

Mind Australia Innovate Reconciliation Action Plan

April 2023 - April 2025



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Mind Australia acknowledges that Aboriginal and Torres Strait Islander peoples are the Traditional Custodians of the lands on which we work, and we pay our respects to Elders past and present. We recognise the intergenerational impact of the history of invasion, dispossession and colonisation, and are committed to the recognition, respect, inclusion and wellbeing of Australia's First Peoples.





Stephen Oliver, Mind Centre for Health and Wellbeing - Cairns, Queensland

Stephen's story for reconciliation

Stephen Oliver grew up in Kalkadoon Mitakoodi country and is a proud Waanyi and Kuku Yalanji man. His painting, which is entitled 'Walking and Working Together' and is featured in this document, illustrates the role we all have to play in achieving meaningful reconciliation. Our mutual responsibility is represented by the white and black feet walking side-by-side in the hope that our communities can unite to overcome racial barriers and the stigma associated with mental ill-health, as well as racism and cultural indifference.

Stephen's painting also symbolises his own mental health journey and his emergence from a dark place into a brighter future or, as he puts it, "a brand-new day."

"Coming from a small community, people don't understand mental health. You don't know who to

disclose it to or how to explain it to your family and friends," Stephen said.

"Everything in my heart and mind went on this canvass. The message I want to share is we all need to reconcile together; mental health doesn't discriminate and it affects everybody.

"There is always going to be a brand-new day to look forward to, so keep fighting together, and not just by yourself."

Stephen is supported by Mind through the Centre for Mental Health and Wellbeing in Cairns. We thank him for sharing his story and allowing us to use elements of his painting as part of our Innovate Reconciliation Action Plan (RAP).

Message of commitment from the CEO of Mind Australia

We are proud to present Mind Australia's Innovate Reconciliation Action Plan (RAP).

This Plan builds on the foundations created by our Reflect Reconciliation Action Plan, and is the crucial next step in Mind's strategic vision for inclusive and innovative mental health services.

Mind's vision for reconciliation is for a mental health sector – and workplaces – where safety, equity and inclusion are fully realised for Aboriginal and Torres Strait Islander people and communities.

We are achieving our vision for the provision of mental health services where the wellbeing principles and practices of First Nations people are embraced and embedded into service design, delivery, leadership and governance.

This second Reconciliation Action Plan commits us to developing and implementing practice guidelines, tools and training programs that more comprehensively provide staff across the organisation with the skills needed to support people of Aboriginal heritage (see page 21).

We will develop and implement an Aboriginal and Torres Strait Islander Cultural Awareness Learning Strategy. This will ensure that all frontline workers better understand First Nations peoples' experience, through face-to-face cultural workshops and ongoing cultural engagement. Together, these initiatives will consolidate our capacity to provide the best informed and culturally appropriate support for clients, families, carers and communities of Aboriginal heritage.

This Plan extends our commitment to better understanding and implementing cultural protocols, and to ensuring an organisation-wide understanding of the

impact of our colonial history on the mental health and wellbeing of people of Aboriginal and Torres Strait Island heritage (more information can be found on page 20).

As an organisation that works across Queensland, South Australia, Victoria and Western Australia, we will continue to use our vast footprint to provide employment and mentoring opportunities for Aboriginal and Torres Strait Islander communities. This Reconciliation Action Plan includes an employment target that three percent of Mind staff will be of Aboriginal heritage by April 2025 (more details can be found on page 21).

Mind is committed to listening to the voices of Elders and community leaders, expanding our networks and partnerships with them and exploring new opportunities. We will continue to bring the voices of people of Aboriginal heritage into everything we do.

We have some way to go, but it is our belief that true reconciliation can be achieved when all Australians understand and acknowledge the impacts of our colonial history. Together, we can work towards a united future where the cultures and wisdom of Aboriginal and Torres Strait Islander people are recognised as being integral to this country's identity.

This Plan is the next step in our organisation's contribution to reconciliation. We are excited to undertake this next chapter in our reconciliation journey, and we look forward to sharing our experiences with you along the way.



Gill Callister PSM
Mind Australia CEO



Leilani Darwin
Mind Australia Board Director

Message from the CEO of Reconciliation Australia

Reconciliation Australia commends Mind Australia 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 Mind Australia 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, Mind 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. Mind Australia is part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.



Implementing an Innovate RAP signals Mind Australia'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 towards Australia's reconciliation journey.

Congratulations, Mind Australia, on your Innovate RAP, and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Mind's vision for reconciliation

Mind's vision for reconciliation is for a mental health sector where Aboriginal and Torres Strait Islander peoples and communities experience safety, equity and inclusion and where social and emotional wellbeing principles and practices are respected, embraced and embedded into service design, delivery, leadership and governance.

