

STRIDE For better mental health

Stride Strategy 2030

Acknowledgement of Country

We acknowledge the Traditional Custodians of the land on which we live and work, and of the many different nations across the wider regions from which we all come. We pay our respects to the Elders, past, present, and emerging as the holders of the memories, the traditions, the culture, and the spiritual wellbeing of the Aboriginal and Torres Strait Islander peoples across the nation. We acknowledge any Sorry Business that may be affecting the communities as a whole. In the spirit of reconciliation, partnership, and mutual respect, we will continue to work together with Aboriginal and Torres Strait Islander peoples to shape our community mental health services to respond to the needs and aspirations of the communities to which we serve.

Join with us to celebrate diversity and encourage inclusiveness. Stride welcomes people with a lived-experience of mental health recovery, Aboriginal and Torres Strait Islander people, people from culturally and linguistically diverse backgrounds, LGBTQIA+, and people with disabilities.



Designed by LaToya Kennedy, Ngunnawal-Wiradjuri Artist





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A word from our CEO

It is a privilege to lead Stride at an important point in our organisation's journey.

For almost 120 years, Stride has evolved alongside the changing needs of the communities we serve. What has remained constant is our commitment to helping people experiencing mental health challenges live meaningful and fulfilling lives. This Strategic Plan builds on that legacy while setting a clear direction for our future.

Our ambition is straightforward: to deliver high-quality, safe and impactful mental health services to more people, in more communities, while ensuring Stride remains a strong and sustainable organisation for the long term.

Achieving this requires us to strengthen our foundations. We will sharpen our financial and commercial discipline, strengthen governance and accountability, invest in our people and leadership, modernise our systems and technology, and build a stronger culture of evidence, outcomes and continuous improvement.

Importantly, the voices and experiences of consumers, carers and our lived and living experience workforce must continue to shape how we design, deliver and improve our services. Our success will not simply be measured by how many people we support, but by the difference we make in their lives.

We also know we cannot achieve our ambitions alone. Strong partnerships with communities, governments, commissioners, service partners and other organisations will remain fundamental to extending our reach and impact.

This plan provides a clear pathway forward. It asks us to be ambitious about what is possible, disciplined in how we deliver it, and accountable for the outcomes we achieve.

I am enormously optimistic about Stride's future. With the capability, commitment and experience of our people, a clear strategy and a shared sense of purpose, we have an exciting opportunity to strengthen Stride and increase our impact for the people and communities who rely on us.

Luke Lindsay
Chief Executive Officer

Who we are

Our story

Stride's story began with one person who cared enough to act.

Our founder, Emily Paterson, lived near the Gladesville Mental Hospital. She was blind from birth, however had learnt the piano and she would often invite patients to her home for concerts and afternoon tea. Emily would hear firsthand how hard it was for them to find a job and accommodation after being discharged. From their stories, she decided to create her own solution to the question: What happens when hospital care ends? In this way, Aftercare was born – an association helping people find a safe place to live, a place to work, and friendship.

Now nearly 120 years later, Stride (formerly known as Aftercare), provides 77 services across 5 states, employ over 800 staff, and partner with health networks, government and social services throughout Australia.

Those first principles set down by Emily remain with us as we work to make today a little easier, and tomorrow a little brighter for the people and communities we support.



Emily Paterson, Founder

Where we're going

Our why

We exist because navigating life's challenges is easier alongside someone who understands. That's Stride's purpose: navigating life's challenges alongside people for better mental health.

Our ambition

Our ambition is to be **Australia's leading evidence-informed community mental health service organisation**, delivering measurable outcomes for consumers and communities.

Over the next three years, Stride will evolve from being primarily a provider of individual services to becoming a recognised mental health service provider capable of designing, integrating, delivering and evaluating services across communities and regions.



Our Strategic Edge

Deep Expertise

We have a strong reputation and demonstrated capability supporting people with high and complex needs through residential, community and integrated mental health services.

