



Strategic Plan

2023-2028



Acknowledgement of Country

On the Line Australia would like to acknowledge and pay respect to the past, present and future Traditional Custodians and Elders of this nation and the continuation of cultural, spiritual and educational practices and continuing connection to Lands, Waters and Communities of Aboriginal and Torres Strait Islander Peoples. Sovereignty has never been ceded. It always was and always will be, Aboriginal land.

Acknowledgement of Lived Experience

On the Line Australia would like to acknowledge the individual and collective contributions of those with a lived and living experience of mental ill health and suicide, and those who love, have loved and care for them. Each person's journey is unique and we value the courage of those who share their perspectives for the purpose of learning and growing to achieve better outcomes for all.

Inclusivity Statement

On the Line Australia strongly supports equality for all. We embrace diversity and condemn any kind of discrimination, be it on the basis of cultural or linguistic background, relationship status, sexual orientation, gender identity, intersex status, religion or spiritual beliefs, socio-economic status, age, or abilities.

Legal Structure

On the Line Australia Ltd (ABN 33 185 295 654) is a public company limited by guarantee.

Registered Office

Our registered office is located in Port Melbourne VIC 3207.

Charitable Status, Tax Concessions and Fundraising

On the Line Australia Ltd is registered with the Australian Charities and Not-for-profits Commission (ACNC) as a Public Benevolent Institution (PBI). The Australian Taxation Office (ATO) has endorsed the company as an Income Tax Exempt Charity. As a result, it receives Goods and Services Tax (GST) concessions, and Fringe Benefits Tax (FBT) and income tax exemptions. On the Line Australia Ltd is also endorsed by the ATO as a Deductible Gift Recipient (DGR).



Who we are

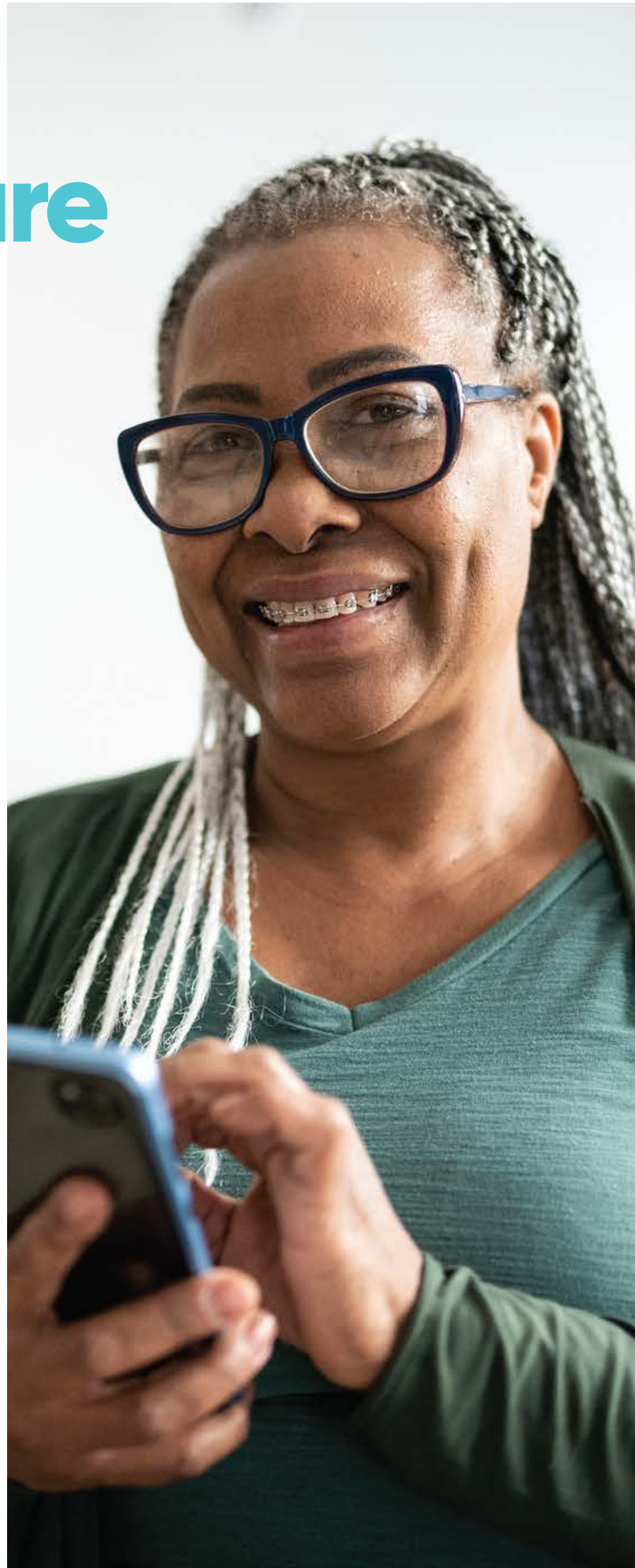
- ▶ We are a 24/7 national charitable provider of suicide prevention, mental health and counselling services.
- ▶ We provide free professional support and help for people to navigate Australia's complex service systems.
- ▶ We specialise in remote service provision, having pioneered the use of technology to reach people in need since 1960.
- ▶ We are purpose driven and we will not rest until everyone can access the professional support they need.
- ▶ We exist to change and save lives every day.

