

mind



Lived Experience Strategy

2026-2030

2	Acknowledgements
3	Introduction
6	Purpose of this strategy
8	Background and context
12	Current state of play
20	Vision
21	Principles
22	Objectives of the strategy
25	Strategic deliverables by objective
34	Appendix



Acknowledgement of Country

Mind would like to acknowledge Aboriginal and Torres Strait Islander peoples are the traditional custodians of the land on which we work, live and play.

Mind pays respect to the Elders across this land, and their never-ending push for change.

Mind recognises and pays respect to the future elders and their advocacy for equity.

Mind acknowledges the connection Aboriginal and Torres Strait Islander peoples have to the lands, water ways and skies.

Mind acknowledges that we can contribute to and lead the systems to decolonise services to create a better world for Aboriginal people.

Sovereignty has never been ceded. This always was and always will be Aboriginal land.



Artwork by Luke Jampin Booth, Kurruwarl

Recognition of Lived and Living Experiences

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

We value and affirm the perspectives and contributions of people from all cultures, genders,

sexualities, bodies, abilities, spiritualities, ages and backgrounds, and the survival and resistance of those most impacted by services and systems that have harmed and oppressed.

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



Taking Lived Experience from principle to practice

For nearly 50 years, Mind has been establishing itself as a leader of Lived Experience in the mental health sector.

In 2026, the organisation, including One Door Mental Health and The Haven Foundation, is nationally recognised for our strong commitment to Lived Experience leadership, collaboration and peer-led innovation across all areas of the mental health sector in which we operate. In continuing to lead this work, Mind recognises that it is fundamental to demonstrate how best practice lived experience approaches are grounded in human rights, align with legislative and regulatory requirements and can deliver improved outcomes for communities and funders.

When we launched our sector-leading Lived Experience Strategy in December 2021, we committed to a whole-of-organisation transformation. A transformation which endeavoured to centre the perspectives and expertise of people with lived and living experience of mental health challenges – personally or as a family member or carer – across governance, leadership, service design, and delivery. Through this process we have learned by doing, and our efforts have led to significant progress.

Mind's Lived Experience Strategy 2026-2030 is anchored in three core intentions:



Reaffirming Lived Experience is at the heart of everything we do at Mind



Uniting the entire organisation to move forward on our Lived Experience journey through shared action and understanding



Shaping Lived Experience principles into practical, operational actions across the organisation



We've laid considerable vital groundwork, including governance structures, policy frameworks, and new ways of thinking about safety that will support Lived Experience to thrive. These foundations matter. This groundwork signals intention, creates authorising environments and invites shared accountability.

However, genuine change does not come without challenge. In the process of establishing these foundations we also encountered deep structural, cultural and practical barriers both within Mind and beyond. We know and hear that Lived Experience is not yet consistently applied or experienced across our organisation and services. We also recognise the critical need to better address and reflect First Nations and intersectional perspectives in Lived Experience approaches. This gap between our belief in and dedication to this work and the felt reality for all service users and staff must be addressed.

When times are tough, investment in Lived Experience is often among the first areas to retract. At Mind, we must take a clear position: that Lived Experience is core to who we are – no matter what the circumstances are around us. It reflects our sustained commitment, investment and vision for the future of mental health services to deeply centre Lived Experience ways of working and human rights as essential to support better outcomes for people and communities, and to achieve radical systems change.

To ensure this commitment is real, measurable and enduring, Mind will develop and apply a Lived Experience Commitment Framework to benchmark our progress and ensure all the work we do across our organisation meets expected standards by 2030.

Learning from implementation of our last Lived Experience Strategy

The development of Mind's Lived Experience Strategy 2026–2030 has been informed by a comprehensive evaluation of the 2021–2024 Strategy. The evaluation drew on the perspectives of people accessing our services, our workforce, including staff in designated Lived Experience roles, leaders and partners to understand both the impact of our efforts and where we fell short.

The evaluation highlighted meaningful progress, alongside persistent gaps between intention and felt experience.



These insights have directly shaped the focus, priorities and design of this Strategy, ensuring it builds on what has worked, responds honestly to what has not, and is grounded in evidence, experience and accountability.

Note on key terms:

A glossary of terminology and companion documents referenced within this Strategy can be found in the appendices.

Language is powerful, and words have various meanings for different people. We know that some terms are contested and nuanced and have tried to be inclusive in our Glossary definitions (see page 14).

Words highlighted in bold are defined in the Glossary.

For readability, in this document we have abbreviated the following terms:

Lived and Living Experience – **Lived Experience**. See also, definition of Lived Experience from a First Nations lens (page 14).

Family (biological, chosen, cultural and/or grounded in community or kinship), carers – **family, carers**. We use the term inclusive of:

- First Nations concepts of collective family dynamics including **relational** obligation, kinship systems, and community relationality. The distinction between consumer and carer is usually not appropriate, as it is highly likely that many people will identify as both¹
- Multicultural and faith concepts of support networks
- LGBTQIA+ concepts of 'chosen' family
- People's self-described terms

Lived Experience workforces are inclusive of both consumer and family/carers perspective workforces, recognising the unique and essential role both of these perspectives bring to Lived Experience.

¹ 3. Lee, T. et al. Aboriginal and Torres Strait Islander Lived Experience Peer Led Workforce Guide: A learning tool for all Peer Workforces and organisations. (Western Australia Mental Health Commission & Black Dog Institute, 2024).

Purpose of this strategy

Mind's Strategic Plan 2026–2030 positions Lived Experience as core to who we are and our aim to deliver unified, community-based and visible mental health services.

This Lived Experience Strategy exists to make that ambition real by embedding Lived Experience consistently across how Mind designs, advocates, delivers and governs the work we do.

This Strategy provides a clear roadmap for translating commitment into sustained, organisation-wide practice, embedding Lived Experience wisdom, knowledge and leadership into daily operations, service delivery and decision-making. This will ensure it is felt consistently by people accessing our services, by all staff across Mind and by the broader sector and community.

The Strategy also commits Mind to sharing learning and evidence across the sector to strengthen partnerships and contribute to broader systems transformation, while remaining grounded in accountability to the communities we serve. This includes authorising our workforce, strengthening internal support systems, maximising the impact of service delivery, and building a sector-leading evidence base for Lived Experience-led services, including amplifying the Lived Experience perspectives of First Nations peoples and Culturally and Racially Marginalised (CARM) intersectional communities.



VISION



A future where Lived Experience is woven through all of Mind's work, where our culture and practice are grounded in connection, justice and rights, and where every community we serve feels its impact

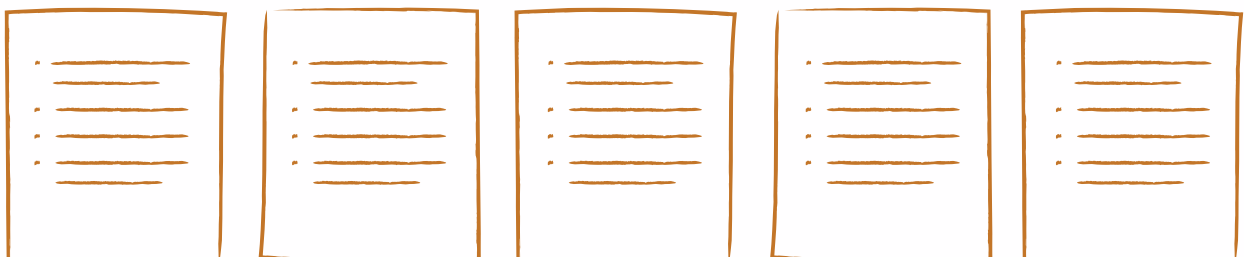
↑ ↑ ↑ PRINCIPLES



↗ ↖ OBJECTIVES



(COMMITMENTS)