Our vision for reconciliation is informed by our broader organisational vision – 'people and communities have strong mental health and wellbeing'. As a large specialist mental health service provider, we understand our responsibility to address the inequity that exists between Aboriginal and Torres Strait Islander people and non-Indigenous people with regard to mental ill-health and suicide.

To create a meaningful impact and provide culturally safe services and workplaces, we will centre community voice and commit to deep listening. We will walk with Aboriginal and Torres Strait Islander people in pursuing reconciliation, and will work closely with Aboriginal and Torres Strait Islander-led organisations in improving access to culturally safe and supportive environments.

We believe true reconciliation can be achieved when all Australians understand and acknowledge our history and contribute to a united future where the cultures and wisdom of Aboriginal and Torres Strait Islander people are valued and recognised as being integral to Australia's identity.

Our business

Mind Australia is one of the country's leading community-managed specialised mental health service providers. We have been supporting people managing the day-to-day impacts of mental ill-health, and their families, friends and carers, for over 45 years.

Mind has over 1100 staff who deliver a diverse range of services across 60 sites in Victoria, Queensland, South Australia and Western Australia. We currently employ 24 identified Aboriginal and Torres Strait Islander staff and are increasing the number of cultural roles across the organisation.

In the last financial year, Mind provided over 254,000 hours of recovery-focused, person-centred support to 11,480 clients, of whom 741 are Aboriginal and/or Torres Strait Islander people. This support included residential rehabilitation, personalised support, youth services, family and carer services and care coordination.

We are committed to delivering an evidence-informed, recovery-oriented approach to mental health and wellbeing that looks at the whole person in the context of their daily life, and focuses on the social determinants of mental health as they apply to individuals' lives. We value the role that carers, families and the community play in providing significant social, emotional and financial support to those experiencing mental ill-health and distress.

We provide a range of specialist services, including supported independent living, housing, sub-acute care, recovery coaching, complex care and family and carer services.

Mind significantly invests in research about mental health recovery and wellbeing and shares the resulting knowledge, developing evidence-informed new service models, evaluating outcomes and providing training for mental health professionals.

We advocate and campaign for basic human rights for everyone; we are determined constantly to challenge the stigma and discrimination experienced by people with mental ill-health and distress. We are committed to amplifying the leadership and influence of lived experience voices and perspectives.



*Data from 2021/2022 Financial Year.

We understand that discrimination and marginalisation are interrelated with poorer mental health and service access, and that the experience of inclusion can vary greatly for people of different cultures, genders, sexualities, spiritualities, abilities, bodies, ages and backgrounds. These foundations shape our approach to care and support and are reflected in our commitment to reconciliation.



Our RAP

Mind launched a Reflect RAP in May 2019. There have been some outstanding achievements across the organisation, and these are outlined in Mind's Reconciliation Journey (see page 10).

We are proud of our progress but recognise that we have much more to do. We are committed to continuous improvement, to promoting recognition of our shared history, to fostering open and honest dialogue and to walking together to achieve reconciliation.

At Mind we believe that reconciliation must live in the hearts and minds of all Australians. The statistics relating to mental health and suicide among Aboriginal and Torres Strait Islander people are alarming. As a mental health service provider, we have an obligation to be

proactive in ensuring that we embed both the RAP and Aboriginal and Torres Strait Islander mental health best practice into Mind's DNA.

Our Innovate RAP has been developed to ensure that we are striving for bravery, innovation, stronger relationships and education, and that our services are focused on the social and emotional wellbeing of Aboriginal and Torres Strait Islander people.

Mind will use its Innovate RAP to build on the foundations established by our Reflect RAP and move forwards with greater understanding and ambition to play our part in reconciliation in this country.

Our RAP champions

Mind's Chief Executive Gill Callister PSM is the Chair of our RAP Working Group; Leilani Darwin, a proud Quandamooka woman, is the Board Champion. Consultation for the Innovate RAP has been undertaken with all departments across the organisation, including Aboriginal and Torres Strait Islander staff and clients. Deliverables have been assigned to Mind's Executive, whose members are also the Champions of the Innovate RAP.

Our RAP Working Groups

The RAP Working Group has over 50 per cent Aboriginal and/or Torres Strait Islander representation and includes senior executives, an Aboriginal Elder and community and Mind clients.

