

Blue Knot Foundation Strategic Plan FY27–FY29

Our Vision

To reach the more than 1 in 4 adult Australians impacted by complex trauma.

Our Purpose

Empowering adults to recover and build resilience from complex trauma.

About Us

Blue Knot exists to support Australian adults living with the impacts of complex trauma to recover, to support families and friends of people with complex trauma and to strengthen trauma-informed understanding and practice across Australia.

We do this through:

- survivor support
- clinical and practice excellence
- workforce capability
- national systems change.

Our role is not only to deliver services, but to help define what safe, effective and sustainable trauma-informed practice looks like and enable others to put it into practice.

Our Values

We Lead with Hope

We Uphold Integrity

We Drive Change

The Context for This Strategy

Across Australia, recognition of the prevalence, and impacts, of trauma is growing. So too is demand for trauma-informed services, knowledge and capability.

Yet this recognition alone does not create trauma-informed systems. Workforces need the capability, support and conditions to translate understanding into safe and effective practice. Organisations need strong governance, evidence, systems and leadership. And people impacted by complex trauma need responses that are accessible, relational, culturally safe and grounded in evidence and lived experience.

For organisations to create these foundations there is an increasing demand on organisations like Blue Knot, and rapid expansion can compromise practice quality, workforce sustainability and outcomes for survivors.

Our FY27–FY29 strategy responds to this challenge by strengthening the foundations for sustainable impact within Blue Knot and across the systems we seek to influence.

Our Strategic Focus FY27–FY29

Over the next three years, our defining strategic focus is:

Strengthening our foundations for the future. We have Five Priorities, One Purpose.

At the centre of every one of our five priorities is our commitment to supporting our people, empowering recovery and driving lasting change.

Our strategy is designed to create safe, sustainable and high-quality trauma-informed systems and extending their impact across Australia.

To support these five strategic priorities, we will strengthen our workforce, survivor services, systems, governance and financial resilience while building the capabilities required to extend our reach and influence.

We will consolidate the foundations where they need strengthening, activate opportunities where we are ready, and scale where evidence shows that doing so will create sustainable impact.

Our Strategic Approach

Our strategy will progress through three connected stages.

1. Foundations

We will stabilise and strengthen the foundations that underpin safe, effective and sustainable practice.

Our focus will include:

- workforce capability, supervision and wellbeing
- stability, accessibility and quality of core survivor services
- systems, data and governance maturity
- digital capability and organisational infrastructure
- financial and operational resilience.

2. Selective Growth

As our foundations strengthen, we will optimise how we work and test opportunities to extend our impact.

Our focus will include:

- improving service and organisational effectiveness
- using data, evidence and lived experience to inform improvement
- expanding training, knowledge and sector capability
- strengthening sustainable and diversified income streams
- building strategic partnerships aligned with our purpose
- testing new approaches before wider investment.

3. Sustainable Growth

Where readiness, evidence and resources support it, we will scale approaches that demonstrate sustainable impact.

Our focus will include:

- extending the reach of effective services, knowledge and capability
- strengthening national sector leadership and influence
- investing in scalable approaches to learning and knowledge translation
- maintaining workforce sustainability, practice integrity and strong governance as we grow.

Growth will be disciplined, evidence-informed and aligned with our purpose.

Our Strategic Priorities

1. People

Workforce Capability & Wellbeing

Outcome: A capable, supported and sustainable workforce equipped to deliver safe, high-quality trauma-informed practice.

A sustainable trauma-informed organisation depends on people having the capability, support and conditions they need to do their work well.

We will:

- strengthen workforce capability and professional development
- invest in supervision, reflective practice and ongoing learning
- support safe and sustainable workloads
- strengthen leadership and people management capability
- foster a culture of safety, connection, accountability and continuous improvement.

A supported workforce is fundamental to safe and effective services and sustainable organisational impact.

2. Practice

Survivor Support & Practice Excellence

Outcome: People impacted by complex trauma can access safe, high-quality and responsive support that promotes recovery, agency and connection.

Survivor safety, dignity and recovery remain at the centre of our work.

