



**AUSTRALIAN
MEN'S SHED
ASSOCIATION**

Shoulder to Shoulder

Building on solid ground

**Australian Men's Shed Association
Strategic Plan 2025 – 2027**



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Introduction & Background

AMSA'S HISTORY & PERFORMANCE

AMSA sits at the heart of the Australian Men's Shed movement. The premise of the organisation's establishment was to centralise resources and minimise duplication to create efficiency for the benefit of Men's Sheds – and to this day AMSA continues to deliver on this foundational purpose. AMSA's operations act as a central hub for Men's Sheds nationally – connecting the public, community, government and corporate Australia with Men's Sheds daily.

Over 15 years Men's Shed use of, and participation in, AMSA services and programs have proven to enhance individual Men's Sheds and the national community by delivering a centralised hub of information, resources, networks and access to funding (Government, philanthropic, corporate and community). AMSA's ability to identify and respond to member needs is continually highly rated and numerous external evaluations have found the organisation to suitably serve the Men's Shed community.

Through Men's Shed community networks AMSA's activities reach a conservative estimate of more than 50,000 Australians annually, many within priority populations identified by the National Men's Health Strategy 2020-2030¹ (NMHS). This reach presents a significant and effective opportunity to empower and support men and boys to optimise their own and each other's health and wellbeing across all stages of their lives.

MEN'S SHEDS ARE A NATIONALLY RECOGNISED GRASSROOTS, COMMUNITY-LED INITIATIVE TARGETING AND TACKLING MEN'S HEALTH OUTCOMES.

AMSA's staff field thousands of online (web, email and social media) and telephone enquiries annually and AMSA's website (mensshed.org) plays a critical and significant role as a central source of information:

- ▶ On average the website's 'Find a Shed' feature (utilised by a wide variety of visitors) is visited 371 times every day (135,323 visits per year, with an average time of two minutes spent on the page).
- ▶ On average the 'How to Start a Men's Shed Manual' is visited 17 times day (6,440 times per year). This does not account for continued use once printed, and also does not take into account usage of international variations developed by other national Men's Shed Associations using this manual as a foundation.
- ▶ On average a sample of AMSA's top used 'resource' pages are visited 145,970 times per year (400 times per day). The AMSA Member Resource Library contains more than 500 handbooks, templates, videos and links relevant to Men's Sheds and men's health and wellbeing.

AMSA also facilitates a purpose-built insurance scheme available to Men's Sheds at an accessible price point. This scheme is critical to Men's Sheds remaining operational and financially sustainable. The scheme ensures a safety net if and when incidents occur and provides volunteer Men's Shed committee members with expert advice to protect important community assets. In 2024 more than 1,000 Men's Sheds utilised this scheme.

¹ Australian Government Department of Health. (2019). National Men's Health Strategy 2020-2030.

<https://www.health.gov.au/resources/publications/national-mens-health-strategy-2020-2030?language=en>

2022 – 2024 STRATEGIC PLAN

The 2022 – 2024 Strategic Plan was formally ratified by the AMSA Board late in 2022. The operating environment was vastly different to that which we find ourselves in today.

Emerging from the unknowns of COVID, the 2022 – 2024 AMSA Strategic Plan sought to rebuild the connection so many lost during extended lockdowns and periods of change.

The AMSA Board refreshed the organisation's vision and mission, and introduced a set of organisational values to guide the underlying principles and decisions of the organisation.

Largely, the strategic goals that were set out have been achieved:

- ▶ Lead national best practice standards for the Men's Shed movement.
- ▶ Promote positive wellbeing and health outcomes for older Australian men.
- ▶ Implement national initiatives and facilitate relevant services, activities, education and research for the benefit of Shedders.
- ▶ Advocate for the interests of Shedders and their communities.

Due to challenges around funding and workforce capacity, some activities under the six strategic priorities were adjourned or have been reprioritised into future planning.

