



INSPIRING LIVES
SINCE 1898



STRATEGIC PLAN 2020-2023



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“YOU MUST DO
THE THINGS YOU THINK
YOU CANNOT DO”.

- ELEANOR ROOSEVELT

EXECUTIVE SUMMARY

Everyone should have the opportunity to participate in society without fear or prejudice.

We are here to lead our people, our community, our state toward a future where everyone has the opportunity to create purposeful and enriched lives.

We have been around since 1898 and while connection to past is vital, it is our vision for the future that drives us.

We are purpose-led in creating a world where participation and contribution are the norm. Confident in this stance, we are never afraid to disrupt the status quo, but always with kindness, always with empathy.

Our stories are rich, real and sometimes hard to hear. They are also heartwarming and funny. They will often make you think. They might even inspire you to see things a little bit differently.

At Minda, we think big. We are fun, we are unifying. Most importantly, we are here for you. For your family. For your community.

MINDA: INSPIRING LIVES SINCE 1898



HISTORY



Since 1898 Minda has provided support and opportunity to South Australians with disability.

We were the first in South Australia to provide residential support and education exclusively for people with cognitive disability and developed from 22-person residential facility at Fullarton, into an organisation providing support to more than 3,500 people.

In a short space of time, Minda grew quickly and needed more space. In 1909 the Board of Minda embraced the opportunity to help adults as well as children, with a move to Minda Brighton. This has enabled Minda to help thousands and thousands of people and families living with disability.

We officially changed our name to Minda Incorporated in 1976, and continued to expand into residential accommodation, employment and services in the community and Brighton.

Across our history, we have advocated for an inclusive community that respects individual differences, embraces

cultural diversity and offers an environment which is rich in understanding, acceptance and social tolerance.

The viability of the sector and wellbeing of the people we support is paramount, and today we co-design with our clients and their families to achieve the best outcomes, putting choice and control back into their hands.

"THE BEST AND MOST
BEAUTIFUL THINGS IN
THE WORLD CANNOT BE
SEEN OR EVEN TOUCHED
– THEY MUST BE FELT
WITH THE HEART."

→ HELEN KELLER



THE CHANGING SECTOR

The disability sector has faced a time of unprecedented transformation, with the NDIS representing a fundamental change to how supports for people with disability are funded and delivered across Australia.

A consumer-directed model, the way programs and services are funded under the NDIS has meant a significant change for Minda, with up-front, block funding being replaced by funds received only after a service or program has been delivered.

This change is also being felt by our clients, with the NDIS promising increased choice and control for people with disability.

This new competitive landscape means we must adapt to meet the requirements and expectations of clients now and into the future.

Parallel to the onset of the NDIS, Minda has experienced rapid change over the last decade; the depth and breadth of services has expanded, with the organisation extending services beyond the Brighton HQ into outer suburbs and regional areas. Minda has also embraced retirement living (Brighton Dunes) and a range of commercial enterprises (SA Group Enterprises).

There has also been dramatic change to our physical space with the Master Plan transforming Minda Brighton, with new purpose-built accommodation and lifestyle precincts.

In this time of transformational change, it is vital for the organisation to keep pace. The Australian Business Excellence Framework (ABEF) offers a platform for success in the seven categories:

- › Leadership
- › Strategy and Planning
- › Information and Knowledge
- › People
- › Clients and Other Stakeholders
- › Process Management, Improvement and Innovation
- › Success and Sustainability Performance.

The ABEF was adopted by the Minda board in June 2019

OPERATING ENVIRONMENT

In response to sector changes, the operational environment for Minda will be characterised by:

- › Increased competition from the consumer-directed marketplace
- › A changing workplace culture with the embedding of NDIS practices, including billable hours
- › Increased administrative burden in processing invoices in arrears
- › A decline in charitable giving and difficulty attracting donors
- › The need for dynamic and accessible software and flexible digital communication solutions
- › Enhanced client engagement through a range of channels, primarily digital
- › Enhanced reporting requirements and standards from quality agencies – increased public scrutiny
- › Growth in autonomous, but connected, self-managed teams
- › Flexible workplace design, including mobile, remote working models within high-trust team environments.