National Scale

We have the ability to influence service systems, commissioning outcomes and sector reform at regional and national levels.

Integrated Service Continuum

We have the capacity to connect services, pathways and consumer outcomes across the whole care journey.



Our Guiding Principles

The Stride Strategy 2030 is founded on our key strengths and is disciplined about where we will spend our time and resources to achieve our goals. These principles will guide the decisions we make, informing the services we deliver and the partnerships we foster.



Where we will focus our energy

To deliver on our ambition, we need to be deliberate about where we invest our time, effort and resources. That means being clear about three things: where we lead, where we partner, and where we step back.

Where we will lead

Stride will focus our capability, investment and growth in areas where we have demonstrated expertise, strategic advantage and a pathway to sustainable growth, including:

- Complex mental health services across the continuum of care
- Medicare Mental Health Centres
- headspace and youth mental health services
- Residential, housing and psychosocial support
- Post-acute and community recovery
- Place-based integrated services
- Evidence-informed models.

Where we will partner

Stride will continue to partner where collaboration delivers the greatest impact. Priority areas include:

- alcohol and other drugs
- domestic and family violence services
- child protection and family services
- employment and social participation
- primary care integration initiatives
- corporate and workplace mental health programs.

Where we will step back or choose not to pursue an opportunity

Stride will carefully consider stepping back from services and opportunities when:

- services no longer align with our strategy
- services aren't financially sustainable
- services duplicate what others already do well elsewhere
- services do not contribute meaningfully to consumer outcomes or organisational impact.

Our Strategic Direction



Purpose

Navigating life's challenges alongside people for better mental health.



Vision

A mentally healthy Australia with the right support, at the right time, anywhere.

Values

Dedicated

We go further, try harder, and we never give up.

Outside the Box

We work tirelessly and creatively to find the right solution.

On Your Side

We are with you every step of the way.

Strategic outcomes

Financially Sustainable Organisation	**High-Performing National Organisation**	**Lived Experience Led Organisation**	**Outcomes-Focused Organisation**	**Mature Governance & Assurance**	**Strategic Growth & Influence**	**Capable Workforce & Leadership**	**Strong Enterprise Capability & Operating Model**

Our path to 2030

Build the Foundation

- Financial sustainability
- Governance
- Organisation capability
- Enterprise reporting
- Foundational Evaluation capability.

Scale & Integrate

- Embed Business Development Stakeholder Engagement and Evaluation across the organisation
- Strengthen partnerships
- Publish organisational outcomes.

Lead the Sector

Position Stride as Australia's leading evidence-informed community mental health organisation through.

- Research
- Advocacy
- Policy influence
- National Thought Leadership.



FY27 FY28 FY29 FY30

FY27 Strategic Priorities

PRIORITY 1

Financial Sustainability and Commercial Discipline

We will focus on building a financially strong Stride, so we can continue providing quality support and services for the people who need us now and in the future.

What we're focused on

- Completing the Supported Independent Living Service (SILS) Recovery Program.
- Reviewing services to determine long term viability and ongoing financial sustainability.
- Giving managers better tools, training and visibility over their budgets.
- Building financial confidence and capability right across the organisation.

What success looks like

- We meet our annual financial budget and build a healthy, sustainable financial position.
- Managers have the skills, dashboards and support to manage their budgets well.
- Our services are financially sustainable for the long term.



FY27 Strategic Priorities



PRIORITY 2

Organisational Structure and Enterprise Capability Reset

We will make sure Stride is set up the right way to deliver on this strategy. We will ensure there are clear roles, clear ownership, and the right capability in the right places.

What we're focused on

- Rolling out a new organisational and executive structure.
- Making reporting lines and responsibilities clear for everyone.
- Building the capability we need most in priority areas.

What success looks like

- Our new structure is confirmed and operating by 2027.
- Everyone understands who is responsible for what across the organisation.
- Our most important capability gaps are addressed.

