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This document sets out the strategic priorities for Mankind UK for the next seven years including target objectives and our performance management system.

Mankind UK is a registered charity number 1086575.

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## Context pre 25

Mankind UK started life in Newhaven in 2000 when a group of counsellors came together to fill the gap they identified in sexual violence support services accessible to men.

Martyn Sullivan who had previously been the CEO of Survivors UK in London joined in 2007 and created a business plan, secured funding for growth and introduced a formal monitoring system so the organisation could collect outcome data.

They moved to a larger building in Hove and in 2017 the therapists moved from freelance to employed status and the offer changed from unlimited to time limited counselling. They added the psych-ed course and group therapy to form a full programme of support.

They co-founded the Male Survivors Partnership (MSP) to support quality improvement and influencing across the sector and helped create the Male Quality Standards (MQS) with LimeCulture.

Martyn Sullivan retired in 2019 and Lucy Hughes and Melanie Barnard took over leadership of the Organisation.

The Covid 19 pandemic quickly forced a shift to online working. Lucy carried out 121 interviews with staff and a group of external stakeholders to create an Organisational Strategy for 20-25. In this phase we decided to improve our internal operational management processes in order to focus on increasing our reach and improving our existing offer.

Improving our operational management = We:

- Created budgeting and cash flow forecast tools
- Carried out a pay review and adopted Agenda for Change pay scales
- Created an informal lived experience network to support us with service design and our influencing work
- Improved our internal communication by streamlining our filing, writing GUIDES and creating TEMPLATE documents.

- Updated and streamlined all our POLICIES
- Created a structured learning plan for all colleagues
- Created a consistent recruitment, induction and appraisal process

Increasing our reach = We:

- Created a new online team of twelve 121 counsellors and two group workers to deliver services to men living anywhere in the UK
- Developed a partnership with StopSo to enable survivors at risk of perpetrating to access services
- Developed a partnership with JSAS to support male survivors who wanted to be supported within a Jewish service

Improving our offer = We:

- Decorated and refurnished our building in Hove
- Created the 1in6.uk website to offer online access to self help resources and materials in collaboration with other UK male centred survivors services
- Developed our psycho-education course and materials and created an online mode of delivery
- Developed a partnership to provide male IDVAs for Sussex
- Developed a partnership to provide male ISVAs for Sussex
- Developed a learning plan to provide consistent mandatory training and ongoing CPD

In Nov 25 we started planning our work for the next five years. We held a series of online meetings and a gathering of colleagues, survivor advisors and stakeholders in Brighton.

## Emergent consensus for Strategy post 25

### *1.Strategic Priorities.*

There was clear support for continuation of our existing priorities around improving quality, appropriateness of interventions and expanding reach over the next planning period.

### *2.Expansion.*

There seems to be general acceptance of the organisation's inevitable expansion through both wider ranges of interventions and greater geographical activity, but a general concern about the impact upon the organisation, as a result of the pace of change and the need to resource any increase in activity. So this will take careful risk management.

### *3.Pace of change.*

A cautious approach to the future development of Mankind was emphasised to ensure that the ambition to grow does not damage the infrastructure or quality of existing services. A seven year planning period could allow two years to focus on consolidation and stability in order to let recent changes bed in, then a year for research and realistic analysis of potential future developments and then two years for implementation of changes.

### *4.Awareness.*

The need to promote better awareness of Mankind UK, as a leading provider of services for male survivors is essential to developing both interventions and reach. It was generally accepted that awareness development should start within the current Sussex and South Eastern region in order to provide a model for expansion.

#### *5.Reach.*

The need to assess how services could be delivered within the greater geographical area of the UK is an issue for further discussion, The options appeared to be a move towards using partnership to have regional hubs throughout the UK as well as remote services to clients. There is a shared goal to reach people from a broader range of communities which can also be achieved through partnerships.

#### *6.Partnerships.*

There was general consensus that the development of existing partnerships and the leadership of new ones could be a major strategic target for Mankind over the five year period of the Strategic Plan to align with our values being collaborative and inclusive.

#### *7.Infrastructure.*

Mankind has to have the capacity to deal with additional demands imposed by expansion and growth. Whether it is in relation to the reach of Mankind geographically and into new client groups, or in terms of enhanced interventions and a greater focus on quality services, the organisation, management, staffing and funding infrastructure must adapt to cope.

#### *8. Governance.*

The nature of governance within Mankind as a charitable organisation was not clearly addressed, so the role of individual trustees and the board as a corporate body requires clearer definition and development.