2022 – 2024 Strategic Priorities

Reinforce a strong and effective organisation	Deliver an evidence-based approach to men's wellbeing and health	Connect Shed communities	Expand mutually-beneficial partnerships	Promote AMSA and Men's Sheds	Lead a united Men's Shed movement
Strengthen governance, policy, structure and systems	Advance the objectives of the National Men's Health Strategy 2020-2030	Deliver ongoing support for the Regional Coordinator Initiative	Enhance formal Partnerships Strategy	Promote AMSA activities and member values	Actively encourage a united approach to supporting all Men's Sheds across Australia
Build cultural capacity	Maintain existing and develop new men's wellbeing and health partnerships	Deliver a national program of events, networking and development opportunities	Collaborate with partner organisations for the benefit of Men's Sheds	Promote Men's Sheds to the general public and partners	Pursue operational relationships with state-based Men's Shed organisations
Diversify and grow funding base		Distribute Shed case studies		Support diversification and growth of Shed membership	
Invest in communication platforms					
Develop a process of Board representation that is skills-based and places the interests of AMSA and Men's Sheds first and foremost.					

2022 – 2024 Key Successes

Shed Mates – shoulder to shoulder for shedder wellbeing

With the financial support of Black Dog Ride, AMSA developed and continues to deliver the Shed Mates initiative – a framework supporting the wellbeing of Sheddors.

The Shed Mates initiative builds on work already done by Men's Sheds all over the country, providing a framework of engagement and implementation strategies and activities to enhance shedder wellbeing.

During 2023 and 2024 Shed Mates *in Action* rolled out a simple and easy guide to taking a purposeful approach to improving and evaluating member wellbeing.

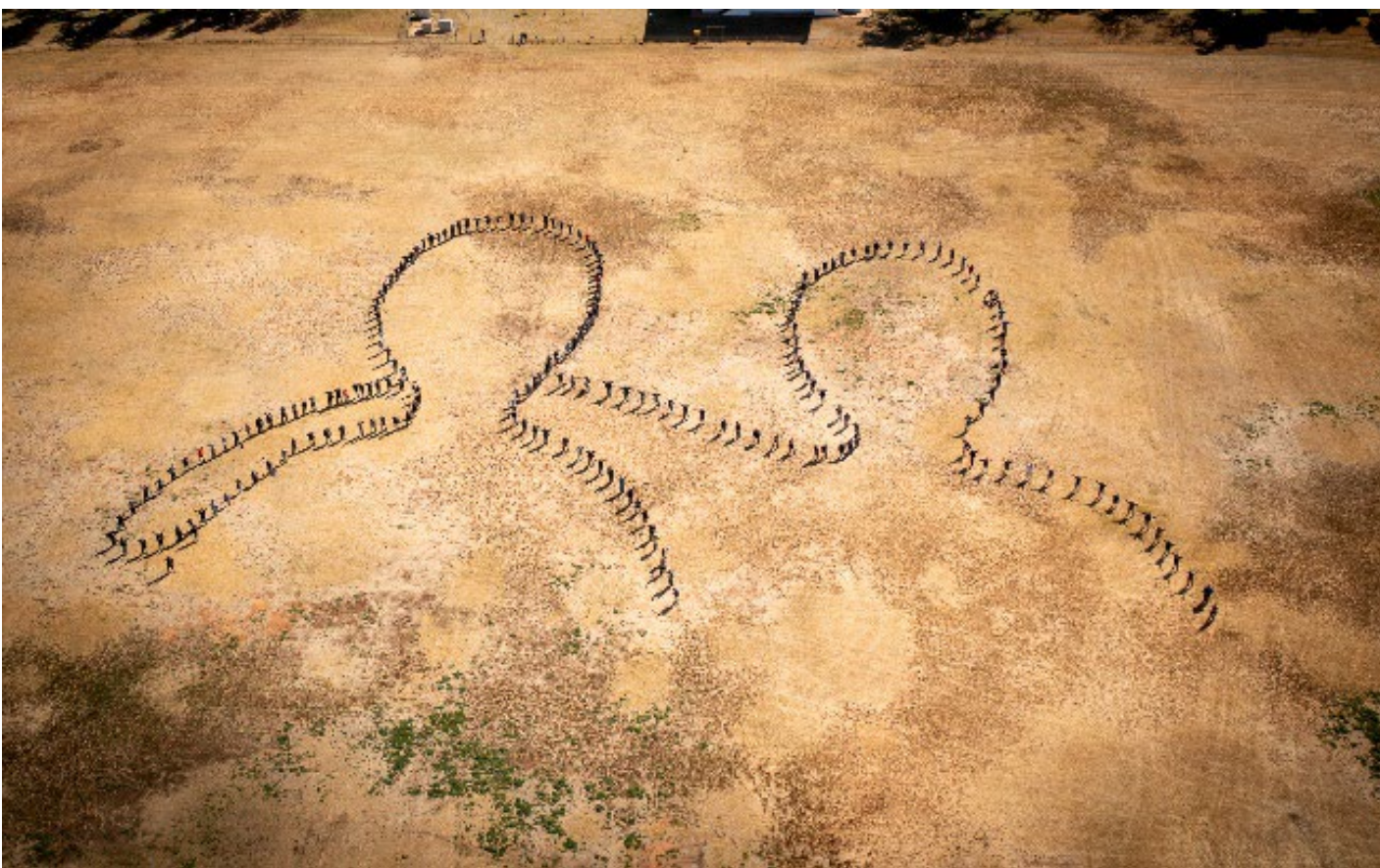
To acknowledge the support of the Black Dog Riders, with the help of Alice Springs Men's Shed we held a big BBQ as part of the Black Dog Ride 'Ride to the Red Centre'. What was even more special, we captured an amazing drone shot of over 450 motorcycle riders standing in the shape of our Shed Mates logo.