Members of Mind's RAP Working Group include:

- A Wurundjeri Elder
- Manager, Education and Visitor Experience – Koorie Heritage Trust
- Mind Aboriginal client
- CEO
- Senior Manager Inclusion and Participation
- RAP Manager
- Participation and Service Development Advisor
- Service Manager



Mind's reconciliation journey

- 2015** - Establishment of the Inclusion and Diversity Committee.
- 2016** -
 - Establishment of Aboriginal and Torres Strait Islander Working Group to improve Mind's engagement with, and recognition of, Aboriginal and Torres Strait Islander peoples and communities, including Aboriginal staff members
 - Promotion of significant dates and events to improve education
 - Promotion of cultural protocols such as Acknowledgement of Country and Welcome to Country
 - Mind Aboriginal artwork competition to develop a welcome poster for all sites.
- 2017** -
 - Client file audit of culturally appropriate practices and a staff survey to determine where such practices are occurring
 - Presentation to Mind Executive encouraging RAP development.
- 2018** - Two-day cultural competency workshop for Mind Board, Executive and nominated staff.
- 2019** -
 - RAP launched, with events held across Victoria, South Australia and Queensland
 - RAP working group formed, including over 50% Aboriginal peoples' representation
 - Cultural protocol tools and intranet site developed.
- 2020** -
 - RAP Manager appointed
 - Establishment of a national NRW and NAIDOC campaign, including online Q&A session
 - Development of a 3% Aboriginal and/or Torres Strait Islander procurement target, with Panku Safety Solutions becoming preferred supplier for COVID PPE
 - Increased internal and external awareness of Aboriginal and Torres Strait Islander culture and the RAP.
- 2021** -
 - Became a member of Supply Nation
 - Establishment of an HR Diversity Employment Working Group
 - Inclusive employment review conducted with a focus on identified positions
 - Increase in culturally appropriate mental health care and partnerships across our service
 - Cultural Awareness Training delivered to the whole of SA and WA workforce
 - Whole-of-organisation Wayapa Wuurrk sessions, Mental Health Cultural Awareness Training and Aboriginal Mental Health Q&A session events
 - Publication of the Trajectories: the interplay between housing and mental health pathways report and the allied Report from Aboriginal and Torres Strait Islander consultations
 - Cultural awareness training delivered to the H2H program
 - Mind indicates public support for the Uluru Statement from the Heart
 - Significant increase in Aboriginal and Torres Strait Islander staff from 6 to 24 people
 - Executive commitment to the development of an Innovate RAP

2021



- Whole-of-organisation RAP consultation to increase commitment across all business units, with deliverables established for the Innovate RAP
- Building relationships with local Aboriginal health organisations across Victoria
- Contract awarded to Aboriginal social enterprise Rumba Ripples for development of Mooroopna Haven for yarning circle, fencing and maintenance of the site.

2021



- Appointment of Leilani Darwin, a proud Quandamooka woman, to Mind's Board
- Marketing strategy developed and implemented for the RAP, including case studies, online events, CEO updates and awareness raising of significant cultural dates
- Opened Mind Haven in Mooroopna with full Aboriginal community consultation, resulting in procurement and employment opportunities, development of a yarning circle and four Aboriginal clients moving into the facility
- Organisation commitment to NRW and NAIDOC events, including an all-staff webinar that has been built into the organisation's calendar of events
- \$436,000 spent with Aboriginal and Torres Strait Islander businesses
- Establishment of an Employee Yarning Network
- Mandated RAP reporting to the Board and Executive team to improve organisational awareness and accountability.



Arts and crafts,
Haven Mooroopna,
Victoria

The journey so far – Reflect RAP achievements

Leilani Darwin joins Mind



Mind Australia
Board Director
Leilani Darwin

In 2021 Mind appointed Leilani Darwin, a proud Quandamooka woman whose ancestral home is Stradbroke Island, as a Director of its Board. Leilani is the CEO and Founder of First Nations Co., a community-led Aboriginal and Torres Strait Islander consulting business whose sole purpose is to deliver improved outcomes for the community. Leilani is already well known within the sector for her work and leadership in suicide prevention and mental health.

Leilani is a powerful advocate for Aboriginal and Torres Strait Islander-led culturally informed practices within mainstream services. Her work in this area derives from losing many loved ones to suicide and her own lived experience of mental ill-health. Living with depression, anxiety and suicidality, Leilani navigates workplace obligations and her own wellbeing.

Shaun's story

Shaun was hospitalised 122 times in one year before he moved into safe, supported housing at Mind Haven Geelong. Haven residences provide people who have enduring mental ill-health with long-term housing and 24/7 support from onsite staff. Mind manages these residences in partnership with community housing provider The Haven Foundation, a subsidiary of Mind.

Shaun was homeless, battling alcoholism, had fractured relationships with his family and his mental health supports were unstable. The 54-year-old has an acquired brain injury and has been diagnosed with bipolar disorder and schizophrenia. But moving into Haven Geelong a year ago has been a turning point. Shaun no longer drinks alcohol or takes drugs, and is relying less on his NDIS support worker, who he used to call three times a day.

