



PBF Australia *Strategic Plan* 2026-2030



OUR VALUES



AUTHENTICITY

We honour lived experience with integrity, dignity and respect.

At PBF, this means we:

- Centre lived-experience - including when it is not our own
- Protect the voice, wellbeing and consent of people who share their stories
- Communicate honestly, clearly and respectfully
- Evolve how stories are shared without compromising trust or credibility

We know we are living this value when:

- Lived experience informs decisions, not just messaging
- Storytelling is ethical, respectful and consent-led
- People feel heard, respected and safe



INNOVATION

We challenge legacy thinking and seek better ways to deliver impact.

At PBF, this means we:

- Test, learn and adapt, rather than defaulting to 'how it's always been done'
- Make evidence based decisions
- Let go of approaches that no longer serve people or purpose
- Use resources responsibly to maximise impact

We know we are living this value when:

- New ideas are piloted and evaluated
- Learning informs improvement
- We adapt confidently in response to evidence and feedback



IMPACT

We focus on work that makes a meaningful difference.

At PBF, this means we:

- Prioritise outcomes over activity
- Make difficult trade-offs to focus on quality and relevance
- Align decisions with good governance and long-term value
- Stop or redesign work that delivers low impact

We know we are living this value when:

- Our work delivers clear, measurable benefit
- Data and insight inform decisions
- Members and partners understand the value we deliver



CARE

We lead with empathy, respect and responsibility for people.

At PBF, this means we:

- Recognise the human impact of spinal cord and traumatic injury
- Create trauma-informed, inclusive and respectful environments
- Support staff wellbeing, psychological safety and balance
- Consider the personal impact of our decisions and communications

We know we are living this value when:

- Staff feel supported, valued and safe at work
- Our communications are respectful and people-centred
- Policies and practices actively support wellbeing



STRATEGIC PLAN 2026 - 2030

OUR PURPOSE

'Why we exist'

To support people impacted by spinal cord injury, raise awareness in the community, through lived experience, connection and membership.

OUR VISION

'The future we're trying to create'

A future shaped by lived experience, where understanding drives, change, and people impacted by spinal cord and traumatic injuries live full, connected and meaningful lives.

OUR MISSION

'What we do everyday'

We use lived experience to raise awareness of injury, influence safer behaviour, support safety awareness in the community, and support members and individuals impacted by spinal cord and traumatic injury.

Our Strategic Pillars

SUPPORT & RECOVERY PATHWAYS

Strategic Intent

To offer a timely, safe and sustainable service model that supports people from injury through to wellness.

Key Strategic Choices

- Redesign peer support model (face-to-face in home and tele-support)
- Establish a framework from injury to wellness
- Strengthen practice boundaries for lived-experience delivery
- Prioritise services that deliver both social impact and financial sustainability

Success Measures

- Peer support model redesigned and implemented across WA and Queensland within the agreed scope and safety parameters
- 60% of participants report improved wellbeing, confidence or connection following engagement
- Clear, documented "Injury to Wellness" framework embedded across services
- Improve revenue for lived experience programs

LIVED-EXPERIENCE INFLUENCE & ADVOCACY

Strategic Intent

To position PBF as a recognised voice in behavioural influence, trauma awareness and lived-experience-led change.

Key Strategic Choices

- Strengthen the quality, consistency and reach of lived-experience storytelling
- Develop a place-based (WA / Queensland) advocacy model grounded in lived experience
- Use lived-experience storytelling to influence awareness and behaviour change in the community
- Focus on generating measurable shifts in awareness, understanding and behaviour

Success Measures

- 20% of programs refreshed and redesigned each year
- Improvement year on year in audience feedback
- Increase in strategic partnerships formed
- Demonstrated year-on-year growth in lived-experience education and advocacy activities

SUSTAINABLE CAPABILITY & PARTNERSHIPS

Strategic Intent

Strengthen PBF's financial stability, enhance organisational capabilities and build strategic partnerships to ensure sustainable impact and long-term viability.

Key Strategic Choices

- Revitalise value proposition and amplify member value
- Forge high impact partnerships that extend reach and influence
- Modernise operations and workforce - invest in systems, streamline process and workforce capability to improve efficiency and adaptability
- Assess opportunities for funding, collaboration, consolidation or structural partnerships that secure long term success

Success Measures

- Improvement on membership retention and renewal rates year on year
- Diversification of revenue streams
- Workforce engagement and capability indicators established
- Strategic partnerships formed that improves revenue