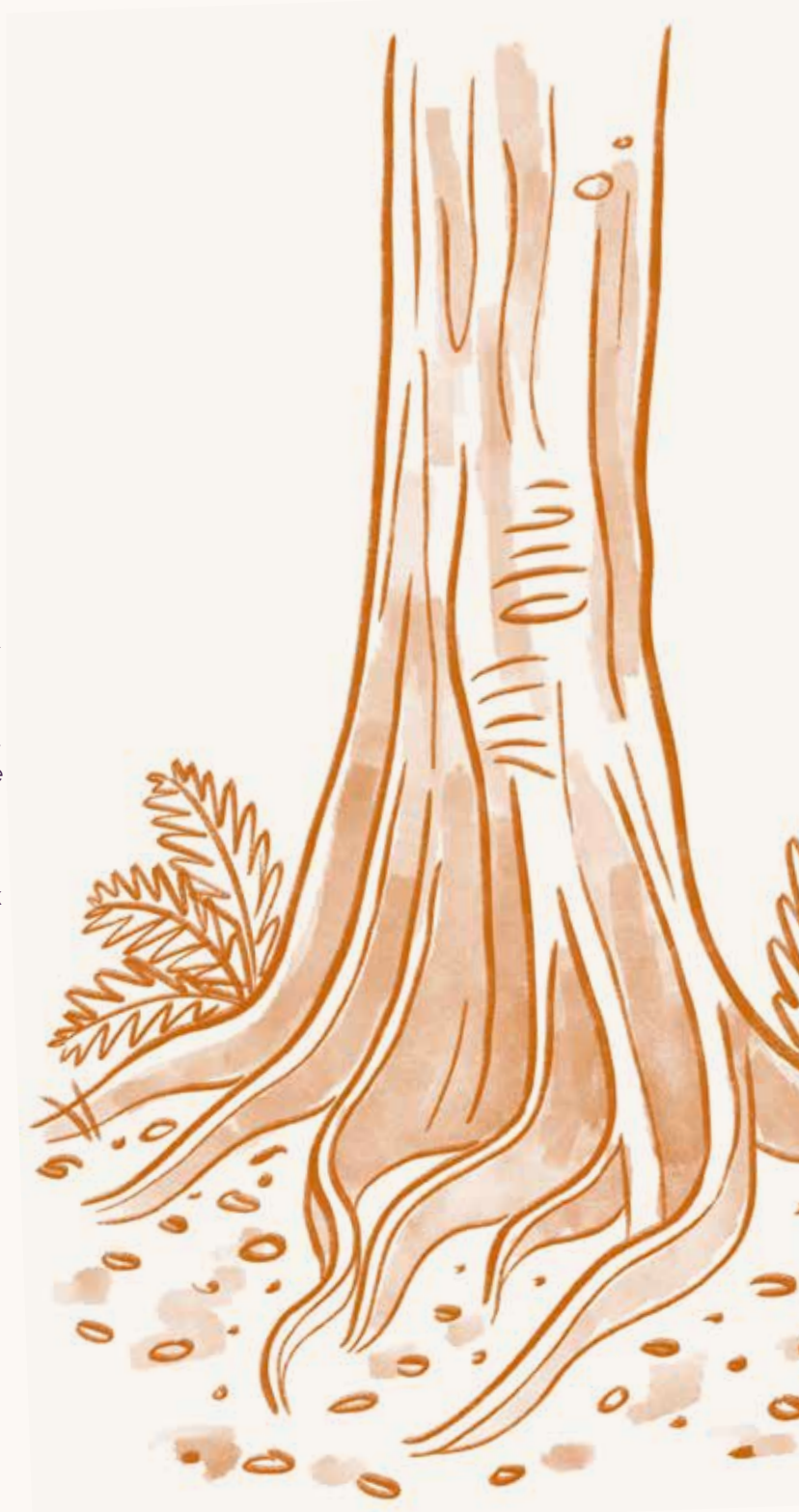
Background and context

Despite a turbulent environment, Lived Experience persists

Over the past five years, there have been significant advances in the recognition, development and influence of Lived Experience leadership and workforces across the mental health sector. At Mind and nationally, Lived Experience roles and approaches have continued to evolve and expand.

This period has seen

- the launch of landmark frameworks, including the National Lived Experience (Peer) Workforce Development Guidelines² and discipline frameworks for the consumer³ and family carer⁴ Lived Experience workforces.
- the introduction of new workplace psychosocial hazard legislation, and recognition of the unique hazards experienced by Lived Experience workforces.
- the formation of national Lived Experience peak bodies, such as The National Mental Health Consumer Alliance and Mental Health Carers Australia leading to a growing evidence base for Lived Experience practice, leadership and advocacy.
- growing recognition of the need for alternative approaches to mental health and distress alongside the mainstream adoption of professional development including Intentional Peer Support (IPS) and Alternatives to Suicide (Alt2Su).
- the Government's commitment to, and funding of, a National Mental Health Peer Workforce Professional Association.



We are also operating in an increasingly turbulent global and national landscape including:

- ongoing fiscal pressure following the pandemic
- rising service demand driven by economic hardship and global instability
- system reform, including of the NDIS and increasing recognition of the lack of foundational mental health supports for those not eligible for the NDIS
- a reduction in Lived Experience initiatives and newly formed Lived Experience Leadership roles in parts of the system and sector
- a lack of sustained investment in Lived Experience practices to foster understanding and drive innovation in service reform and delivery.

In this context, the Lived Experience workforces have weathered a storm, demonstrating resilience and continued relevance, but have not been immune to the impacts of systemic uncertainty and constraint.

"MIND IS PROGRESSING...
IT'S NOT REVOLUTIONARY,
IT'S EVOLUTIONARY,
WHICH I PREFER."

- Tony, Lived Experience Advisory
Team member

Mind's unique opportunity

The Lived Experience workforces and movements bring a wealth of knowledge, wisdom and insight, along with practice approaches and principles that centre autonomy, mutuality, relationships, dignity and respect. It is critical to transforming a system that has long resisted change, looking beyond risk management to embedding a sense of humanity that has too often been absent in mental health care.

At Mind, Lived Experience has moved from the margins to being included at all levels across the organisation. Since 2021, the groundwork has been laid for bigger and bolder change. Mind's opportunity, as an organisation operating at scale, is to translate Lived Experience into system legible practices without dilution or co-option, and to demonstrate what this looks like in action.

The way we do this matters. Being truly Lived Experience centred means staying grounded in the values and principles of the consumer and family carer movements, and challenging leadership and decision-making models that can cause harm, while navigating the reality of the scale, legacy and diversity of Mind's work.

This work requires us to ensure the Lived Experience voice is heard in a system which often speaks a different language. With the continued growth in funding opportunities for services that blend Lived Experience and clinical practices, we have a vital opportunity to bridge the paradigm divide. By doing this, we can deliver more supportive, effective services in the community while actively shifting the conversation within the system.

