

# mind

## Our Strategic Plan

2026-2030



## Acknowledgement of Country

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.



*Artwork by Luke Jampin Booth, Kurruwarl*

|    |                                                               |
|----|---------------------------------------------------------------|
| 2  | <b>Strategy at a glance</b>                                   |
| 4  | <b>Who we are</b>                                             |
| 5  | <b>How we shaped this strategic plan</b>                      |
| 6  | <b>The challenge people face</b>                              |
| 8  | <b>Our strategy to respond</b>                                |
| 9  | <b>Vision, purpose and values</b>                             |
| 11 | <b>Our strategic priorities: what we're going to do</b>       |
| 12 | <b>Strategic priority 1</b>                                   |
| 14 | <b>Strategic priority 2</b>                                   |
| 16 | <b>Strategic priority 3</b>                                   |
| 19 | <b>Our foundations and enablers: how we're going to do it</b> |
| 20 | <b>Foundations</b>                                            |
| 23 | <b>Enablers</b>                                               |

## Our Vision

Humanity and community shape mental health, so people can live the lives they choose.

## Our Challenge

Mental health remains hidden for many in need, and services are still too complex.



**Our Strategy** is to reshape services, so that they are...

### Community-based

When people feel connected and valued, their wellbeing thrives.

### Unified

Equitable access to quality, navigable, integrated mental health services.

### Visible

People will feel seen, heard, valued and understood, and know where to find help when they need it.

## To achieve this we will focus on three strategic priorities



### Impact

We will maximise the impact of our work, investing in our people to ensure continuous improvement.

**Effective services will always be the backbone of our credibility.**



### Influence

We will drive systemic change through influence and effective advocacy.

**Informed by those most impacted, designed in partnership, realised in community.**



### Innovate

We will challenge the status quo, innovate and make new opportunities to deliver on our purpose.

**It's time to take what we have learnt and bring it to new people in different places.**

## Our Purpose

To walk alongside you, inspiring possibility.

To deliver on our purpose, and work towards our vision, we draw on the things that make us Mind.

They are central to the way we connect with and walk alongside people.

Everything builds from our values.

**Our Values** guide the way we act in everything we do. Find out more on page 9

People and  
community first

Lead with  
integrity

Uphold  
respect

Inspire  
possibility

Co-create

**Our Foundations** are our fundamentals - they make us who we are. Find out more on page 19

Supporting  
people  
through  
service  
delivery

Our staff

Advocacy  
to create  
change

Lived  
experience

Housing  
with  
support in  
community

Operating  
systems

**Our Enablers** are the choices that translate our foundations into greater impact. Find out more on page 23

Our voice,  
brand and  
reputation

Research,  
analytics and  
impact

Lived  
expertise

First Nations  
partnerships

Design,  
innovation  
and digital  
technology

# Who we are

When we ask our team of over 1,000 who we are, we get a mix of responses. Like the people we support, we are not defined by one thing or one moment.

Our past experiences, our environment, our connections, our broad and varied expertise: these all contribute to who we are as an organisation. We are proud to be a diverse team, sharing deep commitment, knowledge and passion for our work – all of which are central to the way we connect with and walk alongside people.

At our core, we work with people when they're having a tough time – perhaps the toughest they've ever had. Living with and working through mental health challenges isn't easy. So, we provide space, we listen and seek to understand, and we walk alongside people to figure out where they've been, where they are now and where they want to be. And in doing that, we're able to support them – and to increase our own understanding of what services and housing are effective.

Advocacy is another key part of who we are. It takes different forms – we encourage the people we support to advocate for what they need to lead a full life; we advocate to ensure there aren't gaps in support for people who need it; and we advocate for sectoral and system changes, informed by our vast evidence base. We know that mental health support where you are, in community, with secure housing, is what people want and need – and it works.

At Mind we value lived experience and lived expertise, which is why so many of our workforce have lived experience. Our lived experience work balances thought leadership and sector reform, driving changes to service delivery. It is characterised by a spirit of partnership, working with Aboriginal and Torres Strait Islander

organisations and communities, and alongside providers of more traditional models of clinical care.