FY27 Strategic Priorities

PRIORITY 3

Lived and Living Experience Leadership

We will make sure the voices of the people we support and our own lived and living experience workforce genuinely shape how Stride designs and delivers services.

What we're focused on

- Appointing dedicated Lived & Living Experience leadership.
- Strengthening how consumers and carers participate in our work.
- Developing a clear Lived Experience Strategy.
- Refreshing how we support our Peer Workforce.

What success looks like

- Lived & Living Experience leadership is in place.
- A strong, active framework for consumer and carer participation is operating.
- Culture Strategy and Cultural and Linguistically Diverse Strategy has been developed internally.
- Our Lived Experience Strategy is approved.
- Our Peer Workforce is stronger and better supported.



FY27 Strategic Priorities



PRIORITY 4

Consumer Outcomes, Performance and Dashboarding

We will get better at understanding and demonstrating the real difference we make in people's lives.

What we're focused on

- Agreeing what "good outcomes" look like for the people we support.
- Building a Consumer Outcomes Dashboard so we can see our impact clearly.
- Creating an organisation-wide scorecard for performance and quality.

What success looks like

- Clear, agreed consumer outcome measures are in place.
- A live dashboard shows our impact in real time.
- Full visibility of performance and quality across Stride.

FY27 Strategic Priorities

PRIORITY 5

Governance, Risk, Compliance and Assurance Uplift

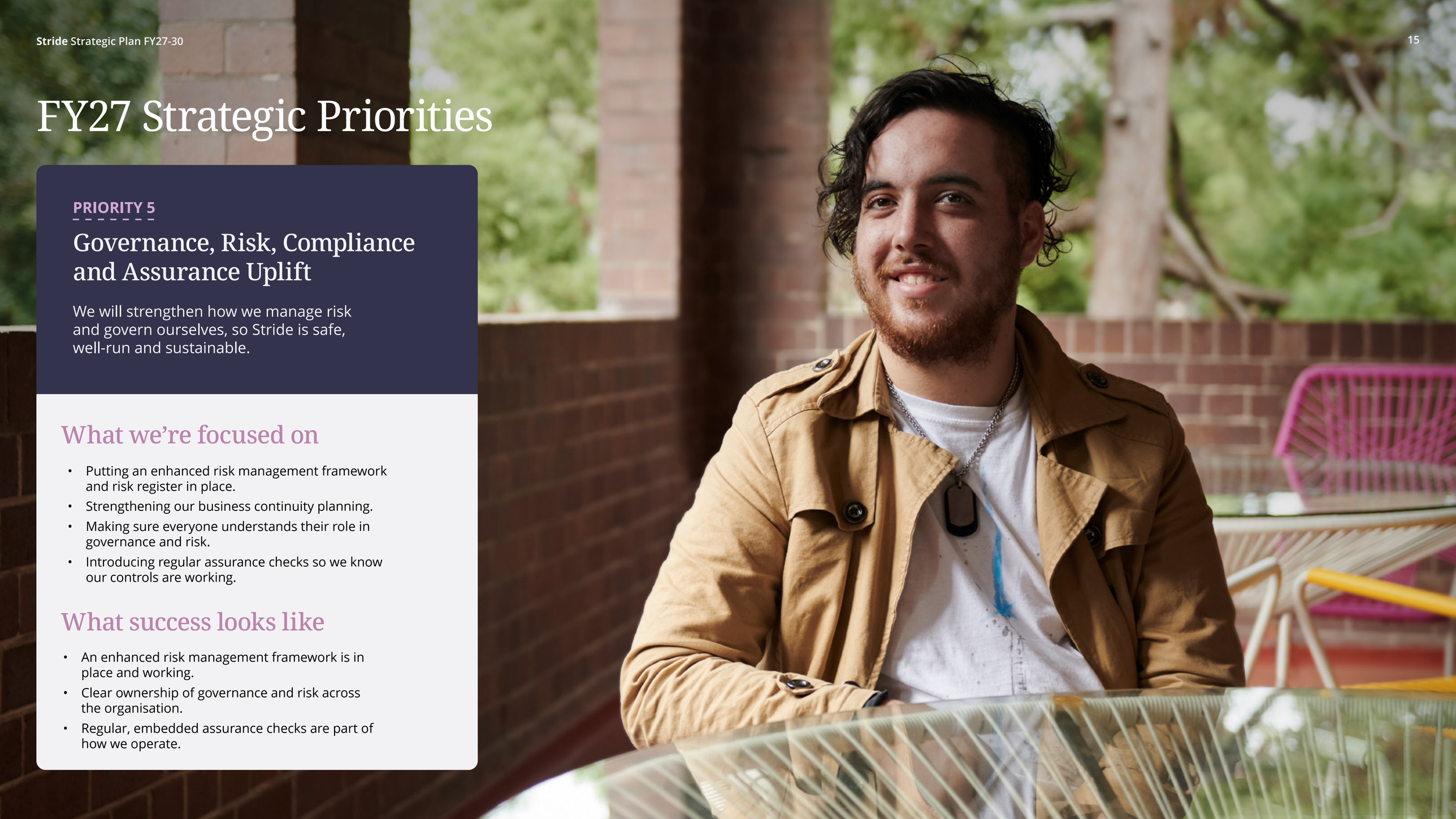
We will strengthen how we manage risk and govern ourselves, so Stride is safe, well-run and sustainable.