² Byrne, Louise & Wang, Ying (Lena) & Roennfeldt, Helena & Chapman, Melissa & Darwin, Leilani & Castles, Calista & Craze, Leanne & Saunders, Margaret. (2021). NMHC Lived-Experience-Workforce-Development-Guidelines. 10.13140/RG.2.2.11738.26567

³ Centre for Mental Health Nursing, University of Melbourne: N Joffe-Kohn; C Van Remmen; C Roper; S Sharpe; C Kozman; L Azoury; P Sansanwal; L McKenner; T Swingle; V Edan; and Centre for People, Organisation and Work, RMIT University: H Roennfeldt; Dr M Chapman; Dr L Byrne (2025). Mental Health Consumer Lived Experience Workforce Discipline Framework. https://healthsciences.unimelb.edu.au/__data/assets/pdf_file/0020/5242142/384076-DOH-MH-Consumer-framework-WEB-WCAG-5.0.pdf

⁴ Stojanovska, D., Alvarez, A., Walters, C., Mercuri, A., Diviney, E., Jonas, R., Peterson, V., Lambert, C. (2025), Mental Health Family Carer Lived Experience Workforce Discipline Framework, Tandem, Abbotsford, Victoria. (2025). Mental Health Family Carer Lived Experience Workforce Discipline Framework. <https://tandemcarers.org.au/Common/Uploaded%20files/Publications/Mental%20Health%20Family%20Carer%20Lived%20Experience%20Discipline%20Framework.pdf>

Becoming a fully Lived Experience benchmarked organisation by 2030

To fulfil Mind's recommitment to Lived Experience, we must now move beyond pockets of strong practice toward a consistent, organisation-wide understanding of what Lived Experience looks like in action and what our minimum standards are. We must do this in a way that is tangible, measurable and provides a shared and rigorous approach to accountability.

As part of this strategy, Mind will develop a Lived Experience Commitment Framework which defines, holds us to, and guides alignment of the whole organisation to a minimum standard of Lived Experience engagement.

Through our evaluation (see '4. Current State of Play'), we heard that Lived Experience is strong in some parts of Mind but unevenly felt across the organisation. In addition, while Lived Experience roles have grown, they have not always been well-integrated, leaving gaps in role clarity and shared understanding. Some service models (such as Mind's supported housing services) have yet to confirm the role of Lived Experience in their

delivery. Furthermore, the more Lived Experience centred and led services are developed, we need criteria against which a clear, consistent evidence base can show impact to strengthen advocacy and guide improvement.

In response to these insights, Mind has identified the need for a shared organisational framework that provides clear definitions, clarity of practice and a roadmap for our commitment to Lived Experience, plus an authentically collaborative approach to get there. Mind's Lived Experience Commitment Framework (below) will articulate this shared understanding, exploring Lived Experience fidelity through the lenses of Governance, Workforces and Practice, and Partnership and Co-production. It will enable us to benchmark our progress and guide our organisational journey.

Through the application of the Commitment Framework, Mind will map our expectations across all parts of the organisation and services, measuring the progress to meet these expectations and moving deliberately towards becoming a fully Lived Experience benchmarked organisation by 2030.

Lived Experience Led

Lived Experience (Expertise) designed, delivered, led and governed.

Lived Experience Centred

Lived Experience (Expertise) recognised and endorsed within design, development and decision-making.

Lived Experience Engaged

Lived Experience contribution and consultation - ideas and input.

Lived Experience Informed

Lived Experience consultation, co-design activities, collaboration and influence.



Current state of play

Achievements since the last strategy

Since the launch of the Lived Experience Strategy in 2021, Mind has made significant progress in strengthening Lived Experience leadership, embedding enabling structures, and contributing to sector wide change.

Lived Experience at all levels

In 2023, Mind developed its first Executive Director Lived Experience role to ensure that Lived Experience and Expertise was represented at all levels of the organisation. Mind was one of the first organisations to make this commitment, with the position overseeing a diverse and growing Lived Experience Division focused on Lived Experience led operations, strategy, development, innovation and evidence-generation.

In the same year, as part of the merger with One Door Mental Health, Mind adjusted its Constitution to require two Lived Expertise positions at Board level (one consumer, one family/carer) and a broader target of 50% of Board members bringing their own Lived Experience.

Establishing foundations for Lived Experience led practice and governance

Mind has developed two major, complementary pieces of work that underpin Lived Experience led service delivery and accountability:

- **Connection and Community: Transformative Lived Expertise led Approaches**
Provides a clear practice direction for delivering services led by Lived Experience, grounded in relational, community based and rights centred approaches.
- **Lived Experience Governance Framework**
Marks a significant shift in how mental health services are designed and governed by embedding Lived Experience across service delivery, leadership and governance.

Investing in research, thought leadership and sector influence

In 2023, Mind launched the Stratford Lecture and Scholarship, honouring the legacy of Anthony Stratford who dedicated his life to advocating for a recovery and lived experience approach to supporting people with mental health and wellbeing challenges. Through this initiative, Mind has strengthened the visibility and influence of Lived Experience through targeted investment in research and thought leadership.

The scholarship supports emerging Lived Experience leaders through an annual Scholarship prize and Lecture, both of which champion Lived Experience leadership and its role in driving mental health system reform.

Strengthening workforce pathways and organisational culture

Across the organisation, Mind has continued to improve the structures and supports that enable Lived Experience and peer roles to thrive. We have developed - and continue to improve - tailored supports and approaches to encourage people to enter Lived Experience roles and we have created clearer pathways into leadership from all levels of the workforce.

Significantly, Mind has developed a rigorous approach to enable staff with Lived Expertise to shift to Lived Experience designated roles where suitable.

These changes have contributed to meaningful cultural shifts, with increasing recognition across Mind of the value Lived Experience brings to everyday work with people accessing services.

"MIND SUPPORTS
THIS WORKFORCE TO
THRIVE AND OFFER
AN ALTERNATIVE
MODEL OF SUPPORT FOR
PEOPLE EXPERIENCING
MENTAL DISTRESS."

- Daisy, Mind



Expanding Mind's portfolio of Lived Experience led and Lived Experience centred services

Since 2021, Mind has significantly expanded its portfolio of Lived Experience led and Lived Experience centred services. We originally set ourselves the target of three Lived Experience led or centred services by 2025, and have surpassed this target three-fold to be awarded a total of 12.

This growth includes the establishment and delivery of a range of new and evolving services, including:

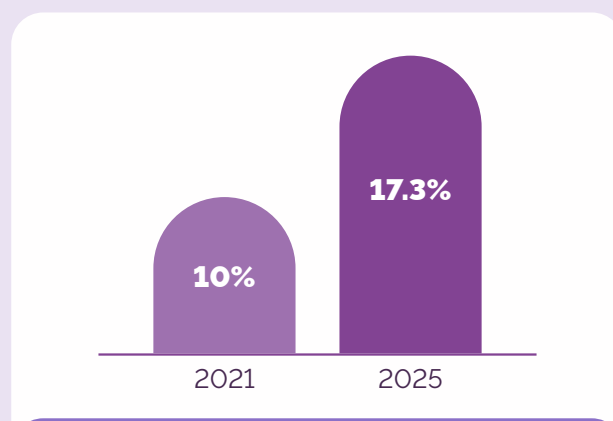
- LGBTQIA+ Suicide Aftercare Service* (continued delivery)
- Lived Experience Residential Service*
- Lived Experience Career Compass*
- Victorian Mental Health and Wellbeing Locals
- Mental Health and Wellbeing Connect centres
- Distress Support Service pilot
- Cairns Medicare Mental Health Centre
- Crisis Support Space, Cairns
- St James Transitional Care Unit

*These services are Lived Experience-led and governed.

Together, these services demonstrate Mind's growing capability to deliver models that centre Lived Experience while operating within complex funding, regulatory, commissioning and reform environments.

