



Our Approach

For almost 50 years, Shine has worked alongside people experiencing mental illness, their families, and supporters. We provide high-quality one-to-one and peer recovery supports, practical information, education programmes, and national advocacy and stigma-reduction initiatives.

In recent years, we strengthened our capacity and resilience by expanding supports, integrating and standardising service delivery, and ensuring that voices of those with lived experience continue to shape our work.

Strategic Plan 2023–2025

Our last strategic plan, *Empowering Voices, Driving Change 2023–2025*, was a major turning point. We adopted the language of mental illness to reflect and respect lived experience, to create parity with physical illness, and to challenge misconceptions that have long fuelled stigma.

We committed to elevating lived-experience leadership across our organisation, our advocacy, and the wider mental health sector. This new plan builds on that transformation.

Strengthening People, Communities & Voices: Shine Strategic Plan 2026–2028 sets out an ambitious and practical roadmap for the next stage of our development.

It builds on the achievements and ambition of its predecessor. Across every pillar, we will uphold our core values of Courage, Compassion, Collaboration, Integrity and Innovation.

We will continue to work in genuine partnership with the people who use our services, amplifying their experiences to inform everything we do; from frontline delivery to national conversations. By strengthening people, communities, and voices, we will contribute to a more compassionate Ireland where those affected by mental illness and stigma are fully included in all aspects of society.

This is not just our vision, it is our commitment. Shine will continue to evolve as a dynamic and leading force in Ireland's mental health sector. Together, we will drive positive change and create lasting impact for individuals, families, and the wider community.

OUR LOCATIONS



OUR VISION



A more compassionate Ireland where those affected by mental illness and stigma are supported and included in all aspects of society.

OUR MISSION

We specialise in supporting and educating individuals, family members and communities impacted by mental illness and stigma.

Our Next Chapter

The past number of years have reshaped Ireland's understanding of mental illness and reinforced the urgent need to ensure that the voice of lived experience is central in policy, service design, and community supports. At the same time, Shine has continued to evolve, building stronger services, expanding national reach, and deepening our focus on tackling stigma where it is felt most.

This Strategic Plan, "Strengthening People, Communities & Voices" 2026–2028, represents the next stage of that journey. Developed throughout 2025, it builds directly on the achievements of our previous plan, Empowering Voices, Driving Change.

Through reflection, consultation, and lived-experience input, we have created a roadmap that is ambitious, practical, and grounded in what people experiencing mental illness and their families tell us they need.

Our approach is informed by evidence, guided by our stakeholders, and shaped by the realities of recovery. This plan demands actions that will improve service quality and access, amplify advocacy impact, reduce stigma, and ensure Shine remains resilient, responsive, and trusted.

Our vision and mission remain a clear expression of who we are and the change we seek to create. Our core values of Courage, Compassion, Collaboration, Integrity and Innovation continue to guide our decisions, our partnerships, and how we deliver support every day.

We will implement this plan through three interconnected pillars. These pillars are an evolution from the last plan. Together, they strengthen the foundation of Shine as we enter this latest chapter – one where people, families, and communities are supported to thrive, and where lived experience continues to shape a more compassionate Ireland for all.



What We Will Start, Stop and Continue

What we have learned...

By focusing on these priorities, Shine will strengthen people, communities and voices, ensuring sustainable impact and a more compassionate Ireland for all.

>> Start

We will expand our impact where unmet need is greatest:

- Equity-driven expansion into underserved regions and communities
- Stronger national visibility and awareness of Shine's supports
- Research-led advocacy with clear policy goals
- Income diversification and expansion of corporate partnerships
- Enhanced digital capability to scale impact and track outcomes

□ Stop

We will avoid stretching beyond our sustainable capacity:

- Unfunded or low-impact new initiatives
- Regional inequity in service access
- We will not overextend our capacity by committing to projects that do not deliver lasting value
- Over-reliance on individual relationships with partners

▶ Continue

We will build on what works and what sets Shine apart:

- Trusted, free, self-referral supports including for severe and complex mental illness
- National leadership in stigma reduction programmes and advocacy
- Co-production and authentic lived experience leadership
- Compassionate people-centred supports across communities
- Unified identity, governance and organisational strength

Risks and Challenges Ahead

→ **Funding and Equity Challenges**

Static core funding and regional disparities create barriers to equitable access. We will diversify income and advocate for national funding alignment.

→ **Workforce Wellbeing and Capacity**

Frontline pressure impacts staff retention and sustainability. We will invest in development, support and safe workloads.

→ **Stigma and Public Demand**

Persistent stigma and rising need increase pressure on services. We will expand targeted campaigns and visibility.

→ **Digital Inclusion and Data**

Digital tools must not leave people behind. We will build inclusive digital capability with strong data protection.

→ **External Policy and Economic Uncertainty**

Political change and economic pressures may affect continuity. We will strengthen resilience and policy influence.

→ **Protecting Shine's Distinct Role**

The expanding landscape of stigma reduction initiatives calls for Shine to lead by example and reinforce its unique strengths and expertise in this area.