What we're focused on

- Putting an enhanced risk management framework and risk register in place.
- Strengthening our business continuity planning.
- Making sure everyone understands their role in governance and risk.
- Introducing regular assurance checks so we know our controls are working.

What success looks like

- An enhanced risk management framework is in place and working.
- Clear ownership of governance and risk across the organisation.
- Regular, embedded assurance checks are part of how we operate.



FY27 Strategic Priorities



PRIORITY 6

Strategic Growth, Partnerships and Positioning

We will grow Stride's reach and reputation and continue building partnerships that help us do more for more people.

What we're focused on

- Modernising how we pursue new opportunities and funding.
- Building stronger relationships with commissioners and government.
- Developing a clearer approach to strategic partnerships.
- Bringing our strategy, evaluation, business development, marketing and stakeholder teams together to work as one.

What success looks like

- Stronger relationships with our funders and commissioners.
- A clear, approved growth strategy.
- A modern, joined-up approach to business development.
- Stride is positioned for strategic growth.

FY27 Strategic Priorities

PRIORITY 7

Workforce, Leadership and Organisational Effectiveness

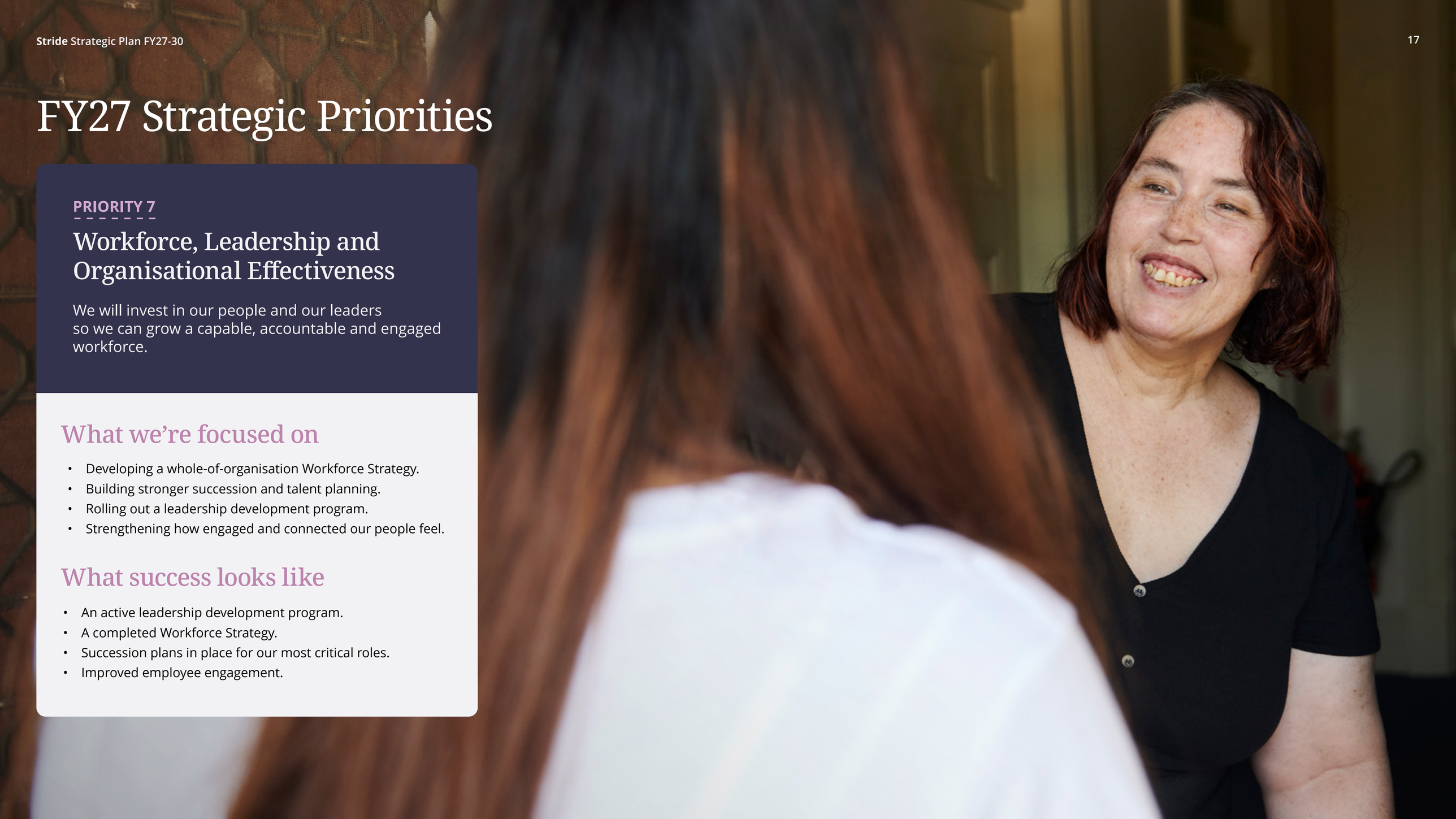
We will invest in our people and our leaders so we can grow a capable, accountable and engaged workforce.

What we're focused on

- Developing a whole-of-organisation Workforce Strategy.
- Building stronger succession and talent planning.
- Rolling out a leadership development program.
- Strengthening how engaged and connected our people feel.

What success looks like

- An active leadership development program.
- A completed Workforce Strategy.
- Succession plans in place for our most critical roles.
- Improved employee engagement.



FY27 Strategic Priorities



PRIORITY 8

Corporate Services, Technology and Enabling Services

We will modernise our systems and support functions and develop strong enterprise capability to assist us to achieve our strategic outcomes.

What we're focused on

- Reviewing and improving how we operate day to day.
- Building a clear technology roadmap and strengthening our digital tools.
- Transforming our corporate support functions such as Finance, IT, Property, Procurement, Payroll, Marketing and People & Culture.
- Building stronger in-house skills.

What success looks like

- A clear technology roadmap is in place.
- Stronger, more effective support functions across the organisation.
- More of our work led by our own people, with the right skills in-house.

Recognition of Lived and Living Experience

We would like to recognise the individual and collective expertise of those with a living or lived experience of a mental health condition. We pay tribute to the vital contribution to system change and recognise the courage shown in sharing this unique perspective. One that provides hope and shapes a better future for themselves and others.



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www.stride.com.au