AMSA also partnered with work-wear brand TradeMutt to create a custom print to promote and showcase the initiative.

Australian Men and Boys' Health Alliance (AMBHA)

In May 2023 the Federal Department of Health & Aged Care called a meeting of key Australian men's health organisations to work towards a collaborative case for greater investment in the health of Australian men and boys. The 'Australian Men and Boys' Health Alliance' emerged from this, with the first activity of the Alliance being the preparation of a joint 2024 Pre-Budget Submission to Treasury to support the effective delivery of the National Men's Health Strategy 2020-2030. AMSA's Executive Officer, David Helmers, was heavily involved in leading the process and continues to play a pivotal and well-respected role in the wider men's health movement.

Though the submission was not successful in securing a significant investment in the 2024 Budget, the continued collaboration across the sector is a significant step forward.



Regional Coordinator Initiative

Regional Coordinators provide support to Men's Sheds in each state and territory in Australia to support men's access to health information and resources to improve their wellbeing. AMSA's Shed Support also includes:

- ▶ Assisting Men's Sheds organise Shed and health events and initiatives.
- ▶ Connecting Men's Sheds with AMSA resources, events and initiatives.
- ▶ Assisting Men's Sheds with grants and funding enquiries and applications, including the Australian Government Department of Health National Shed Development Programme (NSDP).

AMSA was successful in securing funding from the Department of Health and Aged Care to implement the Regional Coordinator Initiative in NSW/ACT and SA/NT.

The Regional Coordinator initiative has enhanced AMSA's capacity to service Men's Sheds nationally. Within the awarded delivery regions (NSW/ACT and SA/NT) AMSA has delivered additional and exemplary service for Sheds at all stages of their operation. Additionally, AMSA has utilised Regional Coordinators in other regions for support and collaboration.

In NSW/ACT 20 Men's Sheds were approached for feedback about the implementation of the Regional Coordinator Initiative in their areas. Respondents from NSW & ACT Men's Sheds said:

- ▶ All respondents were satisfied (8%) or extremely satisfied (92%) with the services and support provided as part of the initiative.
- ▶ All respondents reported that the services and support provided as part of the initiative met (29%) or exceeded (71%) expectations.
- ▶ All respondents felt the initiative has supported the health & wellbeing of their Men's Shed members.

Connecting Shed Communities

During the course of 2022 – 2024 AMSA worked with more than 150 Men's Sheds to host events and training all over the country.

Two flagship National Gatherings were delivered in-house with excellent feedback from attending shedders:

- ▶ 9th National Men's Shed Gathering (Albury NSW)
- ▶ 10th National Men's Shed Gathering (Murray Bridge SA)

Prior to the 9th National Men's Shed Gathering the decision was made to bring the planning and administration of the National Gathering in-house. Previously AMSA engaged the services of DC Conferences to provide planning and administration services, as well as on the ground organisation. Whilst there are significant impacts on the team's capacity leading up to the Gathering, this represents a saving of at least \$50,000 to the event budget which can be passed on to delegates (eg. registration costs have been reduced by over \$100 per person).

Leading a united Men's Shed movement

Another key success of the 2022 – 2024 Strategic Plan has been a step forward in the unification of the Men's Shed movement. Significant progress has been made in achieving a more collaborative space across the various organisations participating in the Men's Shed movement.

