

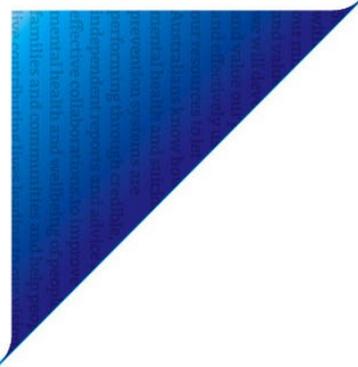


**Australian Government**  
**National Mental Health Commission**

National Mental Health Commission

# Corporate Plan

2015 – 2019



The National Mental Health Commission's website: [www.mentalhealthcommission.gov.au](http://www.mentalhealthcommission.gov.au)

## Our Vision

*is the long term destination that we want to see realised*

All people in Australia achieve the best possible mental health and wellbeing.

## Our Mission

*is why we're here and underpins and guides all of our work*

To give mental health and suicide prevention national attention, influence reform and help people live contributing lives by **leading, collaborating, advising and reporting**.

## Our Values

*describe what's important to us and how we will behave*

- We value people
- We value leadership that makes a difference
- We value honesty, accountability and independence
- We value collaboration

## Our Goals

*are what we will strive for to achieve our vision*

- Ensure mental health and wellbeing continues to be a national priority.
- Increase accountability and transparency through credible people with lived experience, their families and support people.
- Provide leadership and information that helps to empower people with lived experience, their families and support people.
- Work with others to influence decision-making, set goals and transform systems and supports to improve people's lives.

## Our Strategies

*are how we will achieve our vision*

By leading, advising, collaborating and reporting we will help transform systems and promote change (so that all Australians achieve the best possible mental health and wellbeing).



**Australian Government**  
**National Mental Health Commission**

The Hon Sussan Ley MP  
Minister for Health  
Parliament House  
Canberra ACT 2600

Dear Minister

I, as the Accountable Authority of the National Mental Health Commission, present the National Mental Health Commission Corporate Plan 2015-19, which covers the periods of 2015 - 2019, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.

This plan sets out our purpose, what we will do to achieve that purpose and how we will measure our success.

The National Mental Health Commission Annual Report 2015-16 will report against this plan.

Yours sincerely

A handwritten signature in black ink, appearing to read 'D. Butt', written in a cursive style.

David Butt  
**Chief Executive Officer**  
**Commissioner**

# Purpose

The National Mental Health Commission's (the Commission's) purpose is to provide insight, advice and evidence on ways to continuously improve Australia's mental health and suicide prevention systems, and acts as a catalyst for change to achieve those improvements. This includes increasing accountability and transparency in mental health through the provision of independent reports and advice to the Australian Government and the community. The Commission provides cross-sectoral leadership on the policy, programmes, services and systems that support better mental health and social and emotional wellbeing in Australia.

Throughout 2015-16 and over the next three years, the Commission will support the Australian Government to ensure investment in mental health is both effective and efficient. We will work with stakeholders – particularly with people with lived experience, their families and other support people – to ensure reforms are collectively owned and actioned and enable participation in government process.

People with a lived experience of mental health, including carers and other support people, are involved in all areas of the Commission's work.

Throughout its existence, the Commission has applied the *Contributing Life* framework to its work – a whole-of-person, whole-of-life approach to mental health and wellbeing. The Commission will work to ensure individuals

live a contributing life; have equitable opportunity; have the best possible mental health and wellbeing; are included, and have knowledge, assurance and respect.

A contributing life can mean many things. It can mean a fulfilling life enriched with close connections to family and friends, good health and wellbeing to allow those connections to be enjoyed, having something to do each day that provides meaning and purpose – whether it be a job, supporting others or volunteering - and a home to live in, free from financial stress and uncertainty.

Indigenous people have significantly higher rates of mental distress, trauma, suicide and intentional self-harm, as well as exposure to risk factors such as stressful life events, family breakdown, unemployment, discrimination, imprisonment, crime victimisation and alcohol and substance misuse. The Commission supports Aboriginal and Torres Strait Islander mental health and social and emotional wellbeing as an overarching strategic priority which sits across all of our key work areas.

The Commission will work across all areas that promote mental health and prevent mental illness and suicide – not just government and not just health, but the broader system including education, housing, employment, human services, justice and social support.

In November 2014, the Commission delivered to the Australian Government, a comprehensive National Review of Mental Health Programmes and Services (the Review).

The vision for the Review is in its title – *Contributing Lives, Thriving Communities*. It is framed by the Contributing Life principles and goes on to recognise that, if people can live fully contributing lives, this will enable socially and economically thriving communities, and a more productive Australia.

The Review assessed the efficiency and effectiveness of existing national mental health programmes across all levels of government and the private and not-for-profit sectors that support individuals experiencing mental ill-health and their families and other support people.

