



Lifeline

**Lifeline Australia
Strategic Plan
FY24-FY27**

Lifeline Australia Strategic Plan FY24-FY27



Acknowledgment of Lived Experience

We acknowledge the lives lost to suicide and recognise those who have survived suicide attempts, and those who struggle today or in the past with thoughts of suicide, mental health issues and crisis situations. We acknowledge all those who have felt the deep impact of suicide, including those who love, care and support people experiencing suicidality, and those experiencing the pain of bereavement through suicide.

We respect collaboration with people who have a lived or living experience of suicide and mental health issues and value their contribution to the work we do.

Acknowledgment of Country

Lifeline Australia acknowledges the Traditional Aboriginal and Torres Strait Islander Custodians of the land on which we are based – the Gadigal people of the Eora nation – and all of the land across which our national network of Centres spans.

We pay deep respect to Elders past, present and emerging. We acknowledge the multiple and complex factors impacting on Aboriginal and Torres Strait Islander Peoples as the original peoples of this country.

We value the protective role of connection to family, country, culture, and spirituality, celebrating those strengths as the foundation of Aboriginal and Torres Strait Islander peoples' social and emotional wellbeing for more than 60 000 years.

Lifeline Australia proudly supports Aboriginal and Torres Strait Islander Peoples' self-determination and recognises equality as fundamental to realising our vision of a country free of suicide.

Strategic Environment

For more than 60 years, Lifeline Australia has been a leading player in advocating for an Australia free of suicide.

Lifeline Australia's suicide prevention and crisis response services help to create healthy and safe communities.

Our commitment to supporting help-seekers has not wavered. We are proud to create and deliver services that provide support for those experiencing crisis.

We will continue to work with our partners to deliver better services and improved help pathways so that no one needs to face their darkest moments alone.



Our ambitious strategy will coordinate with key trends in suicide prevention and crisis response services:

Greater political focus.

State and federal governments are committing greater attention and resources to mental health, suicide prevention and crisis response services. This has been driven by increasing public recognition of the importance of providing mental health support to those who need it.

Stronger evidence base.

While the evidence on suicide prevention and crisis support services is still emerging, there is greater understanding of what works, including on specific programs, and an overall integrated, multifaceted approach.

Opportunities for digital delivery.

Digital solutions are transforming service delivery and supporting the delivery of seamless, flexible and accessible support that can be designed to better meet the needs and preferences of help seekers.

Increased collaboration.

Government and service providers are increasingly focused on how to further boost collaboration across suicide prevention and crisis support. By working together, service providers will be able to provide more easily accessible services for help seekers.