Alignment with national best practice and partnerships

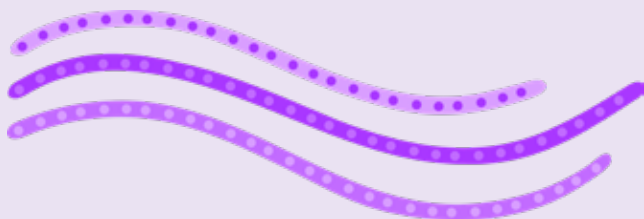
This work has been undertaken in alignment with national guidelines and evidence for best practice in Lived Experience workforce development and leadership. Mind acknowledges Dr Louise Byrne for her leadership and contributions to Lived Experience workforce development, and the Lived Experience Leadership and Advocacy Network (LELAN) for its partnership in designing and strengthening lived expertise practice and governance approaches.

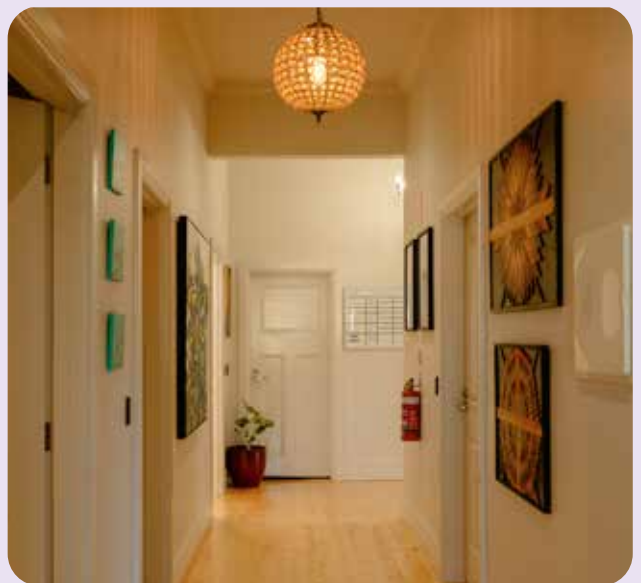


What we learned about growth

In 2021, Mind committed to growing the Lived Experience workforce to 20% by 2025. By the conclusion of the 2021-2024 strategy, Lived Experience roles made up over 17% of the workforce, an increase of 7%+.

While we fell short of this target, this reflects a deliberate decision to focus on better supporting people already in Lived Experience roles through stronger training, supervision and integration before focusing on growth. It reinforced that being Lived Experience centred is about quality and embedment, not numbers alone. This is central to our 2030 commitment.





Challenges we still need to overcome

Forging new paths in complex systems brings ongoing challenges. Mind is on a learning journey, and the evaluation of the 2021 Lived Experience Strategy highlighted several areas requiring further attention:

Inconsistent embedding of Lived Experience practice

While Mind has delivered new Lived Experience centred services, many services still do not consistently deliver Lived Experience informed care or lack integrated and respected peer practice within service delivery models. Many services still rely on a single peer worker which increases risk of peer drift and burnout. This highlights the need for team based, integrated practice models and increased organisational guidance to support safe, sustainable Lived Experience practice where funding limitations impact inclusion of Lived Experience roles.

Confusion about roles, authority and purpose

Misconceptions about Lived Experience and peer roles persist across the organisation, and there remains confusion across service delivery and senior leadership about:

- The purpose of Lived Experience roles
- The scope of Lived Experience disciplines and practice
- Their role in shaping leadership and culture

We have seen these misunderstandings leaving peer workers feeling unauthorised to lead change, increasing the risk of peer drift and co-option, and creating tensions within multidisciplinary teams.

Addressing this requires increasing access to Lived Experience learning across the organisation, establishing a shared and consistent language, and developing clear and unified practice models that support effective, respectful collaboration between multidisciplinary (Lived Experience, Community Mental Health, Allied Health and Clinical) workforces.





Balancing Lived Experience and Lived Expertise

Our last Strategy clearly defined the unique and critical differences between having Lived Experience and working from Lived Expertise. This work has enabled increased clarity, along with an increased sense of value and new opportunities for consumer and family carer Lived Expertise perspectives to shape our work.

We know that over 70% of Mind employees self-identify as having a personal lived experience of mental health challenges and many identify as a family member or carer. There is still work to do to ensure that every Mind team member with Lived Experience who is not in a designated (Lived Expertise role) understands and feels their value to the organisation. We also need to ensure that service users with the most relevant Lived Experience and other people most impacted by the changes we are seeking are at the centre of our efforts to design, develop and drive reform.

Building a credible evidence base for Lived Experience impact

While Mind delivers a growing portfolio of Lived Experience centred and led services, there is a need for a robust internal evidence base that better demonstrates the unique and positive impact of peer work on service user outcomes. This will further enhance our ability to validate Lived Experience approaches as reliable and sustainable, strengthen advocacy and business cases, and consistently demonstrate value alongside established clinical models. Strengthening this evidence base is a core function of the Lived Experience Commitment Framework, enabling consistent evaluation, learning and improvement across services.

Navigating system and regulatory constraints

Embedding Lived Experience within mainstream mental health systems requires navigating legislative, regulatory and funding environments that were not designed with Lived Experience led or non-clinical models at their centre.

At Mind, and across the sector, there is an ongoing tension between emerging Lived Experience best practice and how legislation, funding guidelines and regulatory frameworks are interpreted and applied in practice. This tension is particularly evident in areas such as:

- 'Duty of care', which is understood differently depending on the lens applied: Lived Experience, clinical or OHS. From a Lived Experience perspective, duty of care as it is traditionally understood in clinical settings, can be enacted in risk-averse ways that limit relational, trust-based and rights-focused support. In OHS contexts however, the term refers to a legal requirement to eliminate or minimise risks "so far as is reasonably practicable," which shapes expectations and decisions differently.
- Professional registration standards can contribute to uncertainty about how Lived Experience practitioners lead and practise.

- Funding and commissioning requirements, which often prioritise clinical models delivered under clinical governance and may limit flexible, community-led and Lived Experience informed approaches.
- Building and safety standards, including anti-ligature design, which, despite good intentions, can create coercive environments that conflict with Lived Experience values and relational models of support.

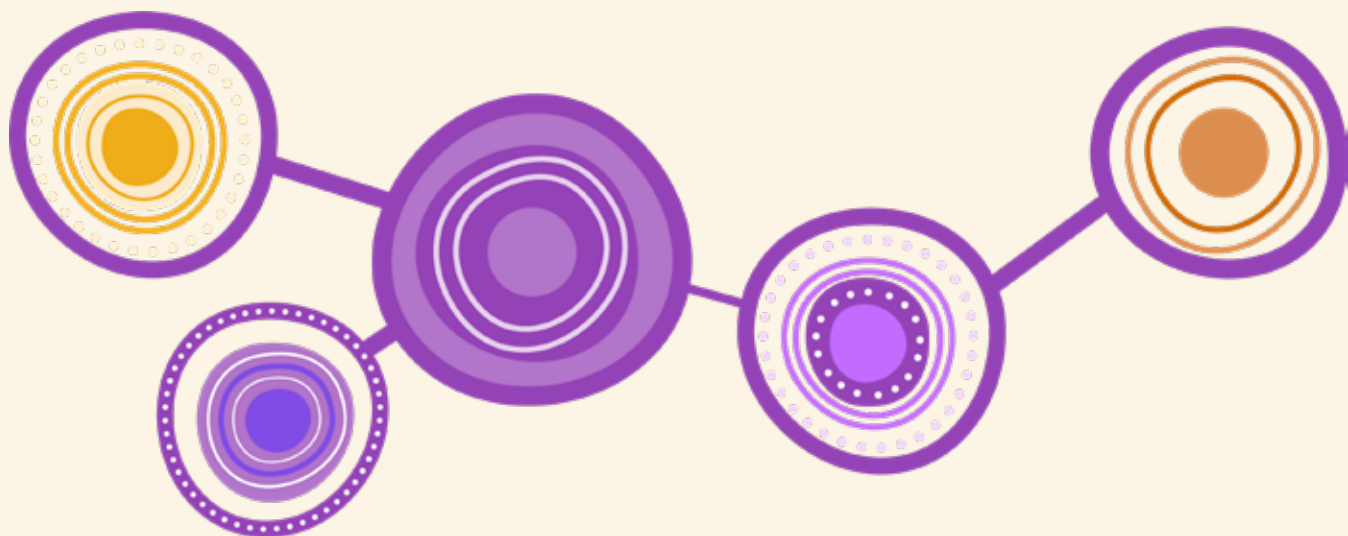
These constraints can thwart the best efforts of staff working to deliver high quality Lived Experience practice and create tensions for those who hold legal, clinical or organisational responsibility within services.

