

# headspace National People Plan 2025–2028



# a message from the ceo

**I'm proud to share headspace National's first-ever People Plan 2025–2028.**

Shaped with input from our people, this plan will guide how we support, grow and empower our workforce over the next three years. It's about helping our people thrive—so that together, we can continue to deliver on the headspace National Direction and our shared vision: an Australia where every young person's mental health and wellbeing are valued and supported.



At headspace National, our people bring purpose and passion to everything they do. We're grounded in our culture and values, and we work together to deliver genuine, progressive and inclusive support for young people.

This People Plan outlines the practical steps we'll take to build on that foundation—strengthening our workforce, backing the unique strengths of our teams, and creating more opportunities for development, growth and success.

Just as we work to improve outcomes for young people, we're also committed to creating a workplace where our people feel safe, supported and inspired to do their best work.

Thank you to everyone who contributed to this plan. I'm excited to support and champion it as we bring it to life.

Jason Trethowan  
Chief Executive Officer

# introduction

At headspace National, we connect, guide and grow headspace—Australia's National Youth Mental Health Foundation. We lead critical national services and play a key role in shaping the youth mental health sector. Everything we do is driven by our purpose: to strengthen the mental health and wellbeing of all young people by delivering services and programs that respond to the changing, diverse needs of young people.

Each year, we help thousands of young people get support—whether it's through our centre network, online and phone counselling, work and study support, or programs delivered in schools and communities.

The world around us is shifting. Demand for mental health services is rising. Young people are facing more pressure. Our sector is navigating limited resources, rapid technological change, and a new generation with fresh expectations about work and careers. These are big challenges, but also a chance to think differently about how we work—and how we support each other.

The headspace way, our values led approach to how we work and engage has shaped a strong, purpose-driven culture. This People Plan builds on that. It clearly sets out how we'll continue to invest in our people, support their growth, and create meaningful and rewarding experiences at work. Because at the end of the day, it's not just what we do—it's the people behind it that make all the difference.

This plan applies to all headspace National employees. It's grounded in insights from our people and informed by a thorough diagnostic process. We've reviewed key strategies like the headspace Direction and headspace National Strategic Plan 2025–2028, the headspace way, and the results of the 2024 Culture Survey. We've also listened closely to staff across all divisions, and to participation reference groups who reminded us how vital connection and collaboration are across teams.





# what's in the plan

The People Plan is built around five key pillars—each with goals and actions:

**1**

## **embed core foundations**

enabling our people to focus on what matters

**2**

## **a great place to work**

and be your best self

**3**

## **build a capable workforce**

so our people thrive and grow

**4**

## **our people**

set up to succeed

**5**

## **health, safety and wellbeing**

we care for our people

# bringing the plan to life

The headspace National Executive team will lead this work, with the Executive Director, People & Culture overseeing delivery on their behalf. A clear governance structure will support how we implement and track the plan, aligned with the timeframes of the headspace National Strategic Plan 2025–2028.

## Key responsibilities include:



Creating a yearly operational plan that maps out how initiatives will roll out



Identifying the people and resources needed to deliver on our commitments



Reporting progress annually to the headspace National Board.



**This plan reflects where we are—and where we're heading—together.**

# People Plan

## 2025–2028

1

### embed core foundations

enabling our people to focus on what matters

goals	actions
Simplify how things get done	<ul style="list-style-type: none"><li>• Review People &amp; Culture processes to support simplification and improve efficiency</li><li>• Use systems and technology such as TechOne to modify, streamline and automate manual processes</li></ul>
Use quality people data to make smarter, more informed decisions	<ul style="list-style-type: none"><li>• Develop an HR metrics dashboard</li><li>• Use quality people data and information to inform the workforce experience</li></ul>
Make sure every team member has a fair, clear and consistent experience	<ul style="list-style-type: none"><li>• Audit our suite of policies and procedures to identify and address any gaps</li><li>• Develop a suite of resources that enables self-service and effective people management practices</li><li>• Implement a transparent and contemporary compensation framework for employees</li><li>• Negotiate a replacement to the 2023 headspace enterprise agreement</li></ul>

# People Plan

## 2025–2028

2

### a great place to work and be your best self

#### goals

Evolve the headspace Way to reflect who we are today

#### actions

- Review our values and the headspace way to ensure they remain reflective of our culture
- Articulate how we work and connect to create a vibrant, engaging and flexible workplace, for all headspace employees
- Clarify and communicate our employee value proposition to position headspace as an employer of choice

Foster a culture where everyone, including our reference group members, feels seen, heard and valued

- Deliver a diversity and inclusion plan
- Achieve Rainbow Tick Accreditation
- Identify opportunities to include different voices and perspective into People & Culture processes and initiatives
- Understand what neurodiversity means to our workforce and create an environment where neurodiverse staff can thrive

Give every new starter a great start

- Create an engaging and inspiring induction and onboarding experience for all new starters

# People Plan

## 2025–2028

3

### build a capable workforce

so our people thrive and grow

#### goals

Equip our leaders to grow, support and inspire others

Create more ways for our people to learn and grow

#### actions

- Review and revise our capability framework to identify the skills needed now and into the future
- Refine what it means to be a leader at headspace
- Design and deliver a leadership development program with curated learning pathways across leadership cohorts

- Provide learning and development opportunities for all staff aligned to a blended learning model
- Broaden our “Manager Essentials” learning and development offering



# People Plan

## 2025–2028

4

### our people

set up to succeed

goals	actions
Make it easy—and meaningful—to join the team	<ul style="list-style-type: none"><li>• Redesign the recruitment process focusing on simplification, automation and attracting a diverse range of candidates</li><li>• Create a suite of resources to support hiring managers make great recruitment decisions</li><li>• Enhance the candidate experience</li><li>• Evolve our commitment to First Nations peoples by increasing the number of First Nations staff working across divisions and levels</li></ul>
Make feedback and performance a part of how we grow together	<ul style="list-style-type: none"><li>• Embed an approach to coaching and feedback as part of the headspace way</li><li>• Revise the end-to-end Performance and Development Review process (h-STAR)</li><li>• Support leaders to develop feedback and coaching skills</li></ul>
Help our people shape the careers they want	<ul style="list-style-type: none"><li>• Design a framework to support talent management and succession planning</li></ul>

# People Plan

## 2025–2028

5

### health, safety and wellbeing

we care for our people

#### goals

Lead with care, every step of the way

Make it easier to speak up—and feel heard

#### actions

- Build a well-being framework and initiatives to support mentally healthy employees
- Develop capability for leaders and managers to create safe work environments
- Investigate the opportunity to evolve and refresh our EAP offering

- Develop a robust complaints management policy and process
- Identify and implement practical ways to incorporate care and support mechanisms into the complaints process
- Establish a “contact officer” program to support the early invention and prevention of complaints

# acknowledgements



headspace services operate across Australia, in metropolitan, regional, rural and remote areas, supporting young people and family to be mentally healthy and engaged in their communities.



headspace acknowledges 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 and present and are committed to making a positive contribution to the wellbeing of Aboriginal and Torres Strait Islander young people, by providing services that are welcoming, safe, culturally appropriate and inclusive.



headspace celebrates, values and respects the diverse and intersectional living experiences of lesbian, gay, bisexual, transgender and gender diverse, intersex, queer and asexual (LGBTIQA+) young people, family and communities.

headspace is committed to embracing diversity and eliminating all forms of discrimination and racism in the provision of health services. headspace welcomes all people irrespective of ethnicity, lifestyle choice, faith, sexual orientation and gender identity.



**headspace**  
National Youth Mental Health Foundation