¹ www.abs.gov.au/statistics/health/causes-death/causes-death-australia/

² pubmed.ncbi.nlm.nih.gov/17464707/

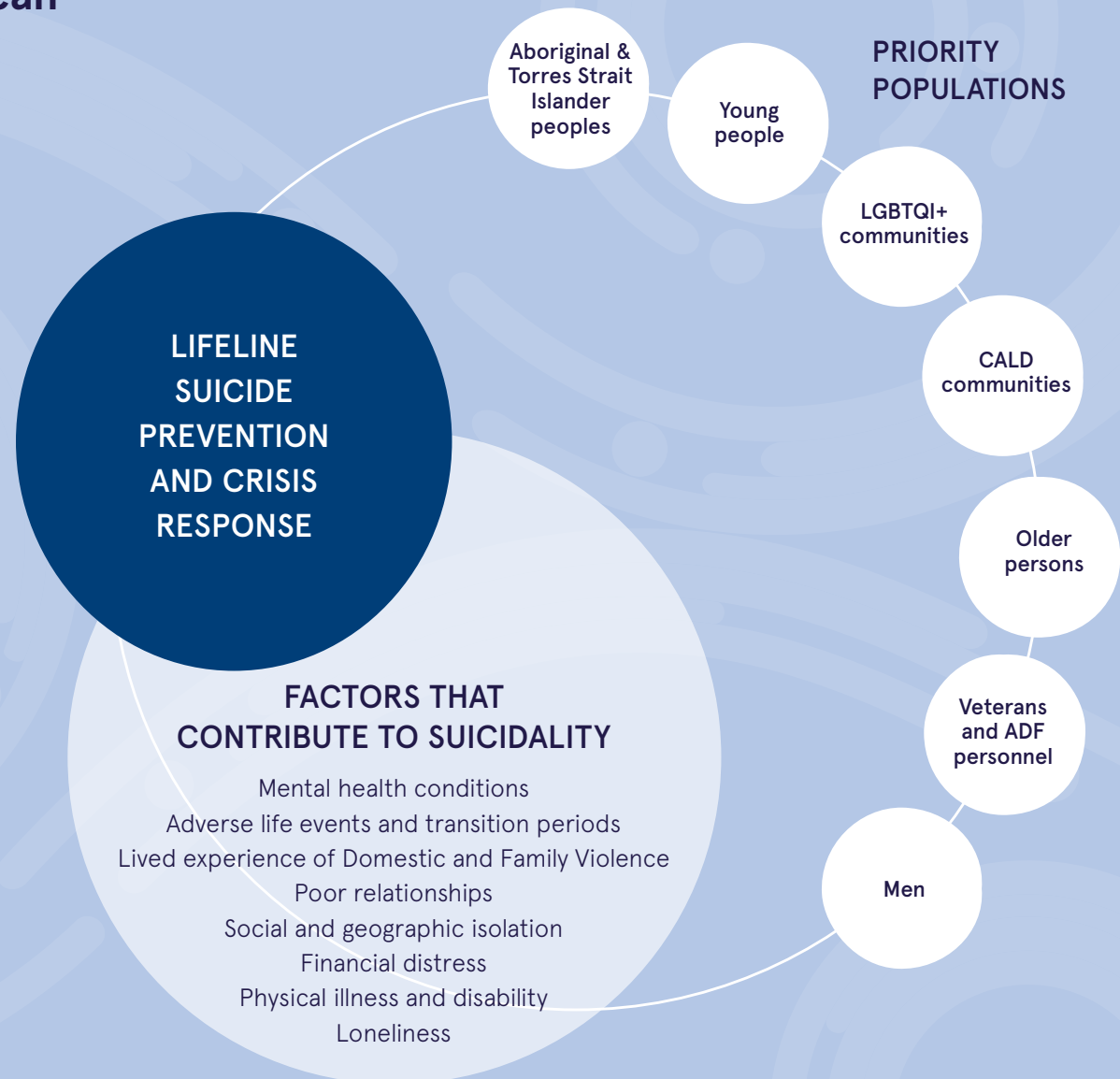
Effective suicide prevention and crisis response services need to respond to the many different factors which can increase the risk of suicide.

Effective responses require a multifaceted approach that considers both social and health vulnerabilities.

The likelihood of suicidal thinking and behaviour is increased by a range of dynamic and complex factors that can change throughout a person's life.

Some of these factors relate to mental health conditions, and some relate to underlying socioeconomic determinants, stressful life events, and crisis. Priority populations are more likely to be at risk of suicide, due to the interaction of these factors.

Due to the complex and inter-related set of factors which contribute to suicide, suicide prevention and crisis response, services need to be flexible and adapt to the needs of help seekers. There is no set of unambiguous criteria which can clearly define the scope of work.



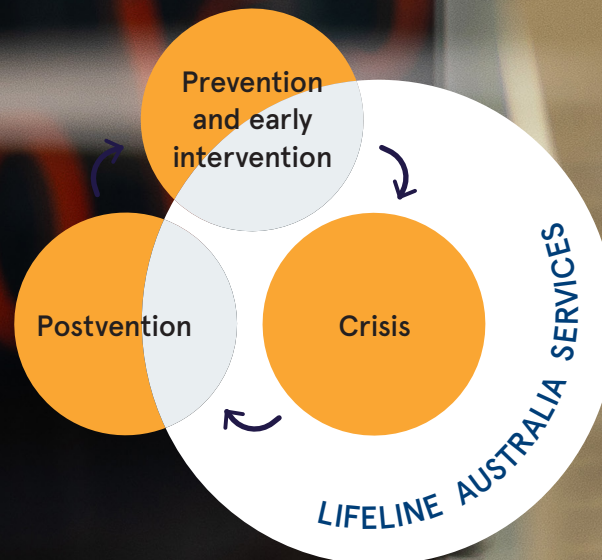
Lifeline Australia plays a leading role in delivering suicide prevention and crisis support services across Australia.