Navigating these tensions requires shared understanding, strong leadership and collective organisational approaches, rather than placing the burden on individual peer workers, clinicians or managers. Addressing these challenges in partnership and collaboratively with Support hub and Operational functions across Mind is essential to building mature, accountable and sustainable Lived Experience practice at scale.



Vision

A future where Lived Experience is woven through all of Mind's work, where our culture and practice are grounded in connection, justice and rights, and where every community we serve feels its impact.



Principles

Mind's delivery of the strategy will be shaped by six core principles:

Relational approaches and mutuality:

We prioritise relationships built on trust, reciprocity and shared humanity. We recognise that change happens through connection and trust, and value mutual learning between people accessing services, Lived Experience workers and the broader workforce.

Curiosity and listening deeply:

We approach our work with openness, curiosity and a willingness to listen beyond assumptions or fixed frames. We actively seek out and honour diverse perspectives, with special attention paid to experiences that challenge dominant narratives or established ways of working.

Respect, compassion and humility:

We treat all people with respect, compassion and dignity, acknowledging that we do not hold all the answers. We remain humble in our practice, open to feedback, and committed to learning when our actions fall short of our intentions.

Intersectionality and diversity:

We recognise that Lived Experience is shaped by intersecting identities, histories and systems of power. Our work seeks to actively respond to this complexity, ensuring approaches are culturally responsive, inclusive and grounded in the realities of the communities we serve.

Social Justice, equity and Human Rights:

We are committed to advancing social justice and human rights by addressing structural inequities within mental health systems and beyond to broader, interconnected spaces like housing and disability. This includes challenging practices and policies that cause harm or exclusion and working toward fairer outcomes for individuals, families and communities.

Courage and a commitment to social change:

We show courage by questioning the status quo, sharing learning honestly and acting even when change is uncomfortable. We use Lived Experience to advocate for improvement within Mind and across the broader mental health system.

Power sharing:

We actively share power by creating genuine opportunities for Lived Experience to influence decisions, not just inform them. This includes being transparent about where decisions sit, who holds authority and privilege and how people can meaningfully contribute.

HUMANITY AND
COMMUNITY SHAPE
MENTAL HEALTH, SO
WE CAN ALL LIVE THE
LIVES WE CHOOSE.

Objectives of this strategy

This strategy sets out a clear set of objectives to guide how Mind will embed Lived Experience over the next four years.

Together, these objectives translate our vision and principles into practical, organisation-wide action, shaping how we design, deliver and evaluate services, support our workforce, and contribute to broader systems change. They reflect what Mind will prioritise internally and how we will lead, learn and share alongside the communities and partners we serve. These objectives correlate to Mind's Strategic Plan's priorities of IMPACT, INNOVATE, INFLUENCE.

A. Translate Lived Experience insights and expertise into consistent, organisation-wide practice (IMPACT)

Embed the voice of Lived Experience and Lived Experience workforces consistently and intentionally across Mind's operations, service delivery and decision-making.

B. Deliver inclusive, accessible and responsive services (IMPACT)

Design, deliver and continuously improve Mind's services so they are inclusive, accessible and responsive to the diverse and intersectional needs of the communities we serve.

C. Build evidence, demonstrate impact and strengthen accountability (INNOVATE)

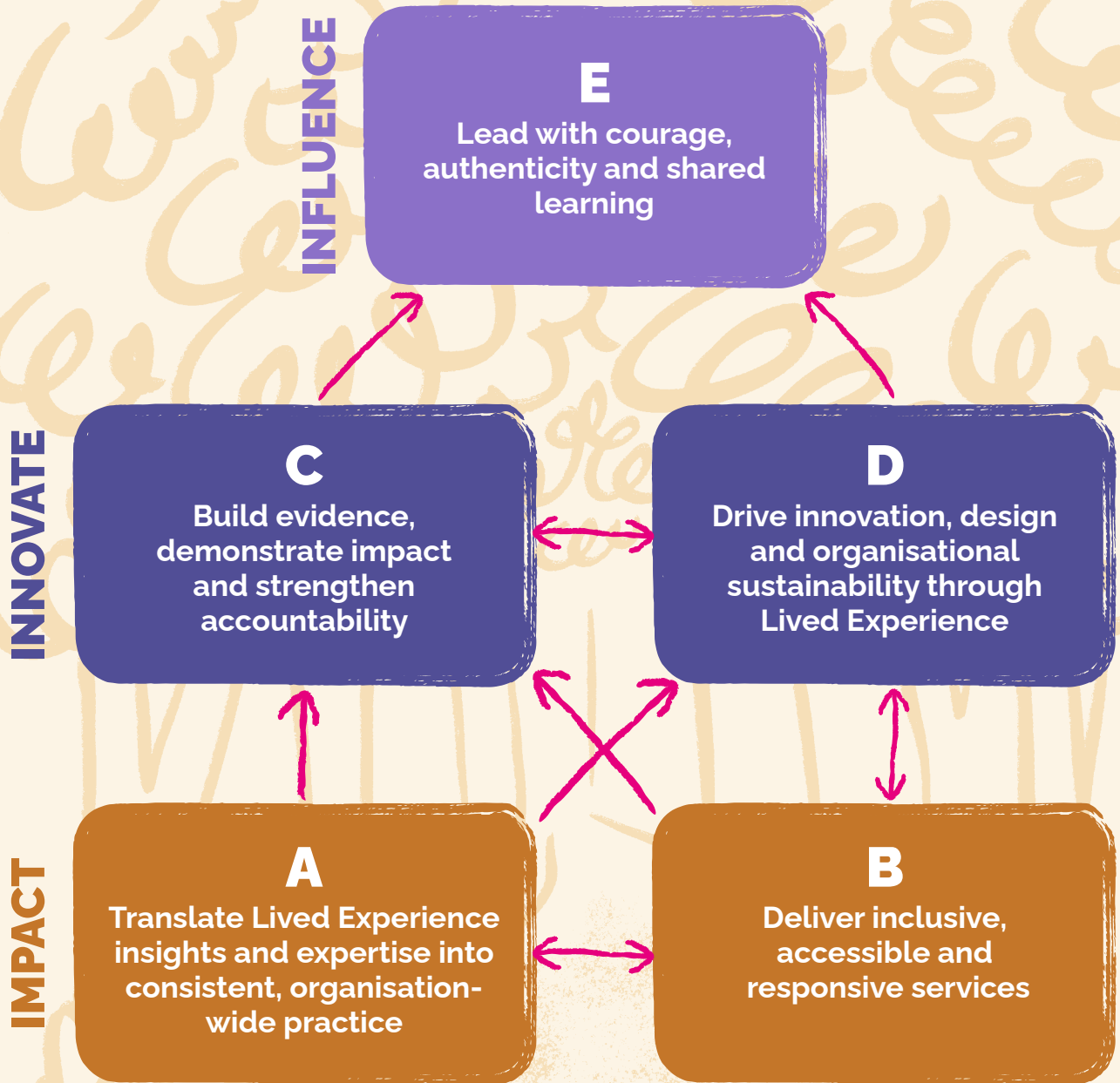
Contribute to the development of a robust, collective evidence base that demonstrates the impact and value of Lived Experience led and centred approaches, strengthening accountability to communities, funders and the sector.