Most notably, Shaun has had just one hospital admission since moving into the residence. Shaun is a proud Wathaurong man. When he is out in nature, out on the lawn or in open spaces, he feels like he is whole again. His regular visits to Narana Aboriginal Cultural Centre, an education-focused not-for-profit that provides a welcoming introduction to modern Aboriginal culture, are the highlight of Shaun's week. "I feel like I'm home when

I go there, or I am out in nature in a nice space. There's a big boomerang out the front, they have Indigenous paintings, yarning yards and I can feed the emus," Shaun said. "I think it's important to be connected to the land and the environment. One day I want to get a house of my own out in the country."



Shaun,
Haven Geelong,
Victoria

Mind's commitment to Aboriginal and Torres Strait Islander procurement

Aboriginal and Torres Strait Islander people have been running innovative, successful and sustainable businesses for 60,000 years. Mind has established a three per cent Aboriginal and Torres Strait Islander procurement target over the next five years and is committed to increasing supplier diversity.

Mind has spent more than \$385,000 with the Victorian Aboriginal business Panku since the procurement target was established. Panku supplies PPE, face masks, Rapid Antigen Tests (RATs) and safety equipment. Mind's partnership with Panku has played a crucial role in keeping clients and staff healthy and safe as part of the response to COVID.

"During the pandemic we have relied heavily on Panku for the supply of various components of PPE," said Greg Wasmund, Mind General Manager Property. Panku CEO Jadah Pleiter said the partnership with Mind had been mutually beneficial. "Our relationship with Mind has been critical to us throughout the pandemic. The orders from Mind have been a staple, and kept us steady during uncertain times."

“*To be able to support another organisation that has aligned values has been the icing on the cake. For us, it's very gratifying that our contribution has a broader impact that has helped keep critical services running.*

”

Aboriginal and Torres Strait Islander businesses are extremely diverse and cover all industry sectors. Mind is now looking to engage such businesses to tender for work across the organisation.

These tenders could, for example, include the provision of office supplies, facilities management and the construction of Havens Foundation properties.



A Mind support worker and client, Cairns, Queensland



A young girl being carried by a smiling woman in outback Australia

Improving housing and mental health outcomes for Aboriginal and Torres Strait Islander people

The Trajectories research project was undertaken by Mind and the Australian Housing and Urban Research Institute to understand the interplay of people's housing and mental health pathways across Australia. It features a report specifically focusing on the voices and experiences of Aboriginal and Torres Strait Islander people.

Fifty-seven interviews with Aboriginal and Torres Strait Islander people in Alice Springs, Darwin, Melbourne and Port Hedland were undertaken to inform The Trajectories Report for Aboriginal and Torres Strait Islander Consultations and its recommendations for change.

The report highlights the pressing need for meaningful and appropriate mental health and housing support which aligns with the principles and values of Aboriginal kinship and ways of being. Recognising Aboriginal and Torres Strait Islander concepts of social and emotional wellbeing, mental health and healing is also a key element of the Gayaa Dhuwi (Proud Spirit) Declaration.

The Trajectories Report findings suggest that policymakers and service providers should:

1. Pay greater attention to Aboriginal and Torres Strait Islander language and meaning in relation to people's values and how they live, so that mainstream policies better respond to people's expressed needs and build on their strengths
2. Provide culturally safe therapy and trauma counselling
3. Significantly reduce wait times to access public housing as housing insecurity impacts mental health
4. Provide more safe, secure housing to allow people to have space to focus on their mental health
5. Ensure that access to housing is flexible, comprehensive and responsive to people's circumstances, especially where forced moves are necessary.

Taking action in Aboriginal and Torres Strait Islander mental health

During National Reconciliation Week 2022, Mind hosted a powerful and thought provoking Q&A session for Mind staff on Aboriginal and Torres Strait Islander mental health. The session focused on building the capacity of Mind staff to understand the transgenerational impacts of dispossession and better support Mind's First Nations clients.

The Q&A session featured three powerful speakers. Joe Williams (bottom left), a proud Wiradjuri/Wolgalu man who played in the National Rugby League before switching to professional boxing and winning several world titles. Joe has been diagnosed with bipolar disorder and struggled with suicidal ideation throughout his sporting career.

Belinda Duarte (bottom centre), is a proud Wotjobaluk, Dja Dja Wurrung woman and CEO of Culture is Life, an organisation that recognises the interplay of social, cultural and systemic determinants of health that heighten the risk of suicide for young Aboriginal and Torres Strait Islander people.

AJ Williams-Tchen is a proud Wiradjuri/Wotjobaluk man who is Director of Girraway Ganyi Consultancy, an Aboriginal owned consultancy aimed to inspire individuals, communities, businesses and organisations to work more effectively within the Indigenous space, and to increase cultural safety and mental health literacy for all.