A photograph of two men in an office environment. The man on the left is wearing a red and blue plaid shirt and is smiling broadly, looking towards the right. The man on the right is wearing a green and white plaid shirt, has a beard, and is smiling at the camera. In the background, a woman is visible working at a computer.

OUR VISION

TO BE THE WORLD
LEADER IN COGNITIVE
DISABILITY CARE,
SERVICES AND HOUSING

OUR **PURPOSE**

WE EXIST TO INSPIRE PURPOSE,
UNCOVER POTENTIAL AND
CREATE COMMUNITY.

OUR **MISSION**

To facilitate a lifetime of care, services and housing for South Australians with cognitive disability, so they can live their best life.

OUR **VALUES**



HEART

We are passionate. We care. We are dedicated.

OPPORTUNITY

We support people to be their best. We are open to ideas.

RESPECT

We value each person. We treat each other with kindness.

COMMUNITY

We are welcoming. We build real connections.

EMPATHY

We consider people's feelings. We show compassion.

WHAT WE BELIEVE

We believe everyone should have the opportunity to reach their potential.

We believe in a world where participation and contribution are the norm.

We believe in a future where everyone can create purposeful and enriched lives.

We believe in leading change with kindness and empathy.

We believe in building community and connection.

We believe our stories can change the world.



STRATEGIC FOCUS AREAS AND OBJECTIVES

CLIENT AND MARKET FOCUS

To be known for our client and family-centric engagement, with individualised, transparent communications – leading with empathy.

PEOPLE, CULTURE AND CHANGE

To create a dynamic, purpose-driven workforce, with the tools and opportunities for success including increased mobility, flexibility and autonomy.

REPUTATION, RECOGNITION AND BRAND

To be positioned as a thought leader in the disability sector, with a brand personality that pays respect to our past, celebrates the present and paves the way for the future.

ECONOMIC PERFORMANCE AND SUSTAINABILITY

To achieve financial sustainability which is driven by our core purpose, with a clear financial vision guaranteeing Minda's legacy.

OPERATIONAL EFFICIENCY

To deliver clear and holistic performance measures and streamlined reporting across the organisation, identifying trends for improved outcomes and efficiencies.

GOVERNANCE QUALITY AND RISK

To work in an environment of best practice governance, quality and risk frameworks to ensure quality of life and safety of our stakeholders.

SYSTEMS, PROCESSES AND IMPROVEMENTS

To embrace innovative systems, investing in technology to support organisational transformation and drive efficiencies and capabilities.

DISABILITY HOUSING

To be the partner of choice for clients by providing safe and innovative, affordable housing solutions exclusively to the disability sector.

STRATEGIC FOCUS AREA 1: CLIENT & MARKET FOCUS

OBJECTIVE

To be known for our client and family-centric engagement, with individualised, transparent communications – leading with empathy. To be known for contemporary practices and exceptional standard of care and housing.

FOCUS STATEMENT

We are committed to client service excellence and to positive and productive engagement with our stakeholders.

THIS OBJECTIVE WILL BE ACHIEVED THROUGH

- 1.1 Designing and managing relationships with clients and key stakeholders to promote trust and confidence, supported by clear contact and access points underpinned by transparency and authenticity.
- 1.2 We will collect and use data and knowledge about our clients and markets to co-design products and services that meet their needs.

THIS WILL BE MEASURED BY THE FOLLOWING TO ENSURE WE ARE MEETING OUR OBJECTIVES

- 1.1 Client satisfaction and client growth.
- 1.2 Client retention.
- 1.3 Complaints management.

STRATEGIC FOCUS AREA 2: PEOPLE, CULTURE & CHANGE

OBJECTIVE

To create a dynamic, purpose-driven workforce, with the tools and opportunities for success including increased mobility, flexibility and autonomy.

FOCUS STATEMENT

We are committed to creating a performance culture in an environment that nurtures creativity and leadership.

THIS OBJECTIVE WILL BE ACHIEVED THROUGH

- 2.1 Creating a culture of performance and setting clear performance indicators.
- 2.2 Developing established communication and feedback mechanisms.
- 2.3 Developing effective policies, systems, processes and tools for leading people and managing people's expectations.
- 2.4 Attracting and retaining people to support current and future workforce needs, investing in the evaluation and development of individuals underpinned by recognition, reward, remuneration and benefits.

