



Manawatu
SuperGrans Mentoring



SUPERGRANS
MANAWATU
CHARITABLE TRUST

STRATEGIC PLAN

2016 – 2019

Prepared by:

*Kim Penny
Manager
SuperGrans Manawatu Charitable Trust
Palmerston North
New Zealand*

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Helping people flourish

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1. INTRODUCTION

1.1 Welcome

Welcome to the Manawatu SuperGrans Draft Strategic Plan. This document outlines our Vision, Mission, and goal of –

Vision: Skills and knowledge flowing between generations and communities

Mission: Passing on skills for safe, healthy, low-impact, budget living. To help people flourish through a volunteer based, home and life skills mentoring service; in-the-home and at hands-on workshops.

Goal: To maximise and support constructive skill-passing contact between volunteer mentors and families and individuals.

The document (section 5) also outlines the outcomes you as a stakeholder can expect to receive, which are –

- Mature people valued and empowered to support the community.
- Families and individuals strengthened and empowered to act within the community.
- More skills and understanding within the community.
- Stronger community.
- Increased community connectedness/cohesion.
- Increased collaboration.
- More skills and understanding within the community.

The strategic plan also explains the route to be taken by the Trust in proceeding from this Mission statement to the Outcomes outlined above. This document outlines the overarching goal, objectives, key strategies, and future outputs of the Trust

1.2 Brief Organisational Background

For a number of reasons there can be a break in the passing of knowledge from one generation to the next. SuperGrans has a niche role to play in offering one-on-one mentoring in home-making skills.

SuperGrans Manawatu was founded in 2005 by SuperGrans Aotearoa and Sue McAllum was employed as the first co-ordinator. The SuperGrans Charitable Trust originated in the Lower Hutt in 1994. An organisation known as Mature Employment had a lot of women clients who were looking to get back into the workforce, and they wanted to come up with a scheme that might employ their skills.

Working under Mature Employments Services, SuperGrans was able to work out of their offices for a few years, but then became a charitable trust in our own right. In the Hutt Valley and in Wellington, SuperGrans went into the homes and began teaching anything and everything to do with home making. The original logo at SuperGrans reflected this, showing parents with children sitting on a hand which is giving them a hand up; not a hand out.

In 2014 SuperGrans Manawatu updated their motto to 'Helping People Flourish' to reflect the way we work holistically in the community, connecting mature volunteers with people wanting to learn the skills they need to build their resilience and quality of life. The logo was updated to show the roots of a plant supporting the growth of the delicate tendrils, enabling the plant to flower and flourish.

Our required performance level from our SAGES contract with the government is to work with 75 mentoring clients per year, with extra funding made available as a one-off for 5 more clients in 2014/15 and 2015/16. Client numbers steadily built since 2005, with the benchmark being reached in 2012 and every year since. Although workshop services had always been offered, they were more formally introduced in an organisational restructure in 2012 creating a position for a workshop co-ordinator.

2. SITUATIONAL ANALYSIS

Political

- SuperGrans generally, and SuperGrans Manawatu specifically, sit well within the Minister’s and Government’s social services philosophy; specifically the use of partnerships and volunteers and the support of families.
- While this government is committed to Social Policy, fundamental changes to Policy and funding have happened at very short notice with no redress, and a decision appears to have been made to cut the funding to many organisations but not adjusting contracts to inflation increases.
- Government is prioritising services to early intervention, youth, and domestic abuse prevention.

Economic

- There is an increase in income disparity in the country: the waged poor.
- There are a large number of families on low incomes that do not have financial security.
- Financial uncertainties are such that individuals and families are changing their purchasing behaviour.
- High levels of unemployment have not decreased and employment is trending towards part-time rather than full-time. Youth unemployment also high.
- There is significant pressure on grant funds from Earthquake recovery needs and changes to Government Policy, making medium-term funding uncertain.

Social

- Popularity of the nuclear, as opposed to extended, family. Parents often move to new towns or countries for work or for the experience and therefore may have no family support or community knowledge.
- Difficult economic times are putting increasing financial pressure on families and increasing interest in self-sufficiency.
- Dependency on cars due to Palmerston North’s urban design and public transport increase living costs; especially with peak oil prices upon us and the probability of petrol prices continuing to trend upwards.
- There is a community trend to low-impact living and therefore an interest in the basic skills necessary.
- An aging population means that there is potentially a large pool of volunteers suitable for our service.
- Palmerston North and Feilding have become hubs for refugee re-settlement.

Technological

- Technology allows us e-mail, text, telephone contact with clients and remote staff.

- Internet, YouTube, and Facebook and other Social Networking Sites offer new possible community linkages and connections.
- New media options such as videos, radio.

Environmental

- Generally an increased concern for the environment in society as resource scarcity in many areas is becoming apparent, such as oil, water, electricity; leading to a demand for learning the appropriate skills.
- Palmerston North’s urban design does not presently support low impact living. The City Council is beginning to make some headway towards making the City environmentally sustainable.