We're breaking new ground – through our evidence, research and service delivery – and by listening to people who have had and are living with mental health challenges, personally or as a family member or carer. People say working with someone who has been on a similar path helps to "bring heart and dignity to mental health services". We love that feedback – and yet it needs to be the norm across the sector.

Our history is long. It spans almost 50 years. And we've experienced and achieved a lot in that time. We've grown, we've learnt and we've adapted – and we've been able to do that, because of the people we support. We measure outcomes that matter to these people, so that our practice is informed and improved by evidence and experience.

So, who is Mind? We're a specialist community mental health provider. We're a specialist youth services provider. We're a community housing provider through The Haven Foundation, building homes that serve as the basis for mental health recovery and psychosocial disability support. We're a long-standing part of the NSW mental health landscape providing support to people and carers through One Door Mental Health. The list goes on... Quite simply, we're defined by the breadth of our experience and the way we show up for people looking for support.

Something we know for certain – supporting people is about connecting. It's about seeing the whole person, navigating the light and shade that life brings, with a listening ear, an open heart and, when appropriate, the right amount of humour.

We're Mind... and most importantly, we're here.

# How we shaped this strategic plan

This Strategic Plan reflects the voices that make us who we are.

We've run workshops and consulted with teams across the country to learn more about the people who use our services, the system we are in, and what makes us us. We heard from over 80 teams around our values, nearly 50 teams around our unique qualities, and countless others on the strategic plan itself.

We have explored comments and feedback from thousands of the people we support, to hear what it is about Mind that really matters to them.

Our Lived Experience Advisory Teams and Lived Experience Division have guided its focus and relevance.

And our leaders, from our Board, Executive Team and across our organisation, have set our course for the years ahead.

**Read some of the personal stories that inspire this strategy throughout the document.**



# The challenge people face

There has been a shift in the way Australians see and understand mental health. For many, this is personal: getting through the pandemic, coping with the influence of social media, recovering from increasingly frequent natural disasters. For others, there has been a rise in public awareness of mental health through media coverage of Royal Commissions and Inquiries. All this has touched the lives of people, their families, and the communities around them.

But when people are really struggling, support is as elusive as ever. Young people report feeling less happy than ever before, yet face huge waiting lists when they reach out for support. Many people are reliant on fragile, crisis-driven acute services that are in turn dependent on scarce clinical staff. The system is fragmented, straining under the pressure with huge unmet need falling through its cracks. Help can be physically hard to reach, especially for those who live outside major cities. Government concern is genuine and funding welcome, but reform is slow, hard won and rarely universal. Meanwhile, communities are struggling through a cost-of-living crisis and dealing with housing instability, climate change and discrimination. These pressures build and build.

Over and over, people seek help in one place, only to be told to go somewhere else. Service Navigation is now its own profession – perhaps the clearest evidence that our service system is poorly coordinated. Newer services, which aim to bridge gaps, risk being half-baked due to delayed rollouts and confusing branding.

Troublingly, those facing the greatest adversity are the most hidden from view. People with psychosocial disability are increasingly excluded from the NDIS, and often ineligible for other services based on rigid criteria. Coherent, integrated and national responses to unmet need, like development of foundational supports or a response to the NDIS Review, are still lacking. Groups disproportionately impacted – First Nations people, trans and gender diverse people, refugee and migrant populations – are often worst supported. People don't know where else to go, and the best-known providers aren't always the ones that can help. Past experiences of being told 'no' damage trust, and a lack of secure affordable housing compounds these issues.

And yet we know, now, that we need services that give people and communities true choice and input on real solutions that most matter to them.

So, awareness has changed – but mental health remains hidden for many in need, and services are still too complex.



## Personal stories that inspire this strategy

### Jayke's story:

## Making safer spaces for LGBTIQA+ people

Recovery College manager Jayke Burgess is passionate about human rights and social justice. Through the College's three LGBTIQA+ education courses he has an opportunity to help people from all walks of life to make the spaces they live and work in safer and more inclusive for LGBTIQA+ people.