THIS WILL BE MEASURED BY THE FOLLOWING TO ENSURE WE ARE MEETING OUR OBJECTIVES

- 2.1 Setting clear direction and KPI's that are measured and reported upon.
- 2.2 Increased knowledge and understanding from staff and volunteers.
- 2.3 Review of all systems, policies and processes and improved understanding and adherence.
- 2.4 Staff retention and attraction rates & creating a leadership pathway program.

STRATEGIC FOCUS AREA 3: REPUTATION, RECOGNITION & BRAND

OBJECTIVE

To be positioned as a thought leader in the disability sector, with a brand personality that pays respect to our past, celebrates the present and paves the way for the future.

FOCUS STATEMENT

We are committed to humanising our brand, using storytelling to share our purpose and authentically engaging with our stakeholders.

THIS OBJECTIVE WILL BE ACHIEVED THROUGH

- 3.1 Improved brand awareness and deployment of the Minda values.
- 3.2 Developing a stronger story telling brand centered on our clients.
- 3.3 Deployment of the Minda values and embedding them into the Minda culture.
- 3.4 Consistent messaging of our brand externally and internally.

THIS WILL BE MEASURED BY THE FOLLOWING TO ENSURE WE ARE MEETING OUR OBJECTIVES

- 3.1 Elevated brand awareness in the community and within the organisation.
- 3.2 Increased client engagement.
- 3.3 Values imbedded in all Minda communications.
- 3.4 New brand archetype that articulates Minda's core purpose.

STRATEGIC FOCUS AREA 4: ECONOMIC PERFORMANCE & SUSTAINABILITY

OBJECTIVE

To achieve financial sustainability which is driven by our core purpose, with a clear financial vision guaranteeing Minda's legacy.

FOCUS STATEMENT

We are committed to cost-effective and sustainable growth, under a canopy of business excellence.

THIS OBJECTIVE WILL BE ACHIEVED THROUGH

- 4.1 We effectively manage and communicate organisational performance to ensure Minda's strong legacy continues in perpetuity.
- 4.2 We understand key stakeholder objectives and have aligned our systems to track our performance against these.
- 4.3 Improvement activities aligned to strategic objectives are defined, assigned, monitored and managed at enterprise level.

THIS WILL BE MEASURED BY THE FOLLOWING TO ENSURE WE ARE MEETING OUR OBJECTIVES

- 4.1 Profitability and cash flow
- 4.2 Sustainable growth.
- 4.3 Reduced capital costs.
- 4.4 Reduced reliance on investment income.

STRATEGIC FOCUS AREA 5: OPERATIONAL EFFICIENCY

OBJECTIVE

To deliver clear and holistic performance measures and streamlined reporting across the organisation, identifying trends for improved outcomes and efficiencies.

FOCUS STATEMENT

We are committed to embracing solutions to improve operational efficiency and deliver better outcomes for the people we support.

THIS OBJECTIVE WILL BE ACHIEVED THROUGH

- 5.1 We have robust performance metrics and monitoring processes in place, benchmarked against best practice with shared ownership and defined accountability at enterprise and operational levels.
- 5.2 We are able to collect, analyse, interpret, store and use data to increase our understanding of the internal and external environment and make sound and robust decisions.
- 5.3 We have established systems and processes to share knowledge and use this knowledge to support decision making, stimulate innovative thinking and ensure organisational success and sustainability.

THIS WILL BE MEASURED BY THE FOLLOWING TO ENSURE WE ARE MEETING OUR OBJECTIVES

- 5.1 Key performance measures.
- 5.2 Capable workforce.
- 5.3 Timely and accurate billing of services.
- 5.4 Performance vs Budget.
- 5.5 High employee productivity.

STRATEGIC FOCUS AREA 6: GOVERNANCE QUALITY & RISK

OBJECTIVE

To work in an environment of best practice governance, quality and risk frameworks to ensure quality of life and safety of our stakeholders.

