of the lands and waters in our local area.	July 2019	Vehicle Coordinator
	Undertake research to develop a list of local Traditional Owner organisations and individuals of the lands and waters in the locations of Minda in Adelaide.	July 2019	
	Raise awareness and understanding of the meaning and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country, and share this with the Minda community.	September 2019	
8. Raise awareness of significant dates for Aboriginal and Torres Strait Islander peoples	Recognise Aboriginal and Torres Strait Islander dates of significance by adding them to our internal communications strategy and intranet.	August 2019	Manager, Supported Independent Living Services

## OPPORTUNITIES

9. Investigate Aboriginal and Torres Strait Islander employment	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	June 2019	Executive Manager People and Culture
	Identify current Aboriginal and Torres Strait Islander staff to inform future employment and development opportunities.	July 2019	
	Develop appropriate material about Aboriginal and Torres Strait Islander communities and cultures in our employee induction packs.	July 2019	
	Investigate Aboriginal and Torres Strait Islander employment pathways (e.g. traineeships or cadetships and report back to the Reconciliation Action Plan Working Group with recommendations.	October 2019	Vehicle Coordinator

Action	Deliverable	Timeline	Responsibility
10. Investigate Aboriginal and Torres Strait Islander supplier diversity	Develop an understanding of the mutual benefits of procurement from Aboriginal and Torres Strait Islander owned businesses.	August 2019	Commercial Manager, HR Operations & WHS
	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	September 2019	
	Ensure that at least two local Aboriginal businesses are providing goods and services to Minda on a regular basis.	October 2019	

## GOVERNANCE AND TRACKING PROGRESS

11. Build support for the Reconciliation Action Plan	Define resource needs for Reconciliation Action Plan implementation.	June 2019	Executive Manager Strategic Marketing and Fundraising
	Define systems and capability needs to track, measure and report on Reconciliation Action Plan activities.	July 2019	Senior Manager Quality & Governance
	Complete the annual Reconciliation Action Plan Impact Measurement Questionnaire and submit to Reconciliation Australia.	September 2019	Vehicle Coordinator
12. Continue our reconciliation journey by developing our next Reconciliation Action Plan	Liaise with Reconciliation Australia to develop a new Reconciliation Action Plan based on learnings, challenges and achievements.	October 2019	Executive Manager People and Culture
	Submit draft Reconciliation Action Plan to Reconciliation Australia for review	November 2019	
	Submit draft Reconciliation Action Plan to Reconciliation Australia for formal endorsement.	December 2019	





## RECONCILIATION ACTION PLAN ENQUIRIES

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Corporate

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