

manAlive *Tane Ora*

Strategic Plan 2010-13



Awakening the Unique Spirit of Men to Build Communities that Work for Everyone

whana

COMMUNITIES

AWARENESS

STRONG

unique

safe
empathy

support

TRANSFORMATIVE

CHANGE

sustainable

collaborate

CULTURALLY APPROPRIATE



Message from the Chair

The 2010-2013 Strategic Plan firmly links Man Alive to the successes and values that have underpinned its journey over time, and to the challenges and opportunities facing us in the future. We have emerged from a period of growth and internal development with a deserved reputation for top quality management, and stable staff whose clinical expertise is recognised and respected. Further, our secure financial position now allows us to plan ahead with confidence.

A strong thread runs through each iteration of our planning, from 2007 to now, of the development and confirmation of our vision: **'Awakening the unique spirit of men to build communities that work for everyone'**. In the workshops and consultations underpinning this plan, that vision has been constantly tested and remains the core of all our activities.

Now we are ready for the future. The next few years bring challenges that require values driven excellence, and a brave commitment to positive change. We are actively seeking to build robust collaborations with like minded organisations. We are committed to strengthening our work in prevention. We will widen our scope in Men's health and wellbeing issues.

We also commit to constant improvement to our programmes, with increased emphasis on whanau based delivery. In all this we will explore opportunities for innovative resourcing; building our capacity to focus clearly on outcomes.

I am privileged to lead an able and dedicated Board, and especially want to acknowledge our management and staff. Under Man Alive's united team, this strategic plan will become a living document we will all be part of and proud of.

Tony Mayow
Chair

July 2010

Our Vision

Awakening the unique spirit of men to build communities that work for everyone

Our Mission

Man Alive will support men to develop a sense of well-being through providing socially transformative services that are:

- Safe and accessible to all men
- Supportive of families
- Culturally appropriate
- Evidence based

Our collaborative community based approach will create an environment where men can choose to heal, develop and change their lives and the lives of those around them

Our Values

Our way of working with clients and our relationship with the community is guided by our understanding that:

- Men are fundamentally good
- Men are capable of change
- Changing behaviour requires taking responsibility
- Respect and empathy are central to assisting men through change
- Individual change leads to social change
- Safety of victims is paramount

Planning for the Future

Man Alive entered the Strategic Planning process for 2010 having over the last three years developed a stable financial base and strengthened its resources to deliver its services. With 14 years experience, the agency is well regarded in working with men and boys and holds significant expertise in violence prevention.

We are established as New Zealand's largest and most comprehensive men's centre and have developed a strong international reputation. We are committed to assisting men and boys achieve a more positive, fulfilling and non-violent lifestyle. We network with local non-profit and statutory agencies. We continue to raise awareness in the community on family violence and men's issues generally. The agency works to stay on the edge of the development of new ways of being male.

Over the last three years the agency transformed its governance structure, revised its policies, procedures and systems, lifted its staff qualification requirements, developed its reputation and strengthened its balance sheet. These changes were driven by the 2007-2010 strategic plan that was developed through a process of consultation between the Board, staff and the community. A similarly consultative process to develop the plan for the next three years was employed in 2010.

Through this process a 'story' began to emerge about where we have come from, the challenges we face and the opportunities ahead. We retained our focus on the origins of the impulse that brought Man Alive into existence; the need for men to find support and healing in community.

It would have been easy to become overwhelmed as we recognised the enormous challenges we face. However, mindful of our origins we used this process to gain insight into how to best focus our resources on these challenges and remain true to our story. We achieved this by raising the awareness of our organisational story through focus groups, interviews and stakeholder feedback.

An assessment of the environment highlighted the fast changing socio-political environment Man Alive operates in and the need to adapt to retain our effectiveness. We realised our revenues are largely derived from a few select services in a contract funding environment. We also realised that to be more effective we needed to explore collaborative opportunities that align well with our capabilities. In considering these environmental issues, we understood that the Board and organisation needed to get clear on the objectives it wishes to achieve from collaborative relationships.

