



Envisioning a mentally healthy world for **YOUNG PEOPLE**

batyr's 2030 Strategy

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This strategy was prepared with the support of KPMG and included consultation with over 90 stakeholders from the batyr community, including educational school and university partners, philanthropists, corporate partners, researchers, mental health sector experts and young people across Australia including those with lived experience of mental ill-health.

KPMG also conducted a broad independent thorough environmental scan which also helped inform this strategy. Through desktop research and consultation, the environmental scan sought to understand key trends that may impact batyr’s future strategy, such as emerging consumer requirements, changes in the Australian mental health market and batyr’s current engagement with schools and universities.

We are thankful to the KPMG team led by Andrew Dempster, Director, Mental Health Advisory Lead, KPMG Australia who’s advisory support was provided pro bono.

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Acknowledgement of **COUNTRY**

batyr would like to acknowledge Aboriginal and Torres Strait Islander peoples as Australia’s First People and Traditional Custodians. We value their cultures, identities and continuing connection to country, waters, kin and community. We pay our respects to elders past, present and future. Storytelling plays such an important role in Aboriginal and Torres Strait Islander culture. It is a way of passing on knowledge and learning. As an organisation founded on the power of storytelling, this is something that resonates with us at batyr. There is so much we can learn and can continue to learn from our First Nations Peoples.



A note from the CEO

batyr recently reached a monumental milestone and celebrated its 10th birthday! What's been achieved in that time has been absolutely incredible, and I'm so proud as CEO to be reflecting on our impact as we close out our current strategy and look forward to the next 10 years! Though we've made waves in the mental health space and been pioneers in championing the value of lived experience and peer-to-peer storytelling, as I write this, suicide remains the leading cause of death for young people in Australia. When we're faced with this heartbreaking statistic, it's clear there is so much more we have to do. We know prevention and early intervention play a critical role in supporting young people before they reach the point of crisis, ensuring they have the tools, knowledge and support systems in place to look after their mental health. That's why we've taken the time to reflect on our purpose and vision, and determine the significance of the part we have to play in the mental health space and the broader community.

We always think big at batyr, and through this process, we have set our sights on some ambitions that have the capability to truly change the picture of mental health for young people in Australia. It's important that we're set up to achieve these ambitious goals and I am thrilled to be announcing our new 2030 strategy. It has had the involvement of over 100 different individuals across the broader batyr community and beyond and we're so grateful for the contribution that everyone involved in the process has made to ensure we continue on in the best direction we can. We have spent countless hours sound-boarding the strategy with our Board, Committees, supporters, young people, schools, universities and our National Youth Advisory Group, a diverse group of young people that are dedicated and involved with us every step of the way.

Through this consultative development process involving input from various stakeholders, collaborative workshops, and detailed interrogation of both batyr and the environment we're operating in, we



have formed a plan that puts some exciting objectives within reach and has provided clarity and validation of the best way forward.

We know that the improved wellbeing of young people in Australia won't be solved by one organisation alone, mental health-focused charities and funders must work together to address the mental health crisis. batyr champions cross-sector collaboration, deduplication and information sharing and this is evident in many of our projects. Making progress also relies on solid foundational work. So this new strategy is grounded in three key strategic pillars that will take priority over the first three years – in no particular order, these focus areas are influence, sustainability and impact.

Over the pages of this strategy, you will see the steps we'll need to take to turn this bold and aspirational plan into a reality, and we hope we can rely on your continued support and involvement along the way.

The collective thinking that established these core pillars and the fundamentals of this strategy point to the doubling down on what is already strong across batyr, while evolving to explore new territory and challenging ourselves to have the greatest impact. When we look at the problem we are trying to solve, we know and have heard from all those involved in this process that this is what we need to do and we look forward to pushing on with it with all of you.

Nic Brown

About batyr



batyr is a preventative mental health charity, created and driven by young people, for young people.

Stigma, under-resourced communities and other barriers to accessing quality information and services, stop young people from getting the right support or knowing how to look after their mental health before they are in crisis.

2 in 5 young people will experience **MENTAL ILL-HEALTH**

(ABS, 2022)

Rates of **PSYCHOLOGICAL DISTRESS** amongst young people are **INCREASING**

(Hall et al., 2019)

SUICIDE remains the **LEADING CAUSE** of **DEATH** for young people

(ABS, 2020)

Our purpose

We empower young people with the confidence and skills to get through tough times and look out for each other. We work to create stigma free communities that champion young people's mental health and wellbeing.