#### *9. Sustainability.*

There is an issue of sustainability given the nature of Mankind UK as a charity which is offered as a free service at the point of delivery. A reliance on statutory and voluntary grants and contracts can lead to future sustainability issues and curtail anticipated growth. The necessity of raising funds needs to be more widely supported by both the trustees and possible new internal resources.

The Board met in person in June 26 to consider the findings from the consultation process and agree priorities and update our mission statement and values.

This was all drawn together into this strategy document and linked performance management system by Lucy Hughes, CEO.

## Our Values

### Collaborative

We work with survivors, colleagues, other agencies and stakeholders towards our shared goals. We operate in a person centred way and co-produce all our services with those we

serve. We are flexible and open-minded and respect all views. We listen and act on what people tell us.

### Ambitious

We strive to achieve the best outcomes for as many people as possible. We seek continuous improvement and efficiency for ourselves and other agencies. We work to increase the number of people we serve, and expand our reach into as many communities as possible. We are also ambitious for individuals we serve. We don't just want to help people survive, we want to help them thrive.

### Inclusive

We believe in equality, inclusion and celebrating diversity. We value all our service users, colleagues and stakeholders and treat them with fairness, dignity and respect. We work towards including people with protected characteristics in our governance and delivery and making our services fully accessible to all.

## Our Mission

Our mission is to:

**“To improve the lives of men who’ve had unwanted sexual experiences, through direct therapeutic service delivery and championing their interests.”**

In order to pursue this stated mission during 25-32 we will:

1. Provide male centered therapeutic services to people (18+) who have had unwanted sexual experiences
2. Improve outcomes for men accessing sexual violence support services across the UK
3. Make internal organisational improvements to support our mission

In this plan under each priority we list the objectives and specify what headline actions are required to deliver them.

# Our Objectives

## 1 Provide male centered therapeutic services to people (18+) who have had unwanted sexual experiences

### 02/021.1 Improve Client Outcomes

#### 1.1.1 Client journey

- Review all our communication with clients including data gathering / assessment / feedback process
- Carry out a diversity audit of all materials and processes and make recommended adjustments
- Work with Sussex NHS trauma pathway to improve referral into service
- Work with Crawley SARC to improve pathway into service

#### 1.1.2 Clinical skills

- Review internal learning plan process
- review content of the plan including induction and CPD e.g. somatic work, eco therapy and narrative therapy.
- Use MSP network to improve internal training offer
- Use weekly clinical supervision notes as case studies for training

#### 1.1.3 ISVA service for Sussex

- carry out detailed review of previous ISVA partnership with Survivors Network
- seek new consultancy partnership with ISVA provider
- write ISVA Guide
- create ISVA management processes
- recruit supervisor / case manager
- recruit ISVA

#### 1.1.4 IDVA service for Sussex

- support the quality improvement of external male centred IDVA services for Sussex

#### 1.1.5 Stopso Partnership

- Ensure the processes involved are as simple and streamlined as possible for MK and StopSo staff to implement
- create data review process to ensure quality of service provision
- Formalise the processes and partnership agreement to prepare for growth and partnerships with other survivor services.

- Work with StopSo therapists to redesign the referral process

### 1.1.6 Advisor journey

- formalise journey from accessing services to activism
- Formalise recruitment, management structure
- carry out service design process for peer support aspects
- write Activist Engagement Guide for organisational clients
- implement feedback / outcome system for advisors

### 1.1.7 New pre 121 online course

- create newsletter journey and test
- write complementary course
- deliver course to test group
- recruit facilitators
- share course with partners

### 1.1.8 Online counselling partnership

- Design single point of access for UK online clients across VSSS partnership
- Work with partners to share training and enable peer support across teams
- Expand partnership to include partners working with more diverse communities
- Invite regional partners to improve geographical spread

### 1.1.9 Improve the appropriateness of our interventions

- Develop increased scope for intervention eg work with loved ones, group activities
- Define the options for extending the range of potential further eg: prevention, or training professionals in other sectors
- Explore partnerships for referral pathways for our clients rather than in-house delivery

## 1.2 Increase Our Reach

### 1.2.1 Increase the number of clients we serve

- Define how to expand and keep quality of service
- Analyse staff capacity to increase their growth opportunities whilst balancing their trauma work
- Identify funding to allow for growth on the current model
- Identify key locations to expand in-person provision
- Consider weekend face to face work in the Hove building
- Identify funding opportunities in areas we don't currently offer a service for
- Explore working within SARCS

### 1.2.2 Increase the breadth of people who access our services

- Identify key partners

- research options for outreach delivery
- research subcontracted delivery options as tested with JSAS and StopSo

## 2 Improve outcomes for men accessing sexual violence support services across the UK

### 2.1 1in6.uk continual improvement

- write 1in6.uk marketing plan
- do existing 1in6 updates list
- create new content plan
- work with team to create new content
- invite partners to submit new content