The Review provides twenty-five recommendations across nine strategic directions. They form a strong, achievable and practical plan to assist the government implement actions that will reform Australia's mental health system and address the Review.

# Environment

## About the Commission

The Commission is an executive agency established under the *Public Service Act 1999* and operates as a non-corporate Commonwealth Entity under the *Public Governance, Performance and Accountability Act 2013*. The Commission is an independent executive agency in the Health Portfolio.

The Commission includes a Chair and a number of Mental Health Commissioners (as determined by the Minister from time to time), as well as the CEO as ex-officio Commissioner. Appointments to the positions of Chair, Commissioner and CEO are made by the Australian Government. Staff are employed under the *Public Service Act 1999*.

The Commission promotes a positive and productive working environment through its mentally healthy workplace plan. The Commission encourages a workplace culture of openness, diversity and inclusiveness.

The Commission works collaboratively across Government, non-government organisations and the private sector and with people with lived experience of mental illness, their families and other support people.

## Community

An informed and engaged community calls for a professional, whole-of-government experience, including prompt access to information and inclusive participation in policy decisions.

## Operations

The Commission is committed to working in line with the APS Values and applying whole-of-government initiatives and will continue to work towards increased productivity through flexibility and innovation.

The community expects a whole-of-government experience with access to information, security of data and protection of privacy, and we are committed to meeting these expectations.

The Commission operates in a corporate services shared services environment and regularly reviews internal systems and procedures to simplify and streamline its operations and make best use of resources.

## Fiscal Environment

The Commission's budget is published in the Portfolio Budget Statements 2015-16.

# Performance

The Commission’s planning and performance framework integrates the Corporate Plan, the annual Work Plan and individual staffs’ performance and development. Our planning is developed in conjunction with the Portfolio Budget Statements and our performance is set out in our Annual Report. The Commission has a number of corporate documents that support its planning and performance framework including the Risk Management Plan; Operating Principles and the Participation and Engagement Framework.

The Commission’s annual Work Plan is an integral part of our performance framework. The Work Plan is developed in collaboration with the Chair and Commissioners and submitted to the Minister. It details our key work areas and deliverables, and links our work with the Recommendations from the Review and previous national report cards on mental health and suicide prevention.

The Commission’s budgeted outcome is to provide expert advice to the Australian Government and cross-sectoral leadership on the policy, programmes, services and systems that support mental health in Australia, including through administering the Annual National Report Card on Mental Health and Suicide Prevention, undertaking performance monitoring and reporting, and engaging consumers and carers.

<b>Goal 1: To ensure mental health and wellbeing is a national priority</b> <b>Goal 2: To increase accountability and transparency through credible, useful public reporting and advice, informed by collaboration</b> <b>Goal 3: To provide leadership and information that helps to empower people with lived experience, their families and support people</b> <b>Goal 4: To work with others to influence decision-making, set goals and transform systems and supports to improve people’s lives</b>			
<b>Strategy 1: Leading</b>	<b>Strategy 2: Collaborating</b>	<b>Strategy 3: Advising</b>	<b>Strategy 4: Reporting</b>
The Commission takes a leadership role and is committed to driving change that supports people’s ability to lead a contributing life and maximise their potential.	We aim to include people with lived experience in 100% of our projects that have governance and advisory arrangements. We also work collaboratively across governments and sectors on projects that require national or cross-sector approaches.	We use our reports, relationships and influence to give honest and independent advice on where and how Australia can better support people with a lived experience of mental health difficulties, their families and support people.	The Commission reports on national progress to improve mental health and prevent suicide.

## Our key work areas are:

### **Analysing, monitoring and reporting on Mental Health and Suicide Prevention**

- Report annually on mental health system and performance.
- Revise the framework for reporting taking account of the Review and incorporating the targets and indicators recommended in the Review as appropriate.
- Disseminate reports to key stakeholders on national progress on mental health and suicide prevention targets and indicators.

### **Providing support and advice to the Australian Government on Mental Health and Suicide Prevention**

- Work with the Australian Government to advise on the performance of the Australian mental health system.
- Continue to lead data and analysis projects including linkage of key data to inform service gaps, usage and service delivery planning.
- Provide a mechanism for input from people with lived experience through measures of the aspects of the *Contributing Life* framework to the work of the Commission.

### **Promote participation of people with lived experience, their families and other carers at all levels of the system**

- People with lived experience, their families and other support people are actively engaged in the work of the Commission.
- The Commission includes in its monitoring and reporting of the broader mental health and suicide prevention system measures of participation and areas for improvement.

### **Analysing the economic impact of the Mental Health and Wellbeing of Australia**

- Economic analysis of Australia's mental health and wellbeing to identify economic impact of different mental health and wellbeing interventions, including greater productivity and participation in society.