Our vision

Our vision is for a society free from suicide, psychological distress and family violence where everyone can access the support they need to promote good mental health, connection to community, and positive relationships.

Our purpose

Our purpose is to prevent suicide and to support people in need through the provision of professional mental health and counselling services 24/7.



Our Principles

Accountability



We take responsibility for our actions and are accountable to each other and our stakeholders for our performance and integrity.

Effectiveness



We strive to be effective, and make a difference by making the best use of resources and encouraging innovation.

Collaboration



We work collaboratively within the organisation and across sectors to share knowledge, skills, and experiences.

Equity



We are committed to overcoming discrimination and disadvantage and promote fair and just access to services and information.

Integrity



We act with integrity and honesty and are guided by ethical and moral principles in all that we do.

Respect



We embrace diversity and treat people with respect and dignity at all times.



Our Strategy

Our strategy for 2023–28 is summarised below:

Pillars

1. Lived Experience

We will promote lived experience in the leadership, design, and delivery of everything we do.

2. Quality & Continuous Improvement

We will invest in research, design, and innovation to continually improve services and outcomes.

3. Service

We will increase our impact by growing our service delivery capability.

4. Sustainability

We will be a strong organisation that enables its people to do their best possible work.

5. Advocacy

We will work with our peers to advocate for reform of Australia's complex services systems.



Strategy 1: We will promote lived experience in the leadership, design, and delivery of everything we do.

We will champion and integrate lived experience into everything that we do and at every level of the organisation.

To do this we will:

- A1** Re-position On the Line Australia as a leader in lived experience innovation.
- A2** Support an inclusive, affirming, and non-stigmatised organisational culture.
- A3** Contribute to the sector innovative lived experience led approaches to service design and delivery.
- A4** Introduce peer work into our service model and workforce.

We will know we are successful when:

- M1** Our directors, managers and staff are comfortable sharing their own lived experience.
- M2** We have established a dynamic and effective Lived Experience Advisory Group.
- M3** We have effectively integrated peer workers into our workforce and service model.
- M4** We have lived experience advisors on staff and on key decision-making bodies including the Clinical Council and Clinical Governance Advisory Committee.
- M5** We have amended the On the Line Australia constitution to require that the Board include directors with lived experience.
- M6** We have achieved National Safety & Quality Digital Mental Health Standards accreditation.
- M7** We have launched and implemented our first Reconciliation Action Plan.
- M8** We have achieved Suicide Prevention Australia Standards for Quality Improvement accreditation.
- M9** We have achieved Rainbow Tick accreditation.

Strategy 2: We will invest in research, design, and innovation to deliver better services and outcomes.

We will partner with consumer leaders, universities, peak bodies, and like-minded organisations to design services that have the greatest impact, are high-quality, evidence-informed, and best practice.

To do this we will:

- A1** Ensure lived experience and clinical expertise drives our service design and delivery, research, and advocacy.
- A2** Establish formal research partnerships with universities, peak bodies, and like-minded organisations to better support consumers on their recovery journey.
- A3** Establish a formal research and outcomes evaluation framework to support our service lines.
- A4** Pursue and create service delivery partnerships that deliver outcomes for consumers and our partners, while building our own capability and financial sustainability.
- A5** Commit to the delivery of sound and effective Clinical Governance throughout our operations and thereby ensure quality services.
- A6** Invest in new technology to support the changing needs of people in need.