Each of the three panelists related personal and compelling stories of how intergenerational trauma has impacted their family members and themselves. This was an illuminating and at times confronting experience that powerfully underscored how all-encompassing the dispossession of land and culture has been in the colonisation of Australia, and how deeply the abnegation of Aboriginal identity and kinship impacts mental health and wellbeing. AJ told participating staff, "Unless you understand where that trauma comes from, you're never going to be able to help heal it."

“

I am a product of resilience. I am also a product of inherited trauma and have had to look deep inside myself as a man.

Joe William

”

Each of the presenters also shared constructive insights from the work they do mentoring and consulting, to support Mind staff to become better practitioners with their Aboriginal and Torres Strait Islander clients.

Belinda concluded the session with words of hope and purpose: "Truly celebrating who we are - and who we are of - will transform us as a nation."



Joe Williams



Belinda Duarte



AJ Williams-Tchen

Reconciliation in Mind services

Rockingham Step Up Step Down residential support service - also known as Kwelena - has worked hard to ensure that it is a culturally safe space that is conducive to mental wellbeing and recovery for everyone.

The Mind-managed service developed its own Reconciliation Action Plan in 2022 in collaboration with local Elders Uncle Des and Aunty Muriel. The service also employed a dedicated Aboriginal Recovery Worker to further develop and strengthen their Innovate RAP.

Other culturally innovative initiatives that Kwelena has adopted include:

- naming residential units in the local Noongar language
- incorporating the four main pillars of culturally safe practice for self-healing into service delivery
- creating opportunities for cultural competencies through cultural awareness and culturally safe practice training, student placement and employment for Aboriginal and Torres Strait Islander people
- partnering with Aboriginal and Torres Strait Islander groups and businesses

- co-designing and building a yarning circle
- celebrating significant Aboriginal and Torres Strait Islander events.

Pradeep Satya, Mind Australia General Manager - Western Australia, said Kwelena works closely with local Elders to ensure the service is a culturally safe space. The Elders also share their wisdom to improve service delivery. "The local Elders help us learn and understand why it's important to connect to the land, our people and the community," he said.

"It's important to understand who you are, and what community you are connected to, no matter what part of the world you come from. It shapes who you are and what you have to give, and that's what strengthens us as people. "Aboriginal and Torres Strait Islander people have always had that understanding of who they are, their kinship and their community, so we have a lot to learn from them about what connection truly means and how we incorporate this knowledge into our day-to-day practice."



Mind staff and clients at yarning circle, Step Up Step Down service in Rockingham, Western Australia

Billy, resident,
Haven Mooroopna,
Victoria



Building connections with community in Mooroopna

Billy (pictured) is one of four people of Aboriginal and Torres Strait Islander heritage who have moved into The Haven Foundation's new residence for people with significant mental health and wellbeing concerns in Mooroopna (near Shepparton).

Haven Mooroopna has enabled him to return to Country and family after years of ad hoc and inadequate support in Melbourne. The 16-home residence was built by the Haven Foundation and is managed and operated by Mind staff. It provides people with long-term housing and 24/7 recovery-focused support.

Greater Shepparton has Victoria's highest population of Aboriginal and Torres Strait Islander people outside of Melbourne. Indigenous Australians have significantly higher rates of mental health concerns than the rest of the Australian population, so it was important to Mind that they would recognise Haven Mooroopna as a viable option for mental health recovery.

Before construction, Mind's Aboriginal and Torres Strait Islander Reconciliation Action Plan Manager Justine Moss and other Mind staff met with Rumbalara Aboriginal Cooperative and other local community groups to tell them about the new residence and discuss how they could work together.

Mind engaged Rumba Ripples, the social enterprise arm of the Rumbalara Football Netball Club, to build the fencing around the estate and also the yarning circle that is at the heart of the site's design. Rumba Ripples is also providing ongoing site maintenance. This is contributing to the target in Mind's Innovate Reconciliation Action Plan of sourcing three per cent of its procurement from Aboriginal and Torres Strait Islander businesses within the next five years.

Mind was also proactive in seeking referrals for Aboriginal and Torres Strait Islander residents for Haven Mooroopna. "We couldn't just sit on our hands and accept it if we didn't get any referrals of people from local First Nations communities," Mind Occupancy Management Lead Louise Radywonik said.

She and Haven Mooroopna's Service Manager Trudy Fuller encouraged site tours by families to help build trust. They knew that for Indigenous Australians the family circle involved in the decision to move in is often comparatively far larger, and they engaged with community as broadly as possible.

Since opening in mid-2022, Haven Mooroopna has continued to cement trust and connection with local Aboriginal and Torres Strait Islander communities. Ms Fuller said community groups are now coming forward to seek vacancies for individuals. She added that one of the residents first heard about Haven Mooroopna through one of the maintenance staff.