Delivered by One Door Mental Health, the College is designed for both people with mental health challenges and the broader community. It now gets many health professionals enrolling, along with police, firefighters and prison guards. They all can have a vital role to play in keeping LGBTIQA+ people safe.

"If I was arrested tomorrow, as a trans man I would be sent to a women's prison... but for trans women who are sent to a men's prison, the situation is frightening and dangerous," Jayke said.

Last year the College delivered training to over 40 prison guards. Jayke said they can be wary at first, "but we have had some amazing feedback from them after the course about it challenging their preconceptions."

Jayke attributes part of the Recovery College's success in engaging with its diverse and multicultural community to creating a safe space of mutual respect.

"As you'd expect, religious doctrine can feature heavily. I always say we aren't here to change your mind or your religious views. We challenge the idea that difference in opinion means a difference in how we respect or treat someone and that's an eye-opener for so many people."



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# Our strategy to respond

Mind can no longer afford to rely on the system to create opportunities to make impact. Our approach — informed by human rights, social justice, lived experience, and deep community connection — can generate change. In the coming years, we will do all we can to reshape services and housing for people with mental health challenges, so that they are:

## Community-based

When people feel connected and valued, their wellbeing thrives. This is what we strive to do best – work with people in their communities and maximise our impact.

## Unified

There will be equitable access to quality, navigable, integrated mental health services, so that those facing the greatest adversity have the smoothest experiences of support. It is on us to play a leading role in system redesign and improvement, built on the impact we have made in service delivery and insights from community. We also know we can't do this on our own – we will continue to work in partnership with people and organisations across Australia towards this goal.

## Visible

People who are experiencing mental health challenges – personally or as a family member or carer – will feel seen, heard, valued and understood. People will know where to find help when they need it. People will know that Mind is there for them, that Mind is a place where they can trust that their human rights will be respected, and that we will work with them to lead the life of their choice.



# Vision, purpose and values

## Our vision is clear:

**Humanity and community shape mental health, so people can live the life they choose.**

In this future, people, families and communities realise and acknowledge their own mental health and wellbeing, but aren't defined by it. When people need support, they have access to services, housing and systems that are simple, suitable, and build on the experiences of those who've endured what's come before. The diversity and nature of mental health experiences are better understood, valued and supported across communities. By valuing lived experience, mental health challenges are seen as a natural part of life.

All of this – so that people can live the life they choose.

## Our purpose is what we do now, to get there:

**To walk alongside you, inspiring possibility.**

When you seek support from us, you're engaging a longstanding, trusted provider of community-managed mental health, psychosocial disability, wellbeing, and housing with support services for people, families, carers and communities across Australia.

We work with you and many other people experiencing and impacted by mental health challenges. We provide space for understanding, healing and pathways forward, regardless of your experiences and challenges in life.

We push back against stigma and discrimination, with a belief in all possibilities, working with you, for the things that matter to you.

We leverage our voice to enable just outcomes, and system improvement and reform. We want to ensure there is equity in voice and perspectives heard – amplifying those with lived experience and from hard-to-reach communities. Our advocacy is driven by the issues most important to the people and communities we work with, in a spirit of allyship and reconciliation.

We're there for you – to walk alongside, not to decide.

## Our values guide the way we act in everything we do.

They reflect the insights and wisdom of hundreds of our people – both our staff, and our lived experience advisory teams.

- We place people and community first
- We lead with integrity
- We uphold respect
- We inspire possibility
- We co-create together

## Personal stories that inspire this strategy



"IT IS SO COMFORTABLE;  
IT'S LIKE GOING INTO  
YOUR OWN LOUNGE ROOM.  
THERE ARE VERY FEW  
PLACES WHERE YOU FEEL  
WELCOME LIKE THAT."

### Judith's story:

#### "They just get it"

Judith Wright, a long-time carer, says being at the Mental Health and Wellbeing Connect centre is so warm that it feels like a second home.