### 2.2 Influence funding for male survivor services

- create influencing plan to work out priorities and actions
- plan diary of consultation responses
- influence funders to require MQS
- prioritise lobbying around revenue streams which support our model
- Lobby for male position under VAWG

### 2.3 Support relevant research

- support the ongoing MUSE research
- work with MSP research partners to further MSP research goals
- Use new advisory network to improve survivor engagement in research

### 2.4 Support quality improvement in external agencies

- Co-ordinate MSP network of agencies to share best practice
- provide MSP regular emails and monthly meetings
- Support Limeculture with refresh of MQS Male Quality Standards
- Create MQS training modules
- Commission MSP members to deliver package
- Create buddy mentor scheme
- Help increase take up of standards
- develop male centered supervision network via MSP
- Developing and delivering training to professionals likely to work with male survivors of sexual abuse via MSP
- Create MSP wide survivor advisor group to support service design

## 3 Improve organisational management

### 3.1 Colleague Journey

- Review internal communication including data gathering / induction / feedback processes
- Write Line Managers Guide
- Review pension arrangements and provide better information
- Create feedback / outcome assessment system for colleagues
- Implement health insurance scheme
- Implement salary sacrifice scheme
- Implement free financial advice service
- Explore wellbeing interventions such as blended working, sabbaticals, discount schemes

### 3.2 Governance

- review governance and accountability processes
- create Quarterly Board Report Template
- create performance management records and action logs
- Establish an accessible and accountable infrastructure
- update the risk register to ensure it works well with new strategy and accountability infrastructure
- Create annual training schedule for board
- set up appraisal structure for CEO
- recruit 4 new board members
- Review risk register and mitigation plan and link them to new accountability process

### 3.3 IT systems

- recruit new IT support company
- carry out handover
- set up new passwords system
- create organisational hardware register

### 3.4 Financial Sustainability

#### 3.4.1 Create annual fundraising plan

- prioritise sufficient revenue streams to support current activities
- Develop funding priorities for the organisation's growing infrastructure
- Allocate future resources to fund future developments
- Create a process for project leads to hold and monitor their own budgets

### 3.4.2 Increase Trusts and Foundations applications

- Work with David Honcoop Trustee to support with fundraising
- Recruit volunteers to support with bid writing

### 3.4.3 Explore income generation

- Renegotiate NHS tenancy agreement
- develop weekend / evening rental income from Hove building
- Explore income generation potential of MSP training and consultancy

### 3.4.4 Prepare for coming changes to commissioning

- work with PCC partners to prepare for the move from PCC to mayoral delivery of victim support
- Expand VSSS partnership to encourage regional funding
- explore future of NHS commissioning and prepare for ICB contracts
- join all 3 VAWG partnerships ready for merger of 3 Local Authorities

## Accountability

This list of objectives and headline actions backed by an accountability framework which we for now will manage using spreadsheets. As part of our review of governance we may move to a project management software.

[Priority 1 = Provide Services](#)

[Priority 2 = Improve Outcomes for External Clients](#)

[Priority 3 = Improve Organisational Management](#)

These will be where we hold timelines and manage more detailed actions lists. These will be reviewed on a regular basis by the responsible colleagues and available to the Trustees at quarterly meetings. At the end of each year within the planning cycle, we will report on the success (or otherwise) of our activities and interventions during the year and adjust our targets and deadlines as necessary for the following year.

We will use the appraisal system to ensure that all individuals have personal goals which are aligned with the overall objectives in the strategic plan. This will include the CEO's accountability to the Board of Trustees.



## Organisational Strategy Summary 25-32

We are Collaborative, Ambitious and Inclusive

### **Mission**

To improve the lives of men who've had unwanted sexual experiences, through direct therapeutic service delivery and championing their interests.

### **Core Priorities**

1. Provide male centered therapeutic services to people (18+) who have had unwanted sexual experiences
  - Increase the number and diversity of people who access our services
  - Improve our:
    - Client's journey
    - Clinical skills
    - ISVA service for Sussex
    - IDVA service for Sussex
    - Stopso Partnership
    - Advisor journey
    - Pre counselling course
    - Online counselling partnership
    - Appropriateness of our interventions
2. Improve outcomes for men accessing sexual violence support services across the UK through:
  - Continual improvement of 1in6.uk
  - Influencing funding for male survivor services
  - Supporting relevant research
  - Supporting quality improvement in external agencies
3. Make internal organisational improvements to our:
  - Colleague Journey
  - Governance
  - IT systems
  - Financial Sustainability