Legal

- There is a multiplicity of legislation we work under that we need to keep up to date with.
- Contractual arrangements with the MSD require certain outputs each year.
- There is a need to monitor legal changes around employment and the workplace.

3. VISION, MISSION, VALUES and VOLUNTEER STATEMENT

The Trust’s Vision is **Skills and knowledge flowing between generations and communities.**

Our Mission is **Passing on skills for safe, healthy, low-impact, budget living. To help people flourish through a volunteer based, home and life skills mentoring service; in-the-home and at hands-on workshops.**

In pursuing this mission we will adhere to our core values of Absolute Integrity, Valuing Individuals, passing skills, non-judgement, and kaitiakitanga.

Absolute Integrity We aspire to respect other people’s perspectives, and endeavour to encourage trustworthiness and honesty in all relationships. We encourage all clients and staff to “remain true to themselves” despite circumstances.

Valuing Individuals Every member of the SuperGrans family, clients and staff, is valued. We approach each other as equals with different knowledge and skills.

Passing Skills We are happy to support and listen, but our core business is passing skills and knowledge. While we do what we can to offer skills and knowledge, we know we can’t force change.

Non-judgement We approach others with an open mind. We know we’re all doing the best with what we’ve got.

Kaitiakitanga/Responsible Stewardship We take on the responsibilities of our roles as community workers, in enabling the flow of knowledge and skills between generations. As such we aspire to honour the past and enable the future.

In 2012 a **Volunteer Statement** was produced by staff to clarify our emphasis on providing a quality volunteering experience.

In providing a quality volunteering opportunity, we respect, value, trust, and support our volunteers.

Opportunity -

- to pass on skills in areas of passion;
- to work hours that suit both the organisation and the individual;
- to connect with people and organisations in the community in a meaningful way.

Respect

- respect each individual’s boundaries including availability, culture, strengths and passions; and that they are volunteering to work with us;
- we will endeavour to offer volunteers roles that suit them, all volunteers have the right to turn down any request.

Value

- every individual is honoured and their contribution acknowledged;
- volunteers are encouraged to feedback to office staff on any aspect of the SuperGrans programme.

Trust

- each volunteer will be supported to understand the SuperGrans kaupapa (philosophy and way of working), and trusted to uphold these.
- while supported by staff, volunteers are trusted to use their experience and judgement in how best to work with their clients.

Support

- volunteers are supported through training and regular communication;
- volunteers are encouraged to seek support from office staff as required.

4. GOALS, OBJECTIVES, AND STRATEGIES

A ‘Big Hairy Audacious Goal’, and one long term goal have been identified for SuperGrans –

Big Hairy Audacious Goal: We will meet the demand for our services to support the strength and capacity of families in Manawatu to live independent confident lives in a **changing** world.

Long Term Goal: **To maximise and support constructive skill-passing contact between volunteer mentors and families and individuals.**

To achieve the SuperGrans goal, six objectives have been established. These objectives are in turn further broken down into specific strategies.

Objectives

- O1 Provide a quality, caring, innovative, client focussed service for the mentoring of home and life skills.
- O2 Provide well trained and supported volunteer and paid staff.
- O3 Ensure secure funding for our service.
- O4 Build and maintain Community Awareness of our service.
- O5 Ensure Governance, legal, and financial requirements are met.
- O6 Develop partnerships, collaborations, and innovation, and support other SAGES Services.

Objective 1: Provide a quality, caring, innovative, client focussed service for the mentoring of home and life skills.

Strategies

- Well trained and supported staff.
- Encourage new and innovative ideas from all staff and volunteers in response to societal changes.
- Ensure client’s needs are understood and SMART client goals are created.
- Reflect on and assess services and ensure feedback is used to further develop our services. Regularly review how this assessment is done.
- Make contact with client within two working days of receiving referral whenever possible.
- Display SuperGrans values and Te Tiriti principles prominently as a reminder.
- Continue to seek out services that suit our niche and skills base, both one-on-one mentoring and workshops. Develop partnerships for the running of quality workshops.

Objective 2 Provide well trained and supported volunteers and paid staff.

Strategies

- All staff to be treated as individuals and their contribution acknowledged.
- Acknowledgement of Volunteers and development of a Volunteer Philosophy Statement.
- Clear role descriptions and information given to so that paid and unpaid staff are clear on their roles.
- Create personal performance and training plans for paid staff to ensure paid staff have the knowledge they need to undertake their roles.

Objective 3 Ensure secure funding for our service.

Strategies

- Ensure output requirements achieved.
- Actively manage MSD relationship.
- Ensure awareness of major funding opportunities and maintain relationships.
- Maintain CYF approval.
- Explore alternative funding and fund-raising opportunities.

Objective 4 Build and maintain Community Awareness of our service.

Strategies

- Liaise with other agencies to maximise referrals.
- Have promotional material up-to-date, available, and widely distributed.
- Utilise the media.
- SuperGrans information out into the community through a variety of means.
- Seek cost-effective innovative ways to publicise the service.