We will know we are successful when:

- M1** Consumer outcomes are at or above relevant benchmarks.
- M2** We have an established research and evaluation program.
- M3** We have published research and evaluation reports.
- M4** We have invested at least 2% of total revenues per annum in research and evaluation.
- M5** We are recognised as a leader in clinical governance.

Strategy 3: We will increase our impact by growing our service delivery capability.

We will reach more people by expanding the scale of our existing services to meet full demand and carefully diversify the range of services we provide, focusing on our service strengths. We will not pursue growth for growth's sake.

To do this we will:

- A1** Purposefully expand service delivery to help more people through growth of our major services and through partnership with like-minded organisations.
- A2** Expand our delivery of service navigation and initial assessment and referral (IAR) services, leveraging and deepening our capability.
- A3** Integrate effectively with the broader service system to provide a seamless and comprehensive response to the individual needs of consumers.
- A4** Invest in marketing, outreach, and other initiatives to raise awareness of our brands and to encourage help-seekers and other providers to access our services.

We will know we are successful when:

- M1** We have doubled our service delivery capacity, without compromising on quality.
- M2** Federal and state governments have appropriately resourced each service line.
- M3** We are directly commissioned to deliver services.
- M4** Community organisations, health services and corporates partner with us.
- M5** We are recognised and integrated within the broader health, mental health, suicide prevention and family violence sectors.
- M6** Our brands are publicly recognised and trusted.

Strategy 4: We will be a strong organisation that enables its people to do their best possible work.

We will set ourselves up for continued success by investing in our key enablers – our people, governance framework, financial model, and digital infrastructure.

To do this we will:

- A1** Build a stronger, more consistent culture, built on shared values, expectations, and behaviours, reinforced through strong leadership, transparency and communication across levels, services and geographies.
- A2** Continuously improve our financial management capabilities and build sufficient reserves to support organisational sustainability.
- A3** Continuously improve our corporate and clinical governance.
- A4** Strengthen our workforce model to ensure that we can attract, retain, and develop the skilled people we need to achieve our purpose.
- A5** Partner with universities and the peak bodies that represent the mental health professions to provide placements and opportunities for new entrants into the mental health workforce.
- A6** Build and support a diverse workforce that reflects the communities and individuals we support, and which values and leverages lived experience.
- A7** Develop our digital and operational infrastructure, systems, and capability so that we can better deliver high-quality services at scale and meet changing compliance requirements.

We will know we are successful when:

- M1** Staff satisfaction exceeds relevant sector benchmarks.
- M2** Our staff profile reflects the diversity of the Australian community.
- M3** Lived experience expertise is represented at all levels of the organisation.
- M4** We have established partnerships with universities and peak bodies that represent the mental health professions.
- M5** We have established career pathways for both clinical and non-clinical staff.
- M6** We have integrated new technology into our service lines to better support our clients.
- M7** We are operating sustainably.
- M8** We have reasonable reserves to cover monthly operating expenditure.

Strategy 5: We will work with our peers to advocate for reform of Australia's complex service systems.

We will work with our peers in the health, mental health, suicide prevention, family violence and related sectors to advocate for system reform and investment.

To do this we will:

- A1** Deepen our research and evaluation capability to gather the evidence we need to influence public policy reform.
- A2** Strengthen our data capability and culture to enable better measurement of outcomes and impact.
- A3** Establish and resource a national policy and advocacy program.
- A4** Grow our profile to ensure we are highly effective in our advocacy and can influence system improvement and policy development.

We will know we are successful when:

- M1** We collaborate with our peers and peak bodies for system reform and increased government investment, particularly in the areas of prevention, early intervention and postvention.
- M2** We participate in policy development, sector leadership, conferences, and research partnerships.
- M3** Our publications and position statements create impact and raise public awareness.
- M4** Our brands become widely known and we are regularly approached by the media for comment on key issues.
- M5** Our research and measurement contribution wins awards and is used by policy makers, commissioning bodies and community organisations to improve mental health services and systems.
- M6** We have measurable outcomes that successfully inform future investment and service expansion.

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