Our support services are a destination for help.

Our goal is a support system that is integrated and easy to access for the help seeker.

Helplines play a critical role in suicide prevention and crisis support across prevention, crisis and postvention support. In many cases, our helpline and digital services offer critical early support that prevents further escalation of suicidal thought and behaviour.

Help seekers in crisis trust our support to navigate the system and find the right services.



Lifeline Australia's helpline and digital services support help seekers in times of need



Photo of Clare Jones, Project Manager, Lifeline Australia.

Lifeline Australia links national support services with a passionate network of volunteers across Australia.

Lifeline Australia supports help seekers through its helplines and the services delivered by its Member organisations in local communities across Australia, and by working with government and partners to improve the help system.

18



Lifeline Member organisations across Australia

43



Lifeline Centres operating in local communities



>1,200,000

Total number of calls, texts and chats in 2022



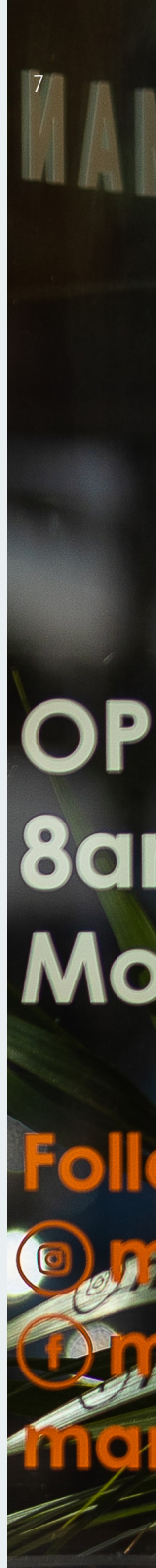
>3,000

Volunteers provide support to help seekers



59,553

Total safety plans created in 2022



Strategic Plan

Lifeline Australia's ambitious strategy aims to achieve an Australia free of suicide through better support for help seekers from its services and at the system level.



Photo of Nikita Ridgeway, Marketing Manager, 13YARN.

OUR VISION
 An Australia free of suicide

OUR MISSION
 To support Australians in times of crisis and equip individuals and communities to be suicide safe

OUR PURPOSE AND STRATEGIC GOALS



↓
 Champion a more connected system



↓
 Promote evidence-based responses



↓
 Strengthen service design



↓
 Accelerate the power of our workforce

↓
 Optimise our national network



The five strategic objectives complement each other and build on Lifeline Australia's transformation over the past five years.



Champion a more connected system

Make services easier to access and navigate through promoting sector collaboration and consolidation.

- Boost impact for help seekers.
- Simplify the entry point for help seekers.
- Assist help seekers to connect with further support.



Strengthen service design

Embed the help seeker at the heart of our service design and delivery.

- Utilise data to understand help seekers and inform enhanced service design.
- Invest in our technology platform to support continuous improvement of service delivery.
- Develop services to meet the needs of priority segments.





Promote evidence-based responses

Demonstrate how Lifeline supports help seekers by understanding their needs and what works.

- Raise awareness of help seeker needs.
- Understand and demonstrate the impact of Lifeline Australia’s crisis response services.
- Demonstrate the importance of locally-delivered services.



Accelerate the power of our workforce

Boost the sustainability and capability of our workforce by redesigning our workforce model.

- Optimise the value of the crisis supporter experience.
- Improve workforce capacity and capability.



Optimise our national network

Leverage our network and support our Members to make the greatest impact through locally-delivered and crisis response services.

- Maximise the network structure to reflect the diversity of Member strengths.
- Ensure a consistent response to help seekers.
- Increase the value and use of shared services.
- Test innovation through our Members.



Photo of Marjorie Anderson, National Program Manager, 13YARN.

**Lifeline
Australia's future
state under the
strategy is an integrated
and evidence-based
approach to crisis
support and suicide
prevention.**

Our future state

Lifeline will partner with other organisations to make services more effective and easier to access for help seekers.

Key partners will include:

- Lifeline Australia Members
- Government partners
- Crisis response services, including helpline services
- Mental health services.





Champion a more connected system

Make services easier to access and navigate through promoting sector collaboration and consolidation.

STRATEGIC INITIATIVES

Boost impact for help seekers.