Our mission

We are leaders in prevention. Through sharing lived experience stories and peer-to-peer education we are keeping young people from reaching the point of crisis, and changing lives.

Our vision



A **WORLD** where **ALL YOUNG PEOPLE** lead **MENTALLY HEALTHY** and **FULFILLING LIVES.**

batyr's REACH AND IMPACT

batyr has delivered a total of **2,532** programs
and reached **304,835** young people since inception.

1,028

Total young people
trained to share their
stories through Being
Herd Workshops

An analysis of the Being Herd program found participants experienced reductions of self-stigma, increased confidence and overall improved wellbeing (Lindstrom, Sofija & Riley, 2021).

444

School partners

A randomised control trial demonstrated that batyr's school programs reduce public stigma and increase intentions to seek help from professional sources for mental ill-health and suicidal thoughts (Hudson & Ingram, 2017).

20

University partners

Since batyr's inception, 82% of students who have attended a batyr@uni program said they felt highly engaged and 76% said they would be more likely to seek help (batyr@uni surveys).

Program reach and impact since inception: 2011 - 2021.

Where we fit in the MENTAL HEALTH space



The mental health system in Australia aims to support young people throughout their mental health journey. batyr's role in that system is to help prevent mental ill-health before it develops and to get young people the right support if it does.

We don't provide diagnosis, treatment or crisis care. But we do help young people navigate a complex system through unbiased education that's grounded in the lived experience of young people who have been through it before.



batyr's VALUES

The ambitions outlined in this strategy reflect the long-standing core values of the batyr community, values that will continue to inform the way we work and deliver on our 2030 Strategic Plan.



Positive

We take an optimistic and solution focused approach to our work. We approach opportunities, partnerships and challenges with energy and enthusiasm. This doesn't mean that we expect to always be happy or that we lose sight of reality, but we recognise the value in resilience, hope and the desire to keep improving.



Inclusive

We value diversity and creating safe and welcoming spaces where everyone can feel a sense of belonging and comfort in sharing their ideas, perspectives and feedback. We are collaborators, supporting and working with other organisations aligned with our vision.



Bold

We confidently back ourselves and each other and aren't afraid to try new things or challenge the status quo. We take ownership and accountability of our work and are curious, courageous and authentic in our approach. In the pursuit of boldness, we ensure we embody each of our other values as well.



Empathetic

We are considerate of individual circumstances and values in all our actions and decisions. We listen to, understand and actively work to make our staff, stakeholders and the wider community feel heard and valued. We are known for our compassionate and respectful approach.



Balanced

We strive to work smarter not harder, with clear, transparent boundaries and well-communicated expectations. We actively practise self-care and make time for ourselves and others, re-prioritising and adapting as needed.

The CHALLENGES we're facing

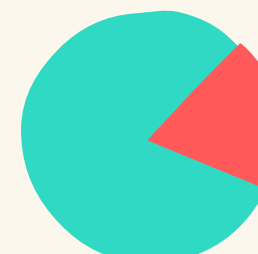
The pandemic has been devastating for young people's mental health. The National Study of Mental Health and Wellbeing taken in 2020-21 showed young people dealing with very high rates of mental ill-health, psychological distress and self-harm (ABS, 2022). Young people have also taken longer to recover than other groups (Biddle & Gray, 2021).



39%

of young people aged 16-24 experienced a mental disorder in the last year

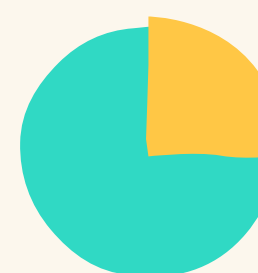
(ABS, 2022)



20%

of people aged 16-34 had high or very high psychological distress

(ABS, 2022)



24%

of young women have self harmed and 12% of young men

(ABS, 2022)

Prevention and early intervention are essential to turn the tide on young people needing crisis care, and to improve outcomes, not just for them, but for communities, the mental health system and the economy.