Strengthening People, Communities & Voices

	Excellent People-centred Mental Health Services	Leaders in Support, Advocacy and Education in Mental Illness and Stigma Reduction	Recognised and trusted Supporter for those living with Mental Illness and their Families
OBJECTIVES	<ul style="list-style-type: none"> → Continue to adapt and align our services for those with lived experience of mental illness and their supporters → Continue to improve services through quality evidence-based practice → Continue to develop an engaged and skilled Shine team. 	<ul style="list-style-type: none"> → Provide nationwide services with capacity to respond to emerging needs → Deliver high quality evidence-based services and education to reduce stigma around mental illness → Influence policy and resourcing to improve mental health services. 	<ul style="list-style-type: none"> → Continue to build a strong recognised trusted brand → Continue to build a strong governance framework → Ensure secure sustainable and diversified funding.
ENABLERS	<ul style="list-style-type: none"> → A skilled and compassionate workforce → Robust service delivery infrastructure using digital tools → An ongoing commitment to continuous improvement. 	<ul style="list-style-type: none"> → Strong partnerships and networks to amplify our impact → Evidence-based and lived experience focused content and campaigns that resonate with and influence diverse audiences. 	<ul style="list-style-type: none"> → Consistent and transparent communication and brand management → Organisational resilience through strong governance → Clear and effective funding strategy.
OUTCOMES	<ul style="list-style-type: none"> → Excellent service user and supporter experience across all our services → Streamlined services for sustainable delivery. 	<ul style="list-style-type: none"> → Shine is recognised nationally as the leading voice in mental illness advocacy and stigma reduction. → Significant influence on mental health policy through successful advocacy efforts and stakeholder engagement. 	<ul style="list-style-type: none"> → Stronger Shine brand recognition known for excellence, integrity and impact. → Growth in funding from diverse sources.

PILLAR 1

Provide Excellent People-Centred Mental Health Services



Objectives

- 1 Continue to adapt and align our services for those with lived experience of mental illness and their supporters
- 2 Continue to improve services through quality evidence-based practice
- 3 Continue to develop an engaged and skilled Shine team.

Enablers

- A skilled and compassionate workforce
- Robust service delivery infrastructure using digital tools
- An ongoing commitment to continuous improvement.

Outcomes

Shine is recognised nationally as the leading voice in mental illness advocacy and stigma reduction.

Significant influence on mental health policy through successful advocacy efforts and stakeholder engagement

PILLAR 2

Leaders In Support, Advocacy and Education in Mental Illness and Stigma Reduction

Objectives

- 1 Provide nationwide services with capacity to respond to emerging needs
- 2 Deliver high quality evidence-based services and education to reduce stigma around mental illness
- 3 Influence policy and resourcing to improve mental health services.

Enablers

- Strong partnerships and networks to amplify our impact
- Evidence-based and lived experience focused content and campaigns that resonate with and influence diverse audiences.

Outcomes

Shine is recognised nationally as the leading voice in mental illness advocacy and stigma reduction.

Significant influence on mental health policy through successful advocacy efforts and stakeholder engagement.



PILLAR 3

Recognised and Trusted Supporter for those Living with Mental Illness and their Supporters



Objectives

- 1 Continue to build a strong, recognised and trusted brand
- 2 Continue to build a strong governance framework
- 3 Ensure secure sustainable and diversified funding.

Enablers

- Consistent and transparent communication and brand management
- Organisational resilience through strong governance
- Clear and effective funding strategy.

Outcomes

Stronger Shine brand recognition known for excellence, integrity and impact.

Growth in funding from diverse sources



Measuring our Impact

We are committed to ensuring that our strategic plan delivers meaningful, measurable improvements for people experiencing mental illness, their supporters, our communities, our workplaces and our media. To do this, we use a clear performance and accountability framework that include objectives & key results (OKRs): setting out what we aim to achieve and the positive change we want to see.

OKRs connect our strategic pillars to our operational activities, ensuring that every part of the organisation is focused on outcomes that matter. This is something we agree on a whole of organisation basis and they are reviewed regularly.

We monitor performance regularly at all levels, from programme teams to the Senior Management Team and the Board, ensuring transparency, responsiveness, and strong governance. This allows us to identify risks, respond to emerging needs, and maintain fidelity to our mission and values.

Our performance framework is continuously reviewed and refined to remain relevant, evidence-based, and grounded in lived experience.

Overall, this approach ensures that we:

- Deliver high-quality, people-centred supports
- Track progress and demonstrate impact
- Use data and insights to make informed decisions
- Continue to learn, improve, and innovate

By measuring what truly matters, we ensure that our work leads to real and lasting change for the people and communities we serve.



Shine's strength has always come from its willingness to listen, learn, and evolve.

This Strategic Plan demonstrates a maturity of purpose: one that places lived experience at the heart of decision-making while strengthening the systems needed to deliver impact at scale.

The Board is proud to support a plan that is both principled and practical.

Joe Houghton
Chairperson, Shine



Shine

support | advocacy | education
for mental illness