"It is so comfortable; it's like going into your own loungeroom," the 72-year-old says. "There are very few places where you feel welcome like that."

Judith has been a carer for more than 20 years, including for her son, her four First Nations grandchildren, and her mother, father and uncle. "You don't stop long enough to think about it, but recently it occurred to me that 20 years of my life have just gone by. My husband and I have not had a retirement together because we were so busy—we never had time just for us."

Judith says the Mental Health and Wellbeing Connect centre has been a game-changer for her and other carers because it's staffed by people with a lived experience of supporting someone with mental health and/or substance use challenges.

"We don't have to talk in-depth about our situations, they just get it. You know you are understood."



# Our strategic priorities: what we're going to do

**To achieve our vision, and to do it with purpose, we need clarity on what we're going to do. Our strategic priorities provide this clarity — they are the three areas of focus over the next five years that will move us from strategy to reality.**

Our strategic priorities are to:

1. Maximise the impact of our work, investing in our people and continuous improvement.
2. Drive systemic change through influence and effective advocacy.
3. Challenge the status quo, innovate and make new opportunities to deliver on our purpose.

We commit to working towards each of these priorities, and in doing so we will seek to help create a mental health service system that is visible, unified, and grounded in community.

If we are successful, we believe that we can do justice to the stories you can read about Kayla, Darren, Jayke and Judith on page 24 which inspired this strategy.

## Strategic priority 1: Impact

### **We will maximise the impact of our work, investing in our people to ensure continuous improvement.**

Supporting people through service delivery, advocacy, Lived Experience and housing with support. Made possible by our amazing workforce, and backed by strong operating systems, these are the things that make us who we are. It is imperative that we make them as impactful as they can be.

Enabled by our practice excellence, rigorous research and community-led evaluation, sophisticated analytics, we will hold ourselves accountable to outcomes that matter to people, their families, and communities.

The more we learn from our services, the better we can make them. Effective services will always be the backbone of our credibility. We will listen with humility, and act decisively when there are opportunities to improve.

We know that the more our work creates impact, the greater the chance of credibly influencing change across the service system. Change that means services are person-led, and assessed against what matters most to the people we support.

### **What we will do**

- Strive to maximise the impact of our service delivery, with an unwavering commitment to quality and continuous improvement.
- Empower our workforce through professional development that ignites personal growth, and practice impact.
- Invest in tools and technologies that help our staff to do their best work, making it easier for them to build connections and relationships with people, families, carers and communities.
- Strengthen our internal support systems for our staff and their teams, to foster their own wellbeing and connection to our organisation as a basis for work that creates impact.
- Expand the impact of our existing services to more places across Australia, building on their achievements.
- Synchronise our service design, analytics, evaluation, practice, and learning and development efforts.
- Continue the rollout of over 200 new Haven Foundation social housing homes across Victoria, South Australia and New South Wales, for people with a psychosocial disability and experiencing mental health and wellbeing concerns.
- Explore the possibilities afforded by emerging technologies to better understand and improve our impact, and develop new ideas.
- Focus our research and evaluation efforts towards initiatives that drive change – either for internal improvement, or public influence.
- Build an industry-leading evidence base for Lived Experience-led services, paving the way for a system that offers contemporary and sophisticated responses to human distress, which are informed by human rights and social justice and reflect the wisdom of those who

have lived it. This evidence base will include and elevate the Lived Experiences of First Nations peoples, so that services centre social and emotional wellbeing and ensure cultural safety is at the core of our efforts.

- Consolidate and promote the evidence base for integrating housing and mental health support, to improve awareness, understanding, and inclusion within communities.

We will know we are successful when...

- The information we collect and feedback we get from people show that they are benefitting more than ever.
- The longer staff stay with us, the more they achieve because their jobs are easier, their skills are higher, and they are more satisfied at work.
- Our research and evaluation initiates practice improvements, which lead to a significant increase in measurable impact – and people tell us they are receiving better services.
- We grow our footprint of our most impactful programs to reach more people.
- Our work inspires new programs and initiatives for more people, designed with community and made possible through the impact we've achieved.



