

# **Lifeline Canberra**

## **Strategic Plan 2017-2020**

## Context

For over 46 years, Lifeline Canberra has provided support to our community in Canberra and the surrounding regions. We exist to proactively build resilience in regards to mental health within our community and to support people in crisis.

Lifeline Canberra continues to be a thought leader in crisis support, suicide prevention and community-wide awareness for mental health. In this regard we provide a number of training and mental health awareness programs to the community.

Lifeline Canberra is an active partner in a national network that provides a high quality telephone support service 24 hours a day, 7 days a week to those in crisis. We are proud to be supported by a large group of dedicated and highly skilled volunteers, who provide support and information to individuals struggling with mental health, crisis or risk to safety.

We appreciate that Lifeline Canberra needs to continually plan for the future to better meet community needs to build resilience and provide crisis support with respect to mental health. This Strategic Plan provides our focus for the next three years outlining our goals and support strategies. Importantly, the Strategic Plan reaffirms our vision, but recasts our mission and values to represent the organisation we are and what we seek to do.

## Our Vision

To be the first organisation people turn to when they seek crisis support.

## Our Mission

To proactively build resilience within our community and provide crisis support to individuals.

We do this through an increased focus on early intervention to build resilience. We work with the community but specifically with those that are most at risk in relation to mental health. We seek to build life skills and educate people to help themselves. We support those in crisis and provide care and support to their family and friends.

## Our Tagline

Lifeline – changing lives for the better

## Our Values

**Integrity:** We will be genuine in everything we do. We will be honest, transparent and do what we say.

**Leadership:** We will be a leader in the mental health sector by showing the courage to care and through best practice delivery of services.

**Connection:** Through connecting with the community, individuals, business and government we will create a robust network of support for our community. We connect people to people, to support and build community.

**Innovation:** We will challenge the status quo through thought leadership and developing new ways and initiatives to address mental health and suicidal behaviour.

## **GOAL 1: Build the financial sustainability of Lifeline Canberra to invest in new and existing services**

We will build the financial sustainability of Lifeline Canberra to both deliver our current services and to invest in new opportunities for the future. This will allow us to reorient the focus to earlier intervention of proactively building the resilience of our communities to mental health, while still providing the safety net of crisis support to those in need.

### **Strategies**

- 1.1 Separate growth funds from operating expenditure to allow investment for the future
- 1.2 Secure increased government funding
- 1.3 Build revenue from regular donors
- 1.4 Explore and develop additional revenue streams (such as Business Safari)
- 1.5 Expand CORE Solutions training
- 1.6 Seek secondments from industry and government (to augment our workforce capability and foster a broader and more informed understanding of the value of Lifeline Canberra)

### **Performance indicators**

- 1.1 Maintain adequate cash flow to meet our operating expenditure requirements
- 1.2 Increase in finances available for investment into new initiatives
- 1.3 Increase in revenue from Core Solutions training
- 1.4 Increase in secondments from industry and government

## **GOAL 2: Change the conversation around suicide and mental health**

We recognise that the current dialogue around suicide and mental health is one of overriding negativity. We will work to change the conversation to one that focuses on prevention and positive stories of recovery by developing our own news stories and garnering media support. In doing so, we will seek to build the resilience of people impacted by mental health and suicidal behaviour through building an understanding that there is hope.

### **Strategies**

- 2.1 Develop a vehicle for thought leadership around positivity
- 2.2 Shift communications from emotive language around mental health and suicide behaviour
- 2.3 Appoint champions to advocate for Lifeline Canberra (people with lived experience who can share stories of hope and recovery)
- 2.4 Investigate current triage arrangements to incorporate leading practice in the way we do business
- 2.5 Garner media support and create our own news

### **Performance indicators**

- 2.1 Increase in activity to position Lifeline Canberra as a leader in thinking about mental health and suicide
- 2.2 Increase in Lifeline Canberra followership on social media
- 2.3 Increase in hope and success stories regarding mental health and suicidal behaviour

## **GOAL 3: Increase our ability to provide proactive early intervention and meet our current crisis support services**

We recognise the importance of early intervention to prevent those at risk from mental health reaching situations of crisis. We will increase our ability to provide proactive early intervention to build the resilience of individuals and their family and friends, affected by mental health. We must of course, provide the 'safety net' to individuals through provision of leading practice crisis support services.

### **Strategies**

- 3.1 Review our current crisis support service approach and processes
- 3.2 Build an understanding of interventions and their effectiveness from across organisations interacting with the mental health sector
- 3.3 Expand CORE Solutions' capability and capacity to provide proactive early intervention services
- 3.4 Explore strategic partnerships with other organisations working in the mental health sector

### **Performance indicators**

- 3.1 Increase in the reach and impact of early intervention services (current or new)
- 3.2 Increase in the strength of successful strategic partnerships with other organisations working in the mental health sector
- 3.3 Demonstrated efforts to design or acquire programs or services which are on mission for Lifeline Canberra

## **GOAL 4: Demonstrate the value of Lifeline Canberra to our stakeholders**

We will demonstrate the tangible and intangible value of Lifeline Canberra to our stakeholders. Lifeline Canberra has a wide range of stakeholders including our volunteers and employees, people who seek help in crisis situations, sponsors, government, donors, and social media followers.

### **Strategies**

- 4.1 Change our internal culture, to willingly share key information and stories about Lifeline Canberra's good work
- 4.2 Develop key metrics that can be shared with stakeholders
- 4.3 Continually review and update our multi-media content to be relevant to our stakeholders
- 4.4 Continually investigate new channels for sharing Lifeline Canberra's value
- 4.5 Garner media support for Lifeline Canberra

### **Performance indicators**

- 4.1 Increase in attraction and retention of volunteers
- 4.2 Increase in invested revenue
- 4.3 Ongoing positive mentions of Lifeline Canberra across all media