D. Drive innovation, design and organisational sustainability through Lived Experience (INNOVATE)

Use Lived Experience to inform and lead innovation and design, supporting organisational growth and long-term sustainability.

E. Lead with courage, authenticity and shared learning (INFLUENCE)

Demonstrate brave and authentic leadership by sharing learning openly, advocating for change and supporting sector-wide improvement.





Strategic deliverables by objective

Figure 1 highlights the interconnected nature of the strategy's objectives and the deliverables that sit beneath them. The distribution of deliverables across objectives is not equal, nor is it intended to be. Instead, it reflects a purposeful strategic focus on translating commitment into consistent practice.

Accordingly, a greater proportion of deliverables sit within the IMPACT pillar and Objectives A and B, where the work of operationalisation, culture setting and accountability is most critical at this phase of Mind's journey. This focus strengthens the foundations upon which innovation, influence and future system leadership can be built, ensuring these are grounded in lived and felt experience rather than principle alone.

Governance of this strategy

Our approach to governance reflects the heart of this strategy: shared responsibility, continuous learning, and staying connected to the people and communities we serve. This approach starts with our Board and extends right through the organisation.

The evaluation of the 2021–2024 Strategy gave us a clear starting point: a set of guiding questions and a baseline which will help us understand what good progress looks and feels like. Building on that, we will check in regularly (with our service users, staff and leaders) on how the strategy is having an impact, not just on paper but in people's experiences.

Every year, we commit to listening closely to service users through a combination of quantitative sentiment analysis and qualitative, feet-on-the-ground conversations. This will help us understand how our deliverables are making a real difference in people's lives, and where we need to adjust our approach.

To keep the work grounded and shared across the organisation, each deliverable will have an Executive Sponsor who holds the strategic view and creates the conditions for success. They will nominate a Lead, who may sit anywhere in Mind. No one delivers alone, with every Lead supported by the Lived Experience Division to ensure the work is aligned, relational and genuinely shaped by lived expertise.

Together, this approach ensures that delivery of the strategy stays connected, accountable, and driven by the values that sit at its core.

"I REALLY APPRECIATE THE FACT THAT MIND IS GOING ABOUT THIS IMPORTANT WORK, AND ASKING PEOPLE FOR THEIR INPUT INTO STRATEGIC POLICIES AND CHANGES TO MAKE TO THEIR PRACTICES."

- Family Lived Experience
Advisory Team member

Objective	Deliverables	Success Criteria	Timeline and responsibility
A. Translate Lived Experience insights and expertise into consistent, organisation-wide practice (IMPACT)	A.1 Develop, implement and benchmark Mind against a Lived Experience Commitment Framework to drive consistent, organisation-wide progress across all of Mind's services.	Mind will develop a framework that provides shared definitions, guidance and a roadmap around different levels of Lived Experience Commitment. Each of Mind's services will be benchmarked and fit within the Commitment Framework. The benchmarking exercise will identify clear commitment actions for each part of Mind, which will be coordinated with the teams responsible for progressing them. Services and functions within Mind will have action plans related to the highest Lived Experience Commitment level possible for their service type. Every part of Mind and our services will meet the minimum criteria of being Lived Experience engaged by 2030.	Executive Director, Lived Experience December 2029
	A.2 Utilise organisational change management and communications approaches to support relational and robust implementation of Lived Experience principles and approaches.	Mind will have embedded the overarching change-management strategy to support workforces throughout future changes. Senior leaders will be engaged and informed (through induction and coordinated communication plan etc.) about the Lived Experience Strategy and will be able to communicate this clearly to their teams. Workforce surveys will show people feel meaningfully engaged with Lived Experience and understand their part in the future of Mind.	Executive Director, Business Services & Executive Director, People, Practice and Learning Ongoing
	A.3 Support all staff and leaders across the organisation to increase their Lived Experience literacy to support their own understanding and effectively communicate the importance of Lived Experience approaches.	Leaders will consistently use shared Lived Experience language in organisational communications. Staff will report increased literacy, connection to, and understanding of, the value of Lived Experience to their work. In staff surveys and strategy evaluations, Lived Experience staff will report increased wellbeing, authorisation and leadership support.	Executive Director, Strategy, Engagement and Housing Transformation & Executive Director, People, Practice and Learning March 2027
	A.4 Strengthen the Lived Experience workforces through expanded pathways for early career support, professional development and leadership opportunities.	There will be more career pathways and opportunities available for Lived Experience workers (PD, promotions, roles). Mind will be an employer of choice (number of applications for jobs). We will have seen an increase in shared supervision resources across Mind (e.g. a LE team leader of one team has supervision responsibilities for another). Peer practitioners will have access to discipline-specific supervision, outside of line management.	Executive Director, Lived Experience & Executive Director(s), Operations January 2028

Objective	Deliverables	Success Criteria	Timeline and responsibility
A. Translate Lived Experience insights and expertise into consistent, organisation-wide practice (IMPACT)	A.5 Improve and define multidisciplinary team practice models (including Lived Experience, Community Mental Health, Allied Health and Clinical workforces), with emphasis on integrated partnerships, policies and procedures.	Lived Experience and non-Lived Experience staff will report effective, integrated team practice. Clear organisational guidance will exist for multidisciplinary models on how Lived Experience is positioned. Mind will have successfully tendered for more multidisciplinary service models.	Executive Director(s), Operations June 2027
	A.6 Develop processes and policies that give clarity on when and how lived expertise must influence Mind's policy development, and practice reviews.	The framework for policies and procedures review at Mind will embed authentic Lived Experience engagement as evidenced by a review framework, and at least five5 recently updated policy and practice documents.	Executive Director, People, Practice and Learning December 2026
	A.7 Review and strengthen co-design and co-production practices, structures and capabilities across Mind leading to more and better opportunities for Lived Experience insights and wisdom to drive decision-making.	Staff across Mind will have an understanding of, and access to, clear practice guides and tools to support co-design and co-production activities. There will be increased visibility to participation policies and processes for knowing who, when and how to involve those most impacted in decision-making. There will be expanded formalised and supported opportunities for those most impacted to be involved with and advise Mind strategically.	Executive Director, Lived Experience December 2026
	A.8 Develop and test 'Our Safety Together' (OST) as a relational approach to mitigating risk, promoting safety and meeting legislative requirements within Lived Experience-led services.	Mind will implement a trial of OST tools and practices within the Lived Experience Residential Service initially. There will be an evaluation and assessment of OST tools and practices with recommendations for revisions and broader rollout across Mind.	Executive Director, Lived Experience & Executive Director, People, Practice and Learning July 2027