## Strategic priority 2: Influence

### We will drive systemic change through influence and effective advocacy

We understand that mental health services and the mental health system have long failed to support the people who use them. Decades of advocacy from consumers, families, carers and communities sharing their stories, their struggles and pathways to change have made a powerful impact. But we need to do more. Change must be informed by those most impacted, designed in partnership, and realised in community.

As a service provider we hold an important place in a strong, rebalanced mental health system. Our advocacy draws from years of deep knowledge and expertise about mental health service delivery. This is hard won through investment in lived experience and knowing what good quality support looks like: in community, and with an eye for justice in outcomes and social reform. We will work with First Nations people, communities and organisations so that our voices can advocate for and champion a system with social and emotional wellbeing at its heart. And we will maintain a strong voice, both as a leading provider and in partnership with others.

### What we will do

- Emphasise the transformative potential of lived experience, community-led models of mental health service delivery, and stable supported housing, drawing from our evidence base. This is a golden opportunity for improvement by promoting innovative, sophisticated, responsive approaches.
- Advocate for the social and emotional wellbeing of First Nations peoples across the country, and the critical importance of culturally-safe, trauma-informed and governed mental health and suicide prevention services that are deeply connected with First Nations lived and living experience.
- Work for systemic reform that makes mental health services easier to access, closer to home, and more integrated.
- Demand equity as a core tenet of government-funded service provision, and seek to amplify the voices of those who are too often marginalised.



- Advocate for the improved integration and provision of secure housing and specialist mental health support, to become a cornerstone of the service landscape in Australia.
- Inform our influence by delivering quality services to people across Australia, and continuously learning from this experience.
- Work constructively with commissioning bodies to ensure new services support improvements in people's mental health.
- Explore our potential impact through advocacy in parts of the sector where our expertise would produce change, such as youth mental health and the private sector.

### **We will know we are successful when...**

- People see themselves in our advocacy, and other organisations join with us to strengthen our collective voices in alliances and partnership.
- We participate in the most important decisions and play a central role in the national conversation.
- We contribute to development of a fairer, integrated national system of mental health service delivery, that values and funds lived experience and community-led models.
- We are approached for input as a trusted, ethical voice that holds ourselves accountable to the standards we promote.
- Our existing Housing with Support services are stronger than ever, and our portfolio has grown to support more people across Australia.

## Strategic priority 3: Innovate

### **We will challenge the status quo, innovate and make new opportunities to deliver on our purpose.**

For nearly 50 years we've worked with people and communities impacted by mental health distress, challenge and crisis, exacerbated by the big holes in the system's "safety net".

It's time to take what we have learnt and bring it to new people in different places. Drawing from our research, lived experience, and vast network of services, we will design and deliver mental health and wellbeing services that improve people's life trajectories. And as we continue to learn, these services can get stronger and stronger.

To do this, we will draw from our work in Strategic Priority 1 and further invest in lived experience, person-led design, brand recognition, and agile research and development. This will enable us to bring our experience and value to new environments, offering a perspective that creates hope and new possibilities.

In particular, we will be visible to young people, First Nations people and people at risk of suicide, to in turn make their experiences more visible in the community.



## What we will do

- Articulate and share the impact of our approach to youth mental health and wellbeing, to offer a genuine lived-experience-led alternative to meet increasing need.
- Build from research and evaluation to research and development – incubating ideas for taking our expertise to new places.
- Adapt our most impactful models of care, early intervention and support to help people in workplaces and education settings.
- Draw on the collective experience and wisdom of our Lived Experience Advisory Teams to bring perspectives and ideas from the very heart of our work – the people we support.
- Learn, design, and deliver through partnership with a wide range of experts, from First Nations organisations to technology firms.
- Expand our housing with support offering to meet the specific needs of priority groups including young people, LGBTIQ+, and First Nations, enabled by diversified funding streams. Draw inspiration from successful initiatives around the world to design and deliver alternative models of housing with support. These will in turn create possibilities for people to live more fulfilling and meaningful lives.
- Contribute to suicide prevention initiatives, not least through the deep, human understanding of our lived experience workforce.