Ms Fuller said that Haven Mooroopna has also been recognised as a place that supports residents' connection to culture. All staff receive cultural awareness training, and Ms Fuller works hard to ensure that residents' support relationships remain in place with Aboriginal and Torres Strait Islander representatives in other services that are supporting them.

"Our First Nations residents are really proud of their culture and we encourage them to celebrate it and share it with all of us. People know that now a about the service and it has been hugely beneficial."

The journey ahead - Innovate RAP deliverables

Relationships

Mind is committed to building respectful relationships with Aboriginal and Torres Strait Islander peoples, communities and health and housing organisations to ensure that we are supporting community's mental health needs and fostering positive outcomes. Mind understands the importance of amplifying the voices and perspectives of Aboriginal and Torres Strait Islander people and communities. We aim to continue to build strong, reciprocal relationships that are based on collaborating and sharing knowledge, skills and expertise, which in turn will help drive the design and delivery of our services.

| Action | Deliverables | Timeline | Responsibility |
|--|---|--|--|
| 1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander communities, stakeholders and organisations to support positive outcomes. | All services will be required to develop and report upon relationships with local Aboriginal and Torres Strait Islander stakeholders and organisations. These include organisations like VACCHO, Aboriginal health services and hospital Aboriginal Liaison Officers to provide individual support for Aboriginal and Torres Strait Islander clients and build reciprocal capability in the Mental Health sector. | December 2023, 2024 | Operational Executive Directors |
| | Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement. | December 2023 | Operational Executive Directors |
| | Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations. | June 2023 | Operational Executive Directors |
| | Establish formal two-way partnerships to build capacity in Aboriginal and Torres Strait Islander organisations and/or communities relevant to our geographic reach. | June 2023, 2024 | CEO |
| 2. Build relationships through celebrating National Reconciliation Week (NRW). | Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. | May 2023, 2024 | RAP Manager |
| | RAP National Working Group members to participate in an NRW events to build awareness and greater relationships. | 27 May 3 June, 2023, 2024 | CEO |
| | Encourage and support staff and senior leader/managers to participate in at least one internal event to recognise and celebrate NRW. | 27 May 3 June, 2023, 2024 | CEO |
| | Organise a minimum of 10 NRW events across Mind each year. These will include internal and community-based events where staff, clients and senior leaders recognise and celebrate NRW. | June 2023, 2024 | Operational Executive Directors |
| | Register all our NRW events on Reconciliation Australia's NRW website. | May 2023 and 2024 | RAP Manager |
| 3. Raise internal and external awareness of our RAP to promote reconciliation across our organisation and sector. | Develop and implement a strategy to communicate our RAP, reconciliation and RAP best practice to internal and external stakeholders. | June 2023 | Senior Manager, Marketing and Communications |
| | Communicate our commitment to reconciliation publicly and communicate RAP updates every quarter via Inside Mind. | March, June, September, December, March 2023, 2024, 2025 | Senior Manager, Marketing and Communications |
| | Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes. | December 2023 2024 | CEO, RAP Manager |
| | Establish an annual Reconciliation Achievement Award showcasing best practice within the organisation. | May 2023, 2024 | CEO |
| | Host quarterly staff forums and/or support campaigns to increase internal and external stakeholder awareness. | | Senior Manager, Marketing and Communications |
| 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 2023 | Executive Director People Experience |
| | Develop, implement and communicate an anti-discrimination policy for our organisation. | December 2023 | Executive Director People Experience |
| | Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy. | December 2023 | Executive Director People Experience |
| | Educate senior leaders on the effects of racism. | June 2023, 2024 | RAP Manager |

Respect

Mind is committed to reconciliation and improving outcomes and opportunities for Aboriginal and Torres Strait Islander peoples. We recognise that many Aboriginal and Torres Strait Islander peoples and communities experience disproportionately high rates of mental ill-health, suicide, homelessness and comparatively lower life expectancy. Respecting Aboriginal and Torres Strait Islander cultures, histories, knowledge, languages and rights is critical for us in truly understanding and supporting the people of the communities in which we work, particularly our clients and staff. We will continue to publicly celebrate Aboriginal and Torres Strait Islander cultures across our organisation and educate our staff on the importance of working alongside Aboriginal and Torres Strait Islander peoples and leaders to improve social and emotional wellbeing.