Support sector reform by seeking opportunities to collaborate with or tender for suicide prevention services to fast-track impact by acquiring capability, capacity, services or resources.

Simplify the entry point for all help seekers.

Understand and lead on redesigning the system to simplify access for help seekers, including the capability to offer customised solutions for high-risk groups.

Assist help seekers to connect with further support.

Strengthen help seeker connections to complementary services by partnering with other service providers.

WHAT THIS WILL ACHIEVE FOR OUR KEY STAKEHOLDERS

Help seekers can more easily navigate the system and access services.

A redesigned system will improve the user experience for all help seekers through a simpler and more consistent customer journey, whilst allowing the opportunity to offer segmented services where required.

Lifeline Australia and its Members can grow capability and capacity via sector collaboration.

Sector collaboration can boost the impact of Lifeline Australia and its members through new service offerings and additional capacity. Enhanced capability also creates the opportunity to develop a social enterprise model that supports financial sustainability.

The broader sector can provide a more coordinated response to help seekers.

Crisis response and suicide prevention services will be more cohesive and focused on improving user experience.

Governments can be confident of a more coordinated response that responds to help seeker needs

Sector collaboration and consolidation aligns with government priorities of an easier to navigate, less duplicative and well functioning system.



Photo of Archie Smith, AFL Player.



Promote evidence-based responses

Demonstrate how Lifeline supports help seekers by understanding their needs and what works.

STRATEGIC INITIATIVES

Raise awareness of help seeker needs.

Invest in advocacy and campaigns on evidence-based solutions, drawing on the voice of the help seeker and lived experience, and collaborating with other key sector players.

Understand and demonstrate the impact of Lifeline Australia's crisis response services.

Lead sector in defining and demonstrating impact through internal evaluations, data analytics and partnerships.

Demonstrate the importance of locally-delivered services.

Support Members to better understand and articulate the impact of community services to their community and funders.



WHAT THIS WILL ACHIEVE FOR OUR KEY STAKEHOLDERS

The needs and preferences of help seekers will inform everything we do

Lifeline Australia can better champion the voices of those with lived experience in advocacy, data decisions, and service and process design.

Lifeline Australia and its Members can demonstrate the impact of crisis response and community services

Lifeline Australia and Members will be better able to communicate the value of their services to their communities, public and funders.

The broader sector can have a better understanding of what works in suicide prevention

The sector can make more informed decisions on how to allocate resources to crisis response and suicide prevention programs.

Governments can be assured of the effectiveness of Australia's response to suicide prevention

Governments can better understand the value achieved through public funding for crisis response and suicide prevention services.

Photo of Ian Iglesia, Service Delivery Lead, Lifeline Australia.



Accelerate the power of our workforce

Boost the sustainability and capability of our workforce by redesigning our workforce model.

STRATEGIC INITIATIVES

Optimise the value of the crisis supporter experience.

Develop consistent crisis supporter recruitment, training and management processes for key crisis supporter cohorts to ensure a uniform and high-quality experience and alignment to the core objectives of the organisation.

Improve workforce capacity and capability.

Design a workforce model that complements our volunteer workforce with paid capacity to deliver crisis response services.



WHAT THIS WILL ACHIEVE FOR OUR KEY STAKEHOLDERS

Help seekers can have a consistent and high-quality experience

The workforce model redesign will be focused on providing a consistent, high-quality experience for help seekers.

Lifeline Australia and its Members can have greater volunteer capability and workforce capacity

Lifeline Australia and its Members will be better able to utilise their committed and passionate network of volunteers.

Crisis supporters can have a better experience working with Lifeline Australia Members

Lifeline crisis supporters will have a more consistent and high-quality experience.

Governments can be certain of service consistency and quality delivered through crisis supporters

Government can be assured that crisis supporters will continue to provide consistent and high-quality crisis response services.

Photo of Phone Crisis Supporter.



Optimise our national network

Leverage our network and support our Members to make the greatest impact through locally-delivered and crisis response services.

STRATEGIC INITIATIVES

Maximise the network structure to reflect the diversity of Member strengths.

Design a delivery model that reflects the different contributions of Members to our national service offerings.

Ensure a consistent response to help seekers.

Support Members to maintain minimum performance standards across the network.

Increase the value and use of shared services.

Provide shared services for the benefit of Members where this supports a more connected and financially sustainable network.