## We will know we are successful when...

- Young people know that Mind is an option for them and have genuine choice to receive services and support that they find healing.
- Our work and impact are known and valued by people who haven't yet heard of us.
- We deliver suicide prevention services across the country.
- We pilot programs that we have initiated and co-designed in-house that people or funders choose to pay for.
- Our Housing with Support services are trusted to support priority communities, making measurable differences to the lives of people in these communities, and are funded through diversified sources.



## Personal stories that inspire this strategy



"FOR THE FIRST TIME SINCE MUM DIED, I FEEL LIKE I'M PART OF A COMMUNITY. I DON'T KNOW WHERE I WOULD BE TODAY WITHOUT THE SUPPORT FROM THE STAFF."

### Darren's story:

## Part of a community in Haven Foundation

Darren says being surrounded by a supportive community of residents and staff has helped him navigate life after his mum's passing.

The 44-year-old moved into a Haven Foundation in November 2023 shortly after his mother passed away. Up until then she had been his primary carer.

"For the first time since Mum died, I feel like I'm part of a community. I don't know where I would be today without the support from the staff," he said.

"The community [here] is great; before I came here I only had my family but here it's different because you are around people like you. You get along because they understand what you're going through."

Darren says having staff support available 24/7 had helped him on his recovery journey and to "grow as a person". "At home when I needed help Mum didn't necessarily understand what I was going through or know how to help," he said.

"I was worried about having a panic attack or feeling unwell, but here you know that there is support there, which eases your mind. Out there you can't schedule your disabilities, so having support available 24 hours a day is amazing.

"The staff have helped me do things that I never thought I would ever do. I now live a much healthier life, I'm more confident as a person and they have helped me with my disability."

# Our foundations and enablers: how we're going to do it



## Our approach to our strategic plan is simple.

What we have is our **Foundations**.

How we use our foundations is through our **Enablers**.

Where we use our enablers is our **Strategic Priorities**.

## And what it's for?

Well, for the next five years, it's to achieve our strategy: Community-based, Unified, Visible.

But the bigger picture is to deliver on our purpose, and work towards our vision.

## Foundations

**Mind's six foundations are our fundamentals — they make us who we are. And the people, families, carers and communities we work with tell us that these are the things that make the biggest difference for them.**

**We don't choose whether we do these things – but we choose how we do them.**

Each of our foundations requires dedicated effort and nurturing. They are backed by robust governance structures and come to life through the work of our staff and volunteers, and the partnerships we have across Australia.

Strong foundations will continue to serve as the basis for Mind's strategic activities in this 5-year plan.

### **Supporting people through service delivery**

Over 1000 frontline workers ready to connect when you need someone alongside you. We work in communities across the country and are strengthened by experts in practice and learning.

### **Our staff**

Our staff make us who we are. They make a daily difference for people and their lives, bringing heart, humour, dignity and commitment to our mental health services.

### **Advocacy to create change**

Change does not emerge from silence. Every day we hear, work with and amplify the voices of people who rarely feel heard – but who offer critical input on the critical changes we need. We are a credible public voice for a fairer, empowering service system.

### **Lived experience**

Lived experience is central to who we are and what we do. It underpins the way we think about mental health services, the way we design them and the way we deliver them. We have been at the forefront of lived experience-led transformation and are committed to bringing the sector with us. And we recognise that Aboriginal and Torres Strait Islander lived experience is unique and must contribute to our growth as an organisation.

### **Housing with support, in community**

At our core, we work to ensure people experience healing and connection within their community. We build homes in community and to create community, founded on a unique model of mental health support and stable housing. And we build trusting, transparent relationships with partners in diverse communities, supporting them to do their best work.