| Action | Deliverables | Timeline | Responsibility |
|--|--|--------------------------------|--|
| 5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning. | Develop, implement and communicate an Aboriginal and Torres Strait Islander cultural awareness learning strategy that will include: <ul style="list-style-type: none"> • mandatory online cultural learning • face-to-face cultural workshops • cultural immersion. | December 2023, 2024 | Director People Experience |
| | Provide opportunities for RAP National Committee members, HR managers, service teams and Executive leadership staff to participate in formal and structured cultural learning. | October 2023 | Director People Experience |
| | All staff to undertake mandatory online cultural learning activities as part of their role. | March 2024 | Director People Experience |
| | 80% of staff to participate in face-to-face cultural workshop learning activities specific to their role. | March 2025 | Director People Experience |
| | 5% of staff to participate in cultural immersion activities. | March 2025 | Director People Experience |
| | Measure our staff's level of knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements. | September 2023, 2024 | Executive Director Research, Advocacy & Policy Development |
| 6. Demonstrate respect to Aboriginal and Torres Strait Islander people by observing cultural protocols. | Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy. | October 2023 | Director People Experience |
| | Increase staff's understanding of the purpose and significance of cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. | September 2023 | Senior Manager Inclusion and Participation |
| | Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year. | Review November 2023, 2024 | CEO |
| | Include Mind's Acknowledgement of Country or other appropriate protocols at the commencement of important meetings and public events (including meetings with five or more people in them). | Review November 2023, 2024 | CEO |
| 7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week. | Develop and implement a communication plan to ensure staff are informed and understand Mind's cultural protocol guidelines and how they relate to their work. | August 2023 | RAP Manager |
| | RAP Working Group to participate in an external NAIDOC Week event.. | First week in July, 2023, 2024 | RAP Manager |
| | Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week. | June 2023 | Director People Experience |
| | Provide opportunities for strong attendance at local NAIDOC Week events by Aboriginal and Torres Strait Islander staff and encourage attendance by other Mind staff. | First week in July, 2023, 2024 | CEO |

Opportunities

Mind is committed to creating sustainable economic growth in collaboration with Aboriginal and Torres Strait Islander communities, businesses and the health sector. Mind will use its purchasing power and employment to stimulate business development, provide employment and procurement opportunities and mentoring for staff and businesses. Mind is committed to ensuring that our services meet the needs of Aboriginal and Torres Strait Islander people. We believe that via our mental health research and advocacy projects we can walk alongside community and promote the rights of Aboriginal and Torres Strait Islander people.

| Action | Deliverables | Timeline | Responsibility |
|---|--|---------------------|---|
| 8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development. | Increase Aboriginal and Torres Strait Islander staff to 3% of total (a minimum of 30 staff), including identified roles. | March 2025 | Director People Experience, Operational Executive Directors |
| | Engage annually with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy. | October 2023 | Director People Experience |
| | Develop and implement an Aboriginal and Torres Strait Islander employment and retention strategy which includes recruitment, professional development, coaching and mentoring opportunities. | June 2024 | Director People Experience, Operational Executive Directors |
| | Advertise job vacancies in Aboriginal and Torres Strait Islander media and networks. | June 2023, ongoing | Director People Experience |
| | Review all job advertisements and promote employment opportunities to the Traditional Owner group where the role is based. | September 2023 | Director People Experience |
| | Build relationships with Aboriginal and Torres Strait Islander job agencies, graduate/traineeship providers and employment networks. | June 2023 | Director People Experience |
| | Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. | June 2023 | Director People Experience |
| 9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes. | Review and implement an Aboriginal and Torres Strait Islander procurement strategy to ensure: <ul style="list-style-type: none"> the 3% procurement target has been met and reported opportunities are being identified and business matching undertaken the pre-qualifying of Aboriginal and Torres Strait Islander businesses for future opportunities and tenders the existence of a mentoring program for contractors and Aboriginal and Torres Strait Islander suppliers. | December 2023, 2024 | RAP Manager |
| | Ensure that all new Haven Foundation housing projects seek out opportunities for Aboriginal and Torres Strait Islander people to be incorporated into the tender process. | December 2023, 2024 | CEO |
| | Maintain annual membership with Supply Nation and purchase goods and services from Aboriginal and Torres Strait Islander businesses each year. | August 2023, 2024 | CEO |
| | Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff. | December 2023, 2024 | Operational Executive Directors |
| | Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. | December 2023, 2024 | RAP Manager |
| | Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses. | June 2023, 2024 | CFO & Executive Director Business Services |
| 10. Ensure that Mind services meet the needs of Aboriginal and Torres Strait Islander people, including clients and careers. | <ul style="list-style-type: none"> Develop and implement practice guidelines, tools and training that supports engagement with Aboriginal and Torres Strait Islander clients, carers and community partners within our services. | August 2023 | Executive Director Research, Advocacy & Policy Development |
| | <ul style="list-style-type: none"> Establish a working group that includes external Aboriginal and/or Torres Strait Islander social and emotional wellbeing consultants to guide and endorse service delivery. | | |