In fronting up to these challenges through developing our strategic direction, the best opportunities were carefully selected from the wide range of possibilities bearing in mind the limited resources available. The opportunities were organised into the following four key areas:

Organisational Structure

To provide the solid foundation required to achieve our mission, we understood the need to complete the internal consolidation of the agency. This required gaining clarity on our vision, mission, values and objectives. Further refining our policy and procedures. Clearer documentation and maintenance of all our clinical and administrative systems using leading edge technologies. Developing our clinical credibility through research and a culture of innovation and learning to retain and build on our reputation. Continuing to develop our staff and physical resource capacity. Strategically identifying the few specific niches the organisation can perform well in on a sustainable basis.

Growth and Sustainability

We focused on development of a sustainable service with the capacity to evolve and adapt to the needs of the community. We understood the need to improve outcomes and enhance organisational stability through expanding to a whanau based approach. We identified the need to develop social enterprises to provide a sound financial base while delivering socially responsible services. We recognised we work with a large Maori client base and the need to develop our capacity to provide culturally appropriate services. We also discussed our ability to meet the needs of the multi-cultural community we work within.

Partnering and Collaboration

We acknowledged that collaboration is the most effective way to increase clinical effectiveness with a whanau based approach. Through collaboration we can improve efficiencies, create scale, stabilise funding, create awareness and secure capable resource. We understand collaboration is best managed systematically by identifying and working with the best fit one at a time.

Social Marketing and Awareness

We identified the need to develop greater awareness of Man Alive outside the family violence/social service sector to increase opportunities to support the community. Progressing our purposes further requires developing our networking capability in and outside of the family violence/social service sector; engaging in independent research to enable continuous learning and improvement through delivery of evidence based services and increasing our advocacy and presence with local and central government in relation to men's health issues.

These thoughts helped author our strategic direction, founded on an analysis of where we stand today and informed by our dreams of where we will be in three years time.

Key Goals and Objectives

Goal One

To build a dynamic and strong organisational structure

Objectives

Effective systems, policies and procedures

Staff hold a clear shared understanding of the organisation

A culture of learning and innovation

Measure

Revised Practice Manual and Policy Manual reflecting best practice

Implementation of an effective intranet system linking vision and mission to procedures and relevant documents

Staff feedback mechanisms researched, evaluated and implemented

Key Goals and Objectives

Goal Two

To increase clinical effectiveness through a collaborative whanau based approach

Objectives

Collaborative arrangements with partner(s) who have experience working with women and children

Whanau based approach to service delivery

Measure

Evaluate best-fit options and develop appropriate collaborative structure(s)

Reorientation of outcomes to include emphasis on whanau

Key Goals and Objectives

Goal Three

To provide sustainable services that support community well-being

Objectives

Culturally appropriate delivery for Maori clients through our current programmes

Broader range of services in Tai Tokerau

Social enterprise(s) supporting difficult to fund social services for men and families

Provision of evidence based services

Measure

Evaluation of current practices of working with Maori clients, and implement approved recommendations

Identify opportunities for new initiatives based on community need, plans developed for implementation of viable option(s)

Opportunities identified, plans developed for implementation of viable option(s)

Evaluate and revise (as needed) all key programmes

Key Goals and Objectives

Goal Four

To raise social awareness of family violence and men's issues

Objectives

Preventative programmes to support men and families

Awareness of Man Alive's services outside the family violence sector

Recognised advocate of men's wellbeing

Measure

Identify, research, develop and implement primary prevention initiatives

Creation and delivery of a targeted awareness raising campaign

Develop and implement a plan for advocating on men's health and well-being issues



Man Alive Charitable Trust

11 Edmonton Road • PO Box 21 963 • Henderson • Waitakere City

Phone: +64 9 835 0509 • Fax: +64 9 835 0540

www.manalive.org.nz