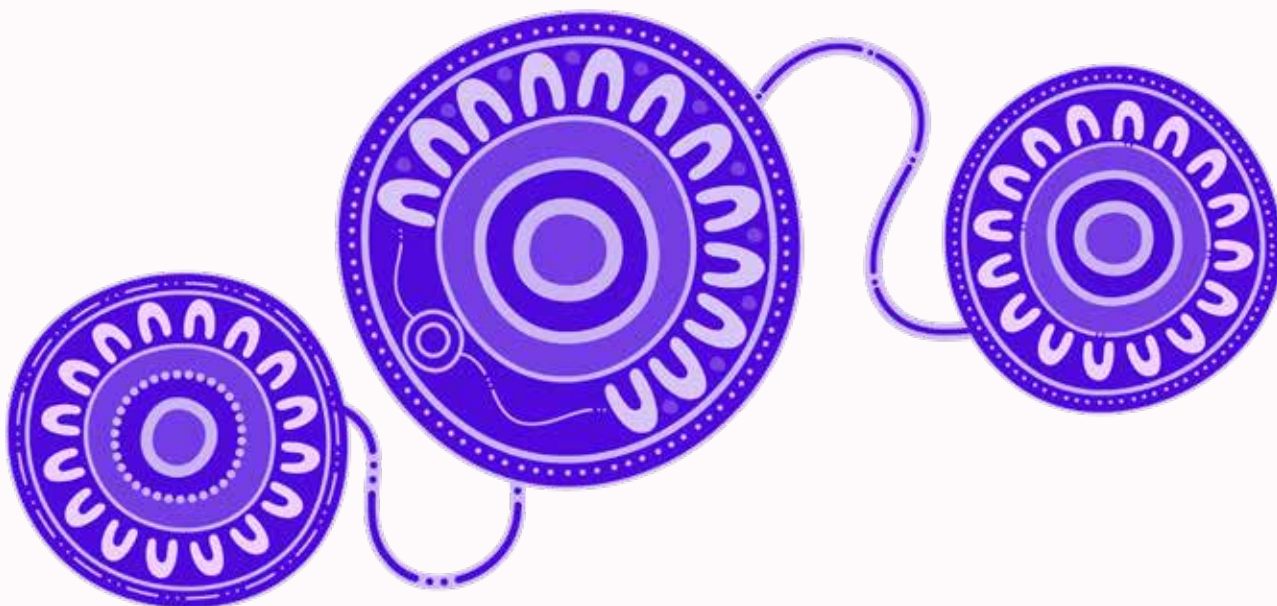


Objective	Deliverables	Success Criteria	Timeline and responsibility
B. Deliver inclusive, accessible and responsive services (IMPACT)	B.1 Undertake dedicated, authentic, informed work with Aboriginal and Torres Strait Islander communities to elevate and integrate Lived Experiences of First Nations people into policies and practice.	Lived Experience will have contributed to delivery of relevant RAP commitments. Staff will have clear guidance on engaging with First Nations organisations and communities. First Nations partners will report that Mind is a trusted and reliable partner.	Executive Director, Strategy, Engagement and Housing Transformation Dec-28
	B.2 Implement the Intersectionality in Action Framework across Mind's practices, services and supports, and measure its impact on service design, workforce practice and community experience.	There will be increased representation of marginalised cohorts across Mind's workforce, including in Lived Experience roles. Services will be engaged with an action plan and implemented new initiatives relevant to their local community. Community members will report feeling culturally safe and that services are culturally responsive. An evaluation will have been undertaken.	Executive Director, Lived Experience & Executive Director, Strategy, Engagement and Housing Transformation Dec-29
	B.3 Enhance understanding and supports for specialised Lived Experience roles, including bi-cultural and identified First Nations, LGBTQIA+ and AOD roles.	Mind will have demonstrated ongoing partnerships with SMEs across Lived Experience Specialisations. Mind will see an increased number of specialised Lived Experience roles. Staff in specialised Lived Experience roles will report having role clarity and feeling supported and culturally safe. Staff in specialised Lived Experience roles will be retained, and have leadership development opportunities.	Executive Director, Lived Experience & Executive Director, People, Practice and Learning Jul-29
	B.4 Enhance Lived Experience workforce regional developments through engagement with national and state-based peaks, localised partnerships and shared practices across the sector.	Peer workers in every region will have equitable access to minimum standards for professional development. The diverse worldviews and needs specific to communities across the regions Mind serves will be communicated as part of National Lived Experience workforce support. Peer workers in every region will say they feel connected to regional Lived Experience developments, and supported to meet the needs of communities where they are. Mind demonstrates ongoing partnerships with Lived Experience peak bodies across the country.	Executive Director, Lived Experience & Executive Director(s), Operations Jan-28

Objective	Deliverables	Success Criteria	Timeline and responsibility
B. Deliver inclusive, accessible and responsive services (IMPACT)	B.5 Conduct a comprehensive analysis of needs and psychosocial hazards specific to people in Mind's workforce who have a Lived Experience (designated or otherwise).	Mind has conducted an analysis of qualitative and quantitative workforce data. Mind has clear, evidence-backed insights into the needs and challenges specific to Lived Experience workforces as well as those in non-designated roles who have a declared Lived Experience. Mind has trialled new initiatives to improve wellbeing outcomes, reduce workplace grievances, work-related incidents and injuries for the whole organisation. Initiatives have been evaluated, assessed for impact and scaled.	Executive Director, People, Practice and Learning Ongoing
	B.6 Continue to develop and refine recruitment and onboarding processes and embed proactive support for role clarity, wellbeing, and sustainable participation across Lived Experience roles and teams.	Mind will have developed a clear Scope of Practice for Lived Experience roles, complemented by an updated Peer Work Framework. Teams across Mind will know how to access relevant practices and tools which support Lived Experience workforces. Lived Experience Workforce team will be engaged in role design. There will be demonstrated collaboration between Lived Experience Division and People Practice & Learning Division to continuously test, evaluate and refine approaches and practices to enhance workplace wellbeing.	Executive Director, Lived Experience, & Executive Director, People, Practice and Learning Ongoing

Objective	Deliverables	Success Criteria	Timeline and responsibility
C. Build evidence, demonstrate impact and strengthen accountability (INNOVATE)	C.1 Implement the Lived Experience Governance Framework at Board level and through service trials to test and evaluate opportunities, gaps and potential for broader use.	Mind will regularly review and report on Lived Experience Governance at Board level, to shape practice, quality and program development. Mind will trial the use of a full Lived Experience Governance model for the delivery of the LERS to inform Lived Experience led models in future. Mind will test and trial an integrated Lived Experience Governance Framework within Lived Experience centred services, such as the Victorian Mental Health and Wellbeing Local services.	Executive Director, Lived Experience, Executive Director (s) Operations & Executive Director, People, Practice and Learning Jun-27
	C.2 Further develop Mind's sector-leading outcomes approach to centre what is meaningful to people accessing services and integrates Lived Experience knowledge and research expertise.	Mind will have developed a set of transparent, credible and practical measures, as evaluated by people who access Mind's services and team members. Outcomes will be generated using a range of methods to increase accessibility, accuracy and visibility. Mind will see an overall increase in the number of service users who provide outcome measure data. Mind will see an increase in services using data to influence decision-making, continuous improvement and advocacy. Measures will be understood and trusted by funders as a credible reflection of Mind's impact.	Executive Director, Strategy, Engagement and Housing Transformation Jun-27
	C.3 Pilot and evaluate Connection and Community within selected Lived Experience led and centred services to build a credible evidence base for refinement, broader adoption and evolution.	Mind will have gathered evidence into the use of Connection and Community for Lived Experience led Services. Mind will have trialled Connection and Community in at least 5 Lived Experience led and centred services. Connection and Community will have been translated into operational manuals for selected Lived Experience services. Connection and Community will have been iterated in response to learning and updates have been shared across Mind. Service users at the Lived Experience Residential Service will provide positive feedback related to their experiences of this service model.	Executive Director, Lived Experience Dec-27