The Productivity Commission's Inquiry Report into Mental Health highlighted that 'mental illness often emerges in childhood and adolescence, but children and young people face substantial barriers to accessing treatment and support'

35%

Research has also found that only 35% of Australian parents are confident they could identify the signs of social or emotional problems in their children (Royal Children's Hospital Melbourne, 2017).

(Productivity Commission, 2020). The Final Report by the Prime Minister's National Suicide Prevention Advisor, Christine Morgan, made it clear that we are intervening too late when people are already at a crisis point (Australian Government, 2020).

Young people need support to manage their mental health before they reach crisis point. They need the knowledge and tools to be supported where they are, in a way that works for them. Through prevention we can ease pressure on the health system so that young people get the right services when they need them.

Australia's CURRENT STATE

1 Public investment

Public investment in the mental health sector has increased. There is more focus on mental health from Governments at all levels. The Commonwealth Government committed to spending \$336.3 million for prevention and early intervention in the 2022-2023 budget.

Although this increase is promising, it is a small proportion of what is required for the change we need to see. In 2020, the Productivity Commission stated that to properly address the mental health needs of Australians an investment of \$2.4 billion is needed (Productivity Commission, 2020).

2 Cost to society

Mental health conditions are the 4th largest cause of overall health loss in Australia contributing to 13% of total 'burden of disease', but mental health makes up only 7% of government health expenditure (AIHW, 2021).

3 Increase in service demand

Increased demand for mental health support has occurred. Phone helplines have seen record amounts of calls, with Lifeline experiencing a 40% increase over the past two years and Beyond Blue a 30% increase.

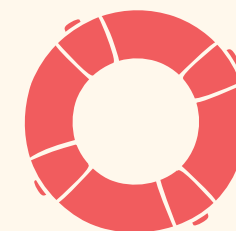
4 Prevention

Prevention and early intervention models are having considerable impacts on young people's lives. The Australian Government has called for greater preventative efforts to support young people over their lifespan (Colizzi, et., al 2020; Australian Government, 2020).

batyr's 2030 DREAM STATE



All young people experience engaging, positive and inclusive spaces that educate and normalise conversations about mental health, creating stigma-free communities.



Every young person who needs support receives it before a state of crisis through professional or community avenues that meet their individual needs.



Less pressure on mental health services for young people due to a decrease in the severity of mental ill-health and an increase in positive experiences accessing them when needed.



Every high school and university in the country has access to safe, quality, and engaging social and emotional wellbeing programs.



An integrated, connected approach between all sectors and organisations to achieve improved mental health outcomes for all young people and their communities.



Communities coming together, with a shared purpose of moving toward no youth suicides.



batyr's AMBITIOUS GOALS

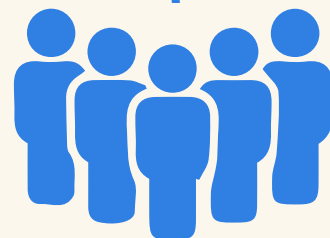
to getting there by 2030

Deliver programs
in **ALL STATES** and
TERRITORIES
in **AUSTRALIA**.



Deliver **SCHOOL PROGRAMS**
to **70%** of **HIGH SCHOOL**
STUDENTS and work with all
Australian **UNIVERSITIES**.

Reach
3 MILLION
YOUNG PEOPLE



The **LANDSCAPE** of mental health

Before embarking upon creating this strategy, we wanted to ensure it was grounded in insights that truly reflect the landscape of mental health for young people. We conducted an extensive environmental scan to inform our objectives and path to impact.

Highlights include:

Young people aged 10-13 need support

- Time of transition from primary to high school
- More effective prevention by starting earlier
- 50% of mental health conditions arise before the age of 14
- Less crowded space in the sector

batyr has a relatively low cost per participant

Relationships between funding and reach of mental health organisations showed that batyr has a relatively low cost per participant compared to other face to face programs that target school students and young people; batyr's cost to reach one school student is \$30.

There are opportunities in every State and Territory for batyr

- 80% of young people live along the Eastern seaboard
- More intense competition in the Eastern states
- There is opportunity in WA, NT and TAS

batyr has the potential to reach many more young people

- Reached 14% of Australian high schools
- Delivered programs in 60% of Australian universities

The policy landscape also aligns with batyr's model

- Australia's Long Term National Health Plan emphasises a focus on destigmatising mental illness.
- Australia's National Mental Health and Suicide Plan includes a pillar focused on prevention and early intervention.
- There is more focus on mental health initiatives at all Government levels, including a focus on lived experience involvement in the development and delivery of policies and services.