Test innovation through our Members.

Invest in our Members to develop and pilot best in class initiatives that can be used across the network.



WHAT THIS WILL ACHIEVE FOR OUR KEY STAKEHOLDERS

Help seekers can receive consistent and high-quality services

Help seekers can receive high-quality crisis response and community services delivered by Lifeline Members across Australia.

Lifeline Australia and its Members can leverage Member strengths

Lifeline Australia Members can provide services that align with their strengths, such as community services or crisis response services.

Local communities will have stronger local Lifeline Member Centres

Communities across Australia will have stronger Lifeline Members to support them in times of crisis.

Governments can be confident in the performance standards of crisis response services

Government can be assured that Lifeline Australia's crisis response services meet the needs of help seekers.



Strengthen service design

Embed the help seeker at the heart of our service design and delivery.

STRATEGIC INITIATIVES

Utilise data to understand help seekers and inform service design.

Develop data analytics capability to inform service design and delivery as well as to support impact measurement and advocacy initiatives.

Invest in our technology platform to achieve substantial enhancements to service delivery.

Define the help seeker and crisis supporter experience, determine future state and how to accelerate enhancements through acquisition and / or implementation.

Develop services to meet the needs of priority segments.

Adapt existing or develop new services for priority segments, such as frequent help seekers and other potential priority cohorts.

WHAT THIS WILL ACHIEVE FOR OUR KEY STAKEHOLDERS

Help seekers can receive more tailored services

Investments in technology and data will enable Lifeline Australia to better understand and meet help seeker needs across key cohorts.

Lifeline Australia and its Members can be able to provide more targeted services.

Lifeline Australia and its Members will be able to deliver crisis response services more effectively and efficiently and make data-informed decisions.

Crisis supporters experience can be facilitated by better technology

Crisis supporters can have a better and smoother experience working with Lifeline Members through an improved technology platform.

Governments can fund targeted, evidence-based interventions

Government can procure tailored interventions from Lifeline Australia to meet the needs of priority populations.



Photo of Matt Caruana, Lifeline Ambassador & Mental fitness facilitator.



Photo of Lifeline Lived Experience Advisory Group.

Key enablers will support the implementation of the Strategy.

Outlined below are the key enablers required for the implementation of our strategic plan. They will be reviewed annually to adapt to contextual changes and emerging trends.



Financial sustainability

Sufficient funding to implement initiatives and projects, and to ensure ongoing financial sustainability.

Lifeline Australia needs to carefully allocate funding to ensure it has a clear plan for achieving the most important initiatives.

Ongoing Government support.

Improved fundraising ROI through efficiencies across the network.



People and culture

Staff engagement and commitment to Lifeline Australia's strategic goal.

Identification and filling of gaps in capability and capacity for now and in the future.

Embed living the Lifeline values and behaviours into our way of working.

Building a high performing culture supported by a strong performance and development framework.



Service design and implementation capability

Understanding help seeker needs and developing service requirements.

Improved capability in service and product design and development, as well as technology.

Planning and execution

Evidence informed decision making, including key dependencies and prioritisation for all objectives and initiatives.

Effective change capability at all levels, within Lifeline Australia and across its Membership, for all new processes and technology platforms.



Stakeholder engagement

Board endorsement and support for change.

Member network engagement to gain buy-in and ensure service standards.

Sector engagement to build sector influence, gain buy-in and establish partnerships centred around improving outcomes for help seekers.

Lived experience engagement and support.

Brand salience and equity, supported by media engagement for advocacy and mobilising community.



Brand

Building and managing brand equity will support Lifeline's ambition to be a leader in the sector; driving trust, consideration, choice and action in key audience segments (help seekers, workforce, funders and donors), and contributing to financial sustainability.

A strong Lifeline brand is key to shaping a more connected system and influencing systemic change; providing the platform for advocating on important ideas, issues that matter and vulnerable cohorts.

A strong Lifeline brand attracts talent and builds loyalty.

We're here for you.
If you or someone you care for needs support or
is thinking about suicide, please contact Lifeline.

13 11 14
24 hours * 7 Days

0477 13 11 14
Lifeline Text 24 hours * 7 days

lifeline.org.au
Chat to a crisis supporter or
access our support toolkit.
24 hours * 7 days