Objective	Deliverables	Success Criteria	Timeline and responsibility
D. Drive innovation, design and organisational sustainability through Lived Experience (INNOVATE)	D.1 Explore, develop and launch revenue-generating initiatives that leverage unique Lived Experience insights, wisdom and expertise.	Lived Expertise perspectives and the voices of people with relevant lived experiences will be regularly engaged in Mind Business Development activities. Lived Experience Commitment Framework will be used to evaluate and prioritise new business opportunities. Mind will have increased the amount of grants we apply which involve Lived Experience. Mind will have explored, prototyped and evaluated and at least 4 new revenue-generating concepts which centre Lived Experience. Mind will have established processes for providing revenue-generating consultation and advice to organisations seeking to develop their Lived Expertise and capability.	Executive Director, Strategy, Engagement and Housing Transformation Dec-29
	D.2 Develop a structured Lived Experience innovation process to design, test, evaluate and responsibly scale new Lived Experience led initiatives and practice approaches across Mind.	Mind will have an established and credible model to design and evaluate new initiatives and share outcomes. Mind will have established a library of data and evidence capturing impact of new Lived Experience initiatives and approaches. Mind will have hosted students to support the evaluation and research of impact into Lived Experience initiatives and approaches. New Lived Experience initiatives will have been scaled and adopted beyond their original trial.	Executive Director, Lived Experience & Executive Director, Business Services Jul-27



Objective	Deliverables	Success Criteria	Timeline and responsibility
E. Lead with courage, authenticity and shared learning (INFLUENCE)	E.1 Collaborate with partners across the sector to drive innovation and systems transformation via Lived Experience practice development, advocacy and new initiatives.	Mind will have strengthened Lived Experience partnerships across the Mental Health sector and beyond including politicians, through active collaboration, identifying shared priorities and delivering joint initiatives. Mind will have developed relationships and contributed to the work of the National and State Lived Experience peak bodies. Mind will have collaborated with and contributed to work alongside partners and networks across the sector, including sharing learnings from Lived Experience-led services which can be applied across the sector.	Executive Director, Strategy, Engagement and Housing Transformation Ongoing
	E.2 Stretch collective thinking and strengthen the evidence base by developing and sharing Lived Experience informed journal articles, white papers and publications.	Mind will have produced high quality publications that elevate Lived Experience knowledge and influence sector thinking. Mind will develop communications and knowledge-building materials specifically aimed at politicians and government audiences. At least two journal articles or sector-facing papers have been produced each year. Mind has led at least one sector-wide event in addition to the Stratford Lecture each year. Mind will have attended at least one new conference each year as a keynote speaker or panel with the intention to reach new audiences and expand the awareness and application of Lived Experience.	Executive Director, Lived Experience Ongoing
	E3. Expand Mind's participation in the broader landscape by building meaningful international partnerships that strengthen influence, shared learning and the global development of Lived Experience led practice.	Mind will have a mature understanding of Lived Experience movements and contexts internationally. Mind will have developed a strategy regarding international presence. Mind will have initiated and established relationships with international organisations, networks and movements advancing Lived Experience leadership.	Executive Director, Strategy, Engagement and Housing Transformation Dec-29
	E.4 Develop Mind's approach to marketing Lived Experience through purposeful and progressive communications in support of advocacy and business development.	Lived Experience Division and Marketing have collaboratively developed approaches to embed Lived Experience in communications which are adopted and utilised. Mind will see an increased engagement with its Lived Experience storytelling on social media. Mind's evidence base and learnings will be shared regularly at conferences and industry events. Mind will see an uptick in social impact and reputational gains as a result of its storytelling approach.	Executive Director, Strategy, Engagement and Housing Transformation December 2026



Appendix

Key terms/Glossary:

Language shapes how we understand, promote and empower people with Lived Experience and those working in designated Lived Experience workforce positions. This section assists in navigating the key terms used throughout this document.

Consumer

Used to denote a person in the community with personal lived and living experience of mental health challenges who accesses mental health services.

Families, carers and supporters

An expansive and inclusive term to describe people of any age who, without being paid, provide support to, or are in a 'care relationship' with another person experiencing mental health challenges and/or alcohol or other drug challenges.

Intentional Peer Support (IPS)

"Intentional Peer Support is a way of thinking about and inviting transformative relationships. Practitioners learn to use relationships to see things from new angles, develop greater awareness of personal and relational patterns, and support and challenge each other in trying new things."⁵

Lived and Living Experience

Knowledge gained through personal experience of mental health challenges, psychological distress, and/or service use; or knowledge gained through the experience of supporting someone with mental health challenges, psychological distress, and/or service use. For readability, in this document we use Lived Experience to signify both Lived and Living Experience.

Lived Experience (peer) workforces

Lived Experience (peer) workers have unique knowledge, abilities and attributes, drawing on their own life-changing experience, service use and their journey of recovery and healing, to support others.⁶ Peer workers can work from either a consumer (personal lived experience) or family carer perspective.

Lived Expertise

Lived Expertise is a discipline that draws on collective practice wisdom, Lived Experience values and principles, research and evaluations, and approaches such as Intentional Peer Support, applied for the benefit of others. Lived Expertise relates to dedicated positions or roles delivered by people with personal lived experience or lived experience as a family/carer.

⁵ Intentional Peer Support. What is IPS?, <<https://www.intentionalpeersupport.org/what-is-ips/?v=b8a74b2fbcbb>> (2024).

⁶ Byrne, L. et al. Lived Experience Workforce Guidelines. (National Mental Health Commission, 2021)



Peer Drift

"Peer specialists get assimilated through a slow process of drifting away from what is unique about the peer specialist role. Particularly if we work in settings such as state hospitals or ACT teams, it's easy to get assimilated into the dominant clinical culture. And the danger is that if we drift away from what is unique about being peer, our work will become indistinguishable from the work of the clinical staff."⁷

Relational

Concerning the way in which two or more people or things are connected; can relate to the concept of kinship. 'Relational healing' is core to Intentional Peer Support.

Safe enough

Vikki Reynolds describes the practices of negotiating or co-constructing conditions, structures, and agreements that will make space for 'safe-enough' work."⁸ We use the term as a person's felt sense of having enough safety to engage, recognising that there may be discomfort, and that 'safety' is not something that can be guaranteed, due to unexpected points of view, challenges and biases.

Social and emotional wellbeing

"Social and emotional wellbeing is a holistic health discourse composed of seven interconnected domains of wellbeing which are influenced by cultural, political, social and historical determinants."⁹

⁷ Pat Deegan. Power Statements: A Peer Specialists Best Friend :-), <<https://www.patdeegan.com/blog/power-statements-a-peer-specialists-best-friend>> (2018).

⁸ Reynolds, V. An Ethical Stance for Justice- Doing in Community Work and Therapy. *Journal of Systemic Therapies* 31, 18-33 (2013).

⁹ Dudgeon, P., Milroy, H. & Walker, R. Working together: Aboriginal and Torres Strait Islander mental health and wellbeing principles and practice. 2nd edn, 57 (Telethon Kids Institute, Kulunga Aboriginal Research Development Unit, Department of the Prime Minister and Cabinet (Australia) .(2014).



Mental health made human





mind

Mind Connect

1300 286 463

mindconnect@mindaustralia.org.au
mindaustralia.org.au

Mind Central Office
Building 8, Level 3, 584 Swan Street
PO Box 5107 | Burnley VIC 3121



Mind Australia Limited ABN 22 005 063 589
Registered NDIS provider number: 4050002431



MA005/0726



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

We recognise people with lived and living experience of mental health challenges and value their expertise, strengths and skills.