## **A person centred approach: embedding Mental Health within Primary Health Care**

- Promote new and best practice models of stepped care including an enhanced role for general practice and primary health care in mental health and integration of mental health into Primary Health Networks, and Indigenous Primary Health Care Organisations.
- Develop models of integrated delivery systems aligned with recommendations from the National Review of Mental Health Programmes and Services.
- Identify and take action on the link between physical health and mental health to ensure a whole of person approach and reduce current unacceptable rates of clinical deterioration.

## **Action to prevent Suicides, Suicide Attempts and Self Harm**

- Work with the Australian Government and other stakeholders (e.g. National Coalition on Suicide Prevention) to identify models of best practice which take community based approaches to preventing suicide by collaborating with partners to avoid duplication.
- Identify suicide prevention research priorities.
- Support national Aboriginal and Torres Strait Islander social and emotional wellbeing and suicide prevention plan.

## **Working towards elimination of Seclusion and Restraint**

- Participation and engagement of the sector with the aim of reduction and elimination of seclusion and restraint.
- Release a position paper that will outline evidence-based strategies to eliminate the seclusion and restraint of people with mental illness in a range of settings and introducing public reporting on measures of restraint.
- Develop education resources for mental health practitioners on multi-intervention strategies.

## **Enhancing Workplace Mental Health**

- Foster mentally healthy workplaces and reduce stigma and discrimination in the workplace for people with mental health issues.
- Increase awareness of mental health workplace issues among industry and business.
- Measures of productivity improvements through enhanced workplace participation developed.

## **Promoting and monitoring the Mental Health Peer Workforce**

- Work with others to support initiatives that promote the mental health peer workforce.
- Awareness of, and utilisation of the Mental Health Peer Workforce in relevant mental health and related settings.
- Information available on the Mental Health Peer Workforce.

## **A strategic approach to the Mental Health Research Agenda**

- Increase priority for mental health research.
- National Mental Health Research Strategy developed.

# Capability

## People and Culture

The Commission has a culture of professionalism with leadership and resources that enable a high standard of performance. Staff are afforded opportunities to build their skills and continuous learning is promoted.

The Commission implements governance arrangements and processes to ensure clear accountabilities.

### *Commissioners*

The Chair and Commissioners bring a range of expertise and perspectives. They are committed to giving an independent view of system performance and a voice to the experiences of people living with mental health difficulties or suicide risk and their families and support people. The Commissioners provide leadership that sets a clear direction.

### *Staff*

The CEO and executive provide strategic leadership and align individual performance with the Commission's goals.

Staff attracted and retained by the Commission are committed, skilled, motivated and responsive, and achieve results.

Staff capability is developed through ongoing workforce planning and staffs' participation in the performance and development scheme.

## Partners

The Commission collaborates and partners with external stakeholders to influence change and drive improvement and to maximise effort and resources.

The Commission has in place a Paid Participation Policy which recognises the valuable specialised and expert contributions made by people who have a first-hand experience of a mental health condition or are a family member or other support person.

The Commission also works closely with research institutions, industry providers and state and territory governments to leverage expertise and resources to ensure robust, reliable and accountable advice and reporting.

# Risk Oversight and Management

The Commission is an independent executive agency in the Health Portfolio, established under the *Public Service Act 1999*. The Commission operates as a non-corporate Commonwealth Entity under the *Public Governance, Performance and Accountability Act 2013* and complies with the Commonwealth Risk Management Policy.

The Commission's risk profile and tolerance is somewhat different to other Commonwealth agencies. We are a small entity that provides independent advice and reports to Government and the community on mental health outcomes and reform, at arms-length from the departments and agencies that manage funding and services.

A relatively high overall appetite for risk is behind the Commission's main functions and greatest opportunities – delivering regular, independent reports on Australia's performance in promoting good mental health and wellbeing, preventing mental ill health, and supporting people living with mental health difficulties and their families and friends; and providing frank and fearless advice on issues of national significance or impact. In other areas the Commission has no tolerance of risk, that is, of dishonest, deceptive and fraudulent conduct.

The Commission's Risk Management Framework aims to support and develop an enterprise-wide approach to risk management and a culture that supports risk management as an everyday part of the work of all staff. It also reflects the operating and resource realities of a very small agency.

Collectively, the Commission strives for a culture and a risk management approach that helps us continuously improve. This brings many potential benefits, including an increased likelihood of achieving goals and meeting expectations; improved identification of opportunities and threats; improved stakeholder confidence and trust; and growing organisational resilience, operational effectiveness and efficiency.

Individually, managing uncertainty and risk in a highly fluid environment is the responsibility of all Commission staff. They are expected to understand and manage risk as part of their everyday work. This applies to key decisions and, in particular, to processes for developing reports and policy advice, to significant projects and procurements, major events, outsourced services, contract management, secretariat services and community engagement.



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