### **Operating systems**

Good systems are invisible, but they help to make your needs visible. They ensure that when you reach out to Mind, your experience is connected, compassionate and brings a sense of ease. Good systems inspire confidence that your privacy will be protected, and that you're safe. They help our teams focus on what matters most and do their best work.

## How we will strengthen our foundations

### Supporting people through service delivery

- Build on opportunities to strengthen our early career workforce, across Lived Experience, housing with support, and youth-focused services.
- Embed structures that ensure a fundamental connection between evaluation and research, community engagement, service design, practice, learning, the professional development of our frontline, and outcomes and quality.
- Demonstrate the vital role of a holistic approach to mental health service delivery, embracing partnerships to avoid clinical, psychosocial, and lived experience silos.

### Our staff

- Enhance the skills and expertise of our workforce, continuing to evolve best practice through learning and improvement.
- Deepen cultural safety and governance for our growing First Nations workforce, through the focussed development of our entire staffing team.
- Provide opportunities for our staff to work at the innovative, leading edge of our sector.
- Empower our staff to prioritise partnership and local connections, to achieve better outcomes through relationships across communities.
- Invest in tools and technologies that help our staff to do their best work.

### Advocacy to create change

- Undertake robust and compelling campaigns for system improvements—for equity, access and experience—underpinned by the unique evidence we can draw from our service footprint.

### Lived experience

- Build on the success of our first lived experience strategy to drive new initiatives, drawing from the insight of the people and communities who have lived it, to shape an intersectional model of lived experience at Mind and for the sector.

### Housing with support, in community

- Define and invest in sustainable and integrated mental health and housing services that meet the unique needs of people with psychosocial disability.
- Embed partnerships with specialist community organisations that serve diverse groups in all new services, so that people benefit from our shared and unique strengths.

### Operating systems

- Deliver trustworthy services backed by the three pillars of data governance, privacy, and cybersecurity.
- Build agile, reliable and efficient processes that enable swift and effective decision-making, backed by data.
- Design our systems and ways of working to enable staff to do their best work, and feel trusted to do so.
- Set the stage for innovation and new ideas through a strong base of risk management, and legal and regulatory compliance.



## Enablers

**Our foundations are fundamental. Our enablers are a set of choices we make about how best to strengthen those foundations. With effective enablers we can translate strong foundations into greater impact.**

**These are the methods we use to achieve our strategic priorities.**

**Mind chooses which enablers to invest in, and how best to use them.**

### Our voice, brand and reputation

We speak up, and that speaks volumes about us. Through our public communications and policy work, and by being known for the change we want to see in the world, we seek to create better outcomes, system improvement and social reform.

### Research, analytics and impact

You count, so we make sure you're counted. By understanding our impact supporting you and people like you, we want to make sure our innovations and strengths can be shared as widely as possible.

### Lived expertise

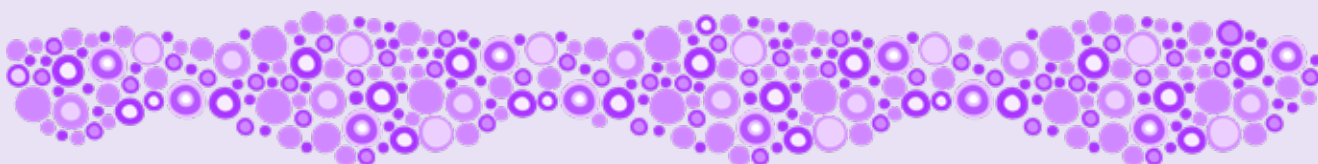
Lived experience is why we get it; Lived Expertise is how we generate meaningful change. Lived Expertise is the collective knowledge formed through decades of development from the lived experience movement, leadership and workforce. This permeates every level of our operations, from people we support in community, right through to our executive team and Board. We ensure this expertise is valued by governments, funders and across the mental health system.

