



# VICTIM SUPPORT: CREATING A BRIGHTER FUTURE

Catalyze helped the two agencies to:

- Articulate its purpose
- Build a clear, exciting picture of the future
- Engage the whole organisation in developing the strategy
- Engage its external stakeholders



## BACKGROUND

Victim Support is an independent incorporated society that provides a free 24/7 community response to help victims of crime and trauma in New Zealand. It is focused on being there for victims and ensuring that victims feel empowered and restored. Victim Support is the predominant organisation carrying out this work and is the only national provider. Its service delivery model is based on a mix of volunteers and paid staff providing frontline support. Victim Support has a history as a volunteer-run organisation and it prides itself on its strong community links. Today, it is governed by a board made up of representatives from local group committees located across New Zealand.

## THE CHALLENGE

Victim Support wanted to develop a 5-year strategic plan for 2015-2020. The goal for the strategic plan was that it would serve as a blueprint for Victim Support's future direction and sustainability. Victim Support's key requirements and outcomes from the strategic planning process and the strategic plan were that it should:

- increase organisational unity;
- be well-founded with strong external input;
- provide a robust basis for future governance decision-making and annual business planning;
- be succinct, high-level and accessible.

Victim Support knew that the future success and sustainability of the organisation would come from truly engaging their large volunteer base and by uniting both paid and unpaid staff around a common vision and agreed future direction.

## HOW CATALYZE HELPED

Catalyze worked together with Victim Support by:

- Helping Victim Support “create the future from the future”;
- Focusing on “purpose” – helping Victim Support to understand and articulate why it exists and what value it delivers to stakeholders;
- Providing a process and a ‘space’ for conversations that was neutral, objective, and had integrity, allowing the entire organisation to participate in different ways.

Catalyze brought its unique approach to strategy development. All too often in organisations strategy is disconnected from day-to-day business, and while strategic plans are developed, they often sit in bottom drawers. Instead of the usual process of the senior leadership

workshopping a strategic plan, Catalyze helped Victim Support to engage a wider range of internal and external stakeholders. This wider engagement was through a series of online surveys (for internal people) and workshops (for internal and external people). Catalyze asked people to “create the future from the future”. From a blank sheet of paper – what would Victim Support look like in 2020?

Catalyze also worked with Victim Support to home in on the organisation's purpose. Asking ‘what difference Victim Support makes’ helped the organisation to create both its vision and its strategic objectives. These questions were asked in an open and collaborative way, encouraging new thinking. The whole spectrum of the organisation – from volunteers in remote rural areas, to area managers in municipalities – was able to participate in building the vision, strategic objectives and overall strategic plan.

Overall, Catalyze worked with Victim Support to produce a strategy that was directly connected to the organisation's day-to-day activities. The new strategy provides a clear line of sight from strategic intent through to delivered results.

## ENABLING EFFECTIVE DECISIONS

Victim Support's governance and management are now more unified and the whole organisation is more strongly engaged. They have shared understanding of their priorities. Since the engagement and work with Catalyze:

- Victim Support are developing a robust operating plan to deliver their strategy
- The organisation is highly supportive of the new strategy and ready to embark on the change needed to deliver the vision

Victim Support has a clear long-term vision of where it's headed, a credible strategy to achieve it and agreement on what to do. They are well-placed to become the “Gateway for all Victims”.

At Catalyze we are transforming the way the world makes decisions that matter, bringing clarity and confidence to every decision. We help organisations create and execute decision-making processes which focus on the best possible outcome; engaging people, breaking down barriers, creating understanding of different perspectives, and making best use of resources.

Catalyze was founded in 2001 in conjunction with the London School of Economics and Political Science, applying techniques built on robust and validated decision theory. We support global clients from offices in Australia, New Zealand and the UK.

*“The Catalyze process really helped us map our future. Through their guidance we garnered wide, meaningful participation in the process resulting in a clear long term strategic plan.”*

Kevin Tso, Chief Executive

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