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|--|--|----------------------------|---|
| <p>11. Strengthen the adoption of Aboriginal and Torres Strait Islander service standards across all Mind services.</p> | <p>All services must report yearly on implementing service standards. This includes:</p> <ul style="list-style-type: none"> • building respectful relationships with Aboriginal and Torres Strait Islander health services, Aboriginal Liaison Officers within hospitals, Elders/leaders and other community organisations • adopting practice guidelines and tools that support engagement with Aboriginal and Torres Strait Islander clients and carers • celebrating significant cultural dates to improve staff and client awareness • incorporating and recognising Aboriginal and Torres Strait Islander social and emotional wellbeing practices • incorporating into the service delivery model cultural and educational activities such as Elder talks, traditional cooking demonstrations and art activities • providing a culturally welcoming environment for Aboriginal and Torres Strait Islander clients and carers • providing training and information sessions on working with Aboriginal and Torres Strait Islander peoples. | <p>December 2023, 2024</p> | <p>Operational Executive Directors</p> |
| <p>12. Ensure that Haven Foundation residences meet the needs of Aboriginal and Torres Strait Islander people, including clients and families.</p> | <p>Ensure that Haven Homes are promoted and made available to the Aboriginal and Torres Strait Islander communities.</p> <p>For locations with high Aboriginal and Torres Strait Islander populations, develop a community engagement plan that includes tours, information sessions and family and kinship involvement.</p> | <p>December 2023, 2024</p> | <p>Executive Director Housing Strategy</p> |
| <p>13. Strengthen the voices, and promote the rights, of Aboriginal and Torres Strait Islander people via research and advocacy.</p> | <p>Develop a strategic plan for the advocacy of the Trajectories: the Interplay between Housing and Mental Health Pathways report from an Indigenous perspective and also for outlining how Mind can influence internal and external stakeholders and government.</p> <p>Ensure all research projects have a cultural lens and that the research protocol is appropriate for Aboriginal and Torres Strait Islander peoples</p> | <p>December 2023</p> | <p>Executive Director Research, Advocacy & Policy Development</p> |



Smoking ceremony, Step Up Step Down, Rockingham, Western Australia

Governance

| Action | Deliverables | Timeline | Responsibility |
|--|---|----------------------------------|--|
| 14. Establish and maintain an effective RAP National Committee (RNC) to drive governance of the RAP. | Maintain Aboriginal and Torres Strait Islander representation on the RNC. | December 2023 | Senior Manager Inclusion and Participation |
| | Review RNC and committee members to ensure participation from a variety of business units across Mind and a broader Aboriginal and Torres Strait Islander representation. | December 2023 | Senior Manager Inclusion and Participation |
| | Establish and apply a Terms of Reference for the RNC. | Dec 2023 | CEO |
| | Meet at least four times per year to drive and monitor RAP implementation. | June, Sep, Dec, March 2023, 2024 | CEO |
| 15. Provide appropriate support for effective implementation of RAP commitments. | Define resource needs for RAP implementation. | March 2023 | Senior Manager Inclusion and Participation |
| | Engage our senior leaders and other staff in the delivery of RAP commitments. | June 2023 | CEO & RAP Manager |
| | Develop standardised tracking, measurement and reporting systems for RAP activities and business units. | June 2023 | CEO RAP Manager |
| | Measure and evaluate the RAP results and report quarterly each year to Executive leadership. | June, Sep, Dec, March 2023, 2024 | CEO RAP Manager |
| 16. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally. | Appoint and maintain an internal RAP Champion from senior management. | June 2023 | CEO |
| | Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. | 30 Sep, 2023, 2024 | RAP Manager |
| | Report RAP progress to all staff and senior leaders quarterly. | June, Sep, Dec, March 2023, 2024 | CEO RAP Manager |
| | Report publicly on our RAP achievements, challenges and learnings annually. | March 2023, 2024 | CEO |
| 17. Continue our reconciliation journey by developing our next RAP. | Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer. | June 2023, May 2024 | Senior Manager Inclusion and Participation |
| 17. Continue our reconciliation journey by developing our next RAP. | Register via Reconciliation Australia's website to begin developing our next RAP. | October 2024 | RAP Manager |





Stephen Oliver with his artwork
'Walking and Working Together'

Mind's Acknowledgement of Country and Inclusion

Mind acknowledges that Aboriginal and Torres Strait Islander peoples are the Traditional Custodians of the lands on which we work and we pay our respects to Elders past and present. We recognise the intergenerational impact of the history of invasion, dispossession and colonisation and are committed to the recognition, respect, inclusion and wellbeing of Australia's First Peoples.

Mind values the experience and contribution of people from all cultures, genders, sexualities, bodies, abilities, spiritualities, ages and backgrounds. We are committed to inclusion for all our clients, families and carers, employees and volunteers.





Registered NDIS provider

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