### First Nations partnerships

Working in genuine partnership with First Nations communities and organisations is central to Mind's commitment to reconciliation and justice for Aboriginal and Torres Strait Islander peoples. We approach this work with humility, cultural responsiveness, and a willingness to listen, learn and adapt. While some Mind services are grounded in strong local relationships on Country, we recognise the importance of deepening and expanding this work across our national footprint. Over the life of this Strategic Plan, we will embed culturally safe practices, strengthen local partnerships, and ensure our services reflect and support the voices, leadership and self-determination of First Nations peoples.

### Design, innovation and digital technology

Mind is committed to best practice, in a world that is always changing around us. Remaining a trusted provider of choice doesn't mean technology replacing humans – it means knowing our strengths and enhancing them with new possibilities, digital or otherwise.



## How we will strengthen our enablers

### Our voice, brand and reputation

- Through quality service delivery, effective communications, and meeting people where they are, we will build our brand as a trusted, expert mental health service provider.
- In addition to active participation in peak bodies and other mental health forums, strengthen our own public advocacy, strongly representing the voice of the people we support – especially those struggling to get the support they need – and building people's ability to speak for themselves.

### Research, analytics and impact

- Evolve our outcome measurement from its successful roots, to extract targeted and powerful insights that drive impact and problem-solving.
- Led by lived experience, explore and embrace alternative ways of building shared knowledge that are led by community.

### Lived expertise

- Increase lived expertise influence and authority across our service delivery, practice, workforce, leadership and governance, and broader recognition of the necessity of lived expertise in commissioning and service design.

### First Nations partnerships

- Prioritise the development of intentional, place-based collaborations with Aboriginal Community Controlled Organisations (ACCOs), grounded in the principles of self-determination and long-term relationship building.
- Embed culturally responsive engagement practices across all levels of the organisation, underpinned by cultural humility, respect, and consistency.
- Invest in co-designed approaches, shared decision-making structures, and internal capability building to ensure our partnerships are sustainable, mutually beneficial, and aligned with community priorities.
- Create an organisational environment where First Nations voices are not only heard but drive meaningful change.

### Design, innovation and digital technology

- Learn from the experience of people who use our services, and community members, to identify problems and design solutions that make their lives easier.
- Draw from our wealth of knowledge gained through supporting people in complex circumstances, to bring new ways of thinking about mental health and wellbeing to new groups.
- Pursue partnerships with industry experts who can help us to build our capabilities in this area.

## Personal stories that inspire this strategy



### Kayla's story: Building life skills at a Youth Residential Rehabilitation service

Kayla, 23, moved into one of Mind's Youth Residential Rehabilitation (YRR) services after living with her grandparents for several years.

"I need a lot of support and they couldn't do that and we all needed our own space," Kayla said.

The service supports young people who are struggling with everyday living, family problems, and various mental health challenges.

Early experiences had made it feel unsafe for Kayla to ask for help.

"The first time I walked in here (YRR)... I refused to ask for any help. Asking for help felt very humiliating for me. I saw other people ask for help and nothing bad happened, so, after the first few times, I asked too and it was fine," Kayla said. "It felt amazing!"

*"I LOVE ALL THE STAFF HERE – THEY ARE AMAZING PEOPLE. YRR HAS BEEN AN OVERWHELMINGLY GOOD EXPERIENCE FOR ME."*

"I have some trauma from conflict in the past that made me not know how to deal with it (but) I'm learning a lot about myself and how I deal with feelings."

Kayla is also being supported with everyday life skills, like cleaning, and attends every group activity at the service. "Kayla's independent living skills have grown a lot, and she has made great progress with her speech pathologist," said the service's team leader Anja.

"I love all the staff here – they are amazing people. YRR has been an overwhelmingly good experience for me," Kayla said.

Mind values the experience and contribution of people from all cultures, genders, sexualities, bodies, abilities, spiritualities, ages and backgrounds.

Mind values the expertise and leadership of people with personal lived and living experience of mental health challenges and alcohol and other drug use, and families and carers as we work together to influence and transform the services and systems in which we work.

Mind thanks all those people and organisations who generously provided their experience and advice during the development of this platform.



# mind

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