Objective 5 Ensure Governance, legal, and financial requirements are met.

Strategies

- Ensure good governance through maintenance of policies and ensuring a mix of quality skills amongst Trust members.
- Ensure legislation changes understood by seeking out legislation updates.
- Maintain policies with regular reviews.
- Monitor demand for services and find ways to accommodate growth if appropriate.

Objective 6 Develop partnerships, collaborations, and innovation, and support for other SAGES Services.

Strategies

- Ensure openness to partnerships and collaboration.
- Actively support the SuperGrans concept in our wider region.
- Establish and maintain good communication in the communities we serve and the wider region.

5. OUTPUTS, OUTCOMES

There are a number of outputs and outcomes that stakeholders and society at large may expect from the SuperGrans Manawatu Charitable Trust. The following table shows that they are well aligned.

Trust’s Expected Outputs	Society’s expected Outcomes
<ul style="list-style-type: none"> • Mature people’s knowledge and experience used constructively. • Skills of families and individuals increased. • More understanding between people in the community. • Skills transferred in the community. 	<ul style="list-style-type: none"> • Mature people valued and empowered to support the community. • Families and individuals strengthened and empowered to act within the community. • Increased community connectedness/cohesion. • Increased collaboration. • More skills and understanding within the community. • Stronger community.

6. SWOT Analysis

Internal	
(S)trengths	(W)eaknesses
<ul style="list-style-type: none"> • On a three year contract with the MSD. • Volunteers; large team, keen, committed, knowledgeable. We prioritise the care of our volunteers. • Staff; committed, balance of new energy and experience. • Need/demand for services with tough financial times and keenness to live gently on the planet. • We work awesomely well with other agencies. • Board supportive of operations. • Improved Community Profile. • CYF accreditation achieved and processes for approval embedded. • Flexibility and ability to respond to changing conditions (e.g. workshops). • We know our limitations. • Committed to continuous improvement. • We work as a team, so are able to back each other up. • Very clear about what we do and how we operate. • Experience and confidence growing. • Meeting and exceeding output requirements. • Valuing traditional skills and knowledge. • Strong systems in place including volunteer recruitment and training. 	<ul style="list-style-type: none"> • Capacity of staff and volunteers. • Limited by number of volunteers. • Uncertainty of medium term funding. • Low wages rates of sector. • Office environment (paint etc.) getting ‘tired’. • Board recruitment can be difficult. • Succession planning is informal only.
External	
(O)pportunities	(T)hreats
<ul style="list-style-type: none"> • Perfectly placed to meet demand for skills to live gently on the planet and more cheaply. • An untapped client potential. • Large output required forces us to focus on our niche. • People are keen to volunteer. • Developing workshops and courses that extend our services. • Government focus on volunteers and partnerships fits with the organisation. • Potential to tap into corporate for sponsorships (eg Awapuni Rotary). • Internet, video, radio etc. opportunities can be expanded. • On-going demand for services. • Devolution of Government Services. • Increased awareness of Social Isolation, and support for services that minimise this. 	<ul style="list-style-type: none"> • Uncertain political environment. • Ability to meet MSD targets. • Getting bogged-down with complex client needs and not being able to meet output targets. • Vulnerable to having enough volunteers to meet demand. • Safety of staff in houses. • Uncertainty around on-going funding. • Ability of funding to meet demand. • Staff/volunteer retention. • Demands of contracts/ changes in government policy may conflict with values. • Potential for misalignment of volunteers with agency values and services. • Non-alignment with SGA.

7. RISK ANALYSIS

A risk analysis assessment was carried out which identified three potential risks that were considered to be Significant.

Risk	Likelihood	Impact on Trust	Risk Level	Control
R1. Loss of major SAGES funding.	Possible 2/10	Severe 9/10	Significant	Management of MSD contract to be a priority of the Manager and reported to the board. (See O3)
R2. Non adherence to legal requirement such as OSH, Privacy and Confidentiality (retention of information), Human Rights.	Possible 2/10	High 6/10	Significant	Policies reviewed to minimise risk. (See O5) All staff to sign confidentiality agreements and be made aware of constraints surrounding this.
R3. Non-attainment of MSD required outputs; consequences unknown.	Possible 3/10	Unknown. 8/10	Significant.	Continue to build community awareness (O4) and look for new opportunities within our niche (O1). Attainment of outputs to be reported to the board.
R4: Personal safety of staff on home visits	Possible 1/10	9/10 Severe	Significant	Policy on personal safety written and circulated to all. Contact list of all staff and their assigned families kept at office. All staff made aware of need to inform someone of their whereabouts.
R5: Dysfunction between board and chief executive.	Possible 1/10	9/10 Severe	Significant	Chairperson/people to meet with Manager regularly. Open lines of communication. High level of Trust with clear Policies for checks and balances. New Trustees carefully vetted to keep clear Governance/Management boundaries.