We will:

- maintain strong clinical governance, quality and safety
- deliver accessible, equitable and trauma-informed services
- strengthen service quality through evidence, outcomes and continuous improvement
- integrate lived experience and service-user feedback into service development
- ensure services remain responsive while maintaining safe and sustainable delivery.

Where demand exceeds capacity, we will prioritise safety, quality and sustainability.

3. Knowledge

Training, Knowledge & Sector Leadership

Outcome: A stronger national workforce and service system equipped to understand and respond effectively to complex trauma.

As a national leader in complex trauma, Blue Knot brings together lived experience, practice expertise, evidence and sector knowledge to strengthen responses across Australia.

We will:

- deliver high-quality, evidence-informed training, supervision and professional development
- integrate lived experience, research and clinical and practice expertise
- translate complex trauma knowledge into accessible guidance, learning and practical tools
- strengthen the capability of organisations, leaders and workforces to embed trauma-informed practice
- contribute to policy, practice and systems change through evidence, advocacy and collaboration.

We are not only responding to demand for trauma-informed capability. We are helping shape what safe, effective and sustainable practice looks like.

4. Foundations

Systems, Data & Governance

Outcome: Strong organisational systems, governance and evidence support safe services, effective decisions and sustainable impact.

Strong systems and governance are essential to quality, accountability and organisational resilience.

We will:

- optimise organisational systems and processes
- strengthen data quality, business intelligence and organisational insight
- use evidence and data to support better decision-making
- strengthen governance, accountability and risk management
- protect privacy, information security and organisational data
- ensure technology and AI are adopted ethically, safely and responsibly.

These foundations will enable Blue Knot to operate effectively, understand our impact and make informed decisions about future investment and growth.

5. Sustainability

Sustainable Growth & Revenue Diversification

Outcome: A financially resilient organisation able to sustain its mission and invest responsibly in future impact.

Financial sustainability enables Blue Knot to continue supporting survivors, strengthening the workforce and contributing to national systems change.

We will:

- diversify income through grants, partnerships, community support and other aligned opportunities
- strengthen the sustainability and contribution of existing revenue streams
- develop opportunities that extend the reach of our knowledge, training and expertise
- test and validate new initiatives before scaling
- direct investment toward opportunities that demonstrate strategic alignment, readiness and sustainable impact.

Growth is not an objective in itself.

We will grow where doing so strengthens our purpose and where the conditions for sustainable delivery are in place.

How We Will Know We Are Making a Difference?

We will track our progress through measures that demonstrate both organisational strength and external impact.

Across the life of this strategy, we will assess our progress through:

- workforce engagement, capability and sustainability
- survivor experience, service quality, safety and outcomes
- reach and impact of training, knowledge and sector capability initiatives
- organisational systems, data, governance and digital maturity
- financial resilience and diversification
- evidence of our contribution to stronger trauma-informed practice and systems.

Our measures will support transparency, learning and accountability, while enabling us to adapt as evidence, needs and opportunities evolve.

What Will Not Change

Across all areas of our work, we will continue to protect and promote:

- survivor safety, dignity and outcomes
- workforce wellbeing and safety
- trauma-informed and culturally safe practice
- lived experience and meaningful participation
- evidence-informed practice and continuous learning
- strong governance and ethical standards
- alignment with our purpose and values.

These principles will guide the choices we make, including decisions about what we pursue, what we scale and, where necessary, what we choose not to do.

Our Commitment

Over the next three years we will create lasting impact. We will strengthen the foundations of Blue Knot while extending our contribution to the people, workforces, organisations and systems we exist to support.

By strengthening our foundations, investing in our people and services, translating knowledge into practice and growing with discipline, Blue Knot will be better positioned to:

- empower more people impacted by complex trauma to recover, heal and reconnect
- strengthen the capability of the workforce and organisations that support them
- translate evidence and lived experience into better practice
- influence safer, more compassionate and trauma-informed systems across Australia.

We will measure our success not by how much we grow, but by the quality, reach and lasting impact of the change we help create.