FOCUS STATEMENT

We are committed to outstanding regulatory and clinical compliance and supporting an environment of continuous improvement.

THIS OBJECTIVE WILL BE ACHIEVED THROUGH

- 6.1 Utilising systems and processes to measure and understand how we are performing and as the basis for ongoing review and improvement of our systems and processes.
- 6.2 Being to use the systems and processes to measure and interpret internal and external indicators to ensure our future economic, environmental and social viability.

THIS WILL BE MEASURED BY THE FOLLOWING TO ENSURE WE ARE MEETING OUR OBJECTIVES

- 6.1 Regulatory compliance.
- 6.2 Clinical compliance.
- 6.3 Continuous Improvement.
- 6.4 Extreme and Very High risks per Risk Register.
- 6.5 Ongoing staff training and development.

STRATEGIC FOCUS AREA 7: SYSTEMS, PROCESSES & IMPROVEMENTS

OBJECTIVE

To embrace innovative systems, investing in technology to support organisational transformation and drive efficiencies and capabilities.

FOCUS STATEMENT

We are committed to measuring our performance and using effective and fit-for-purpose products, services and processes.

THIS OBJECTIVE WILL BE ACHIEVED THROUGH

- 7.1 Translating stakeholder requirements, and partner and internal capabilities into process design and management requirements.
- 7.2 We define, record, monitor and manage critical end to end processes and measure performance to identify improvement opportunities.
- 7.3 We have a consistent approach in place to identify and drive process improvement and innovation.
- 7.4 Products, services and processes are continuously improved based on how they perform against required standards, client expectations and competitor performance.

THIS WILL BE MEASURED BY THE FOLLOWING TO ENSURE WE ARE MEETING OUR OBJECTIVES

- 7.1 Effective systems implementation.
- 7.2 IT Roadmap business case outcomes.
- 7.3 Network reliability and downtime.
- 7.4 Mobility solutions in place for all direct service workers.
- 7.5 Fit for Purpose Policy and Procedure Framework implemented.

STRATEGIC FOCUS AREA 8: DISABILITY HOUSING

OBJECTIVE

To be the partner of choice for clients, by providing safe and innovative affordable housing solutions, exclusively to the disability sector.

FOCUS STATEMENT

We are committed to providing contemporary, fit for purpose, disability compliant housing and working with our clients to feel at home in their surroundings.

THIS OBJECTIVE WILL BE ACHIEVED THROUGH

- 8.1 Expanding the housing portfolio via a comprehensive masterplan and through commercial initiatives.
- 8.2 The renewal of the existing housing base to improve our clients' experience under the NDIS.
- 8.3 Innovative strategic asset management by embedding technology to extend the asset life-cycle.
- 8.4 Building on our existing best practice housing framework in tenancy and property management.

THIS WILL BE MEASURED BY THE FOLLOWING TO ENSURE WE ARE MEETING OUR OBJECTIVES

- 8.1 Meeting our obligations under National Regulatory System Community Housing compliance.
- 8.2 Meeting our obligation under the NDIS Quality and Safeguarding Standards.
- 8.3 Best practice in asset and housing management.
- 8.4 Improving practices based on client feedback.
- 8.5 Optimising the asset base via co-design methodology.

OUR SUCCESS WILL BE MEASURED BY



LOOKING TO THE FUTURE



PLANS FOR THE FUTURE

HORIZON 1 (Current)	HORIZON 2 (Contingent)	HORIZON 3 (Future)
Improve the client experience and add value.	Become a thought leader in cognitive disability.	Be recognised as a world leader in cognitive disability.
Consolidate our business to align with Minda's core purpose.	Expand our allied health service offering.	
Develop consistency of practice standards and a model of care.	Future plan for client needs.	
Ensure effective integrated technologies and implemented.	Build our donor base and increase philanthropy and bequest income.	
Strengthen the Minda brand.	Integrate with the community.	
Develop strong and progressive leadership across the organisation.	Build on Master Plan and Commercial Initiatives	
Create stronger operational efficiency.		
Increase the number of supported employees.		
Develop strategic partnerships.		
Embed best practice asset management		
Master Plan refreshed in light of NDIS		



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1898**

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Minda Incorporated



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