STRATEGIC approach

We envision a future where young people are empowered to lead mentally healthy and fulfilling lives.

batyr recognises the importance of a structured approach to measuring and monitoring its progress and success in executing the Strategic Plan to achieve the overarching vision.

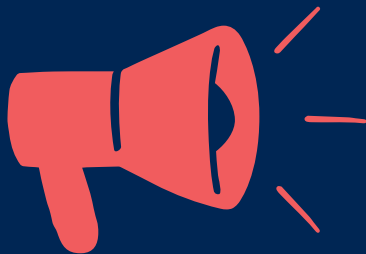
The Vision is a long-term objective, set for 2030, while the initiatives will be broken down into short, medium and long-term goals.

This is an ambitious strategy that will require a sustained effort - we will achieve our goals through a steady, carefully planned and concerted process commencing now, in 2022.



STRATEGIC priority pillars

We've chosen 3 key strategic priority pillars that will be a focus to help us reach our 2030 goals.



Impact

Investing in contemporary, scalable programs and offerings to create a real impact on the mental health and wellbeing of young people and communities.



Influence

Becoming a leading and trusted voice to positively influence the systems and social determinants that shape young people's mental health.



Sustainability

Solidifying ourselves as a sustainable charity that adequately supports our strategic goals and vision.

Strategic Priority Pillar:

Impact

Having a genuine, positive impact on young people’s lives is at the core of batyr’s mission. As the world changes, we will evolve our model that adapts to meet the needs of communities through meaningful partnerships with young people and those that support them. This adaptive model will leverage technology and be scaled efficiently, enabling increased investment in batyr to expand our reach and deepen our impact. This will be supported by impact measurement and feedback loops for continuous improvement.



“**batyr is unshackled and can adapt to individual community needs**”.

External Consultation Participant



Objective

Investing in contemporary, scalable programs and offerings to create a real impact on the mental health and wellbeing of young people and communities.

Initiatives

Develop an adaptable suite of programs and complementary offerings

Scale batyr nationally

Develop and implement an organisational-wide impact framework

Outcomes

Young people feel confident to lead positive, safe and engaging conversations around mental health and become advocates in their community.

Improved mental health knowledge for young people, educators, parents, carers and the community.

Improved mental health outcomes for young people and their communities through an adaptable and extended model of activity, including younger cohorts.

Meet the demand and needs of communities through increased organisational capacity.

Strategic Priority Pillar:

Influence



batyr has always been a platform for young people to share their stories of mental ill-health. To address the depth of challenges impacting young people’s mental health today and into the future, we must extend that platform of influence as trusted leaders. We will grow the batyr community and build the capacity of young people as mental health and lived experience advocates. Using data and research to build new knowledge, and leveraging the power of batyr’s brand and reputation, we will drive best practice alongside young people with government, services, researchers, educators and policymakers to help ensure their expertise is counted in the decisions that affect them.

“
Young people gravitate toward the brand and are happy and excited to engage with it - something that is hard to come by when what you want to talk to them about is mental health.

External Consultation Participant



Objective

Becoming a leading and trusted voice to positively influence the systems and social determinants that shape young people’s mental health.

Initiatives

Extend our role as advocates for young people by growing the capacity of ‘The Herd’

Expand the scope of batyr’s influence strategy bringing together data, insights, research and advocacy

Evolve our brand and communications strategy for systems change

Outcomes

Young people feel confident and equipped with skills to advocate for how systems can meet their needs.

Key decisions related to government policy made about young people’s mental health automatically involve input from young people.

Improved experiences and outcomes of young people engaging with the most common mental health services in Australia due to better informed offerings.

Greater representation of young people, lived experiences and positive stories of mental health in Australian media.

Prevention and early intervention is a core component of the federal government budget each year.

Fully coherent verbal and visual brand with the flexibility to adapt to the changing needs of batyr and young people.

Increased brand awareness, trust and understanding.

Ability to measure brand health, analyse data and adapt strategy to ensure continued success.



Strategic Priority Pillar:

Sustainability



We will continue to build a foundation that proactively enables efficient, scalable and innovative growth, ensuring impact and connection to community, and long-term financial security. Three main focus areas of to achieve overall organisational sustainability include: finances, our people and our external community.

“

The vision and the mission is clear and what it offers is both unique and resonates with its target audience. As a result, when we contribute donations and efforts towards batyr, it is clear where that money is going, which helps to reinforce that this is a charity worth supporting.

External Consultation Participant



Objective

Solidifying ourselves as a sustainable charity that adequately supports our strategic goals and vision.

Initiatives

Refine and evolve batyr’s financial sustainability model

Continue to invest in a sustainable organisational structure and operational efficiency systems

Evolve and nurture a sustainable people plan to build a better world of work

Outcomes

A financial model which provides long-term security and enables scalable impact that aligns with our strategic goals.

A revised fee-for-service pricing structure that supports greater accessibility and reach of young people while also maximising sustainable self generating revenue.

A thriving, efficient and cost-effective organisational and team structure that is highly impactful in supporting batyr’s mission and vision.

A place viewed by others as ‘somewhere I’d want to work’ or an ‘organisation I want to work with’.

A self-sustaining community of leaders supporting and mentoring new cohorts of youth advocates based on the skills and confidence they developed at batyr over the years.

batyr's path to **IMPACT**

Developed by the Centre for Social Impact, batyr's path to impact, AKA theory of change, captures how our activities lead to individual, community, and system-level outcomes. Created through a review of the relevant literature, batyr's previous evaluations, and consultations with the batyr team, the Theory of Change illustrates how batyr's model is grounded in a number of best-practice approaches while adding distinct elements which make our programs unique.

How can batyr address young people experiencing preventable mental ill-health, worsening mental health outcomes (including later in life), and relieve pressure on communities and the system?

1

Growing the herd

We start by training young community advocates

We provide comprehensive training for young people and carers with a lived experience of mental ill-health to share their stories in a safe and impactful way.

We support young people in creating engaging, positive spaces that educate and normalise conversations about mental health, and help to build stigma-free communities.

The **IMMEDIATE OUTCOMES** for the young people we train are:

- 1 Increased skills and confidence to lead positive, safe and engaging conversations
- 2 Increased positive attitudes towards their own journey and reduced self-stigma
- 3 Increased skills and confidence to share their lived experience
- 4 Increased mental health advocacy skills



Young people collaborate with batyr to provide insights and advocate for better mental health services, policies and programs (including our own).

2

Extending our reach

Trained and ready, our Herd reaches out wider to more young people and their communities through youth-led prevention activities, delivered at scale

We share stories of lived-experience of mental ill-health with a focus on hope, resilience, help-seeking and the recovery journey.

We educate by sharing knowledge, tools, strategies and help-seeking pathways that support mental health.

We normalise conversations about mental health through positive and engaging programs and activities.

Leads to **IMMEDIATE OUTCOMES** for those young people and their communities:

- 1 Increased knowledge of the signs and symptoms of mental ill-health
- 2 Greater knowledge of how to discuss mental health, and improved language for how to reach out
- 3 Improved awareness of available services and treatment efficacy
- 4 Greater knowledge of how to navigate the mental health system
- 5 Strategies and self-care practices to maintain a good standard of mental health
- 6 Increased feelings of emotional connectedness and reduced feelings of isolation

Which leads to **INTERMEDIATE OUTCOMES** for those young people:

- 1 Increased positive attitudes towards mental health and self-compassion
- 2 Reduced stigma towards mental health and help-seeking
- 3 Reaching out for support before a state of significant distress or crisis

Which spread to create **COMMUNITY OUTCOMES**:

- 1 Increased understanding of young people's experiences with mental ill-health
- 2 Increased positive conversations about mental health within communities
- 3 Increased community connection and resilience
- 4 Reduced community stigma and increased empathy towards people with mental ill-health

And **SYSTEM OUTCOMES**:

- 1 Reduced presentation and severity of mental ill-health including a reduction in suicides
- 2 Pathways to the most effective support streamlined
- 3 Reduced strain on mental health services

Leading to
Improved mental health outcomes for young people and their communities



batyr.com.au

For full reference list please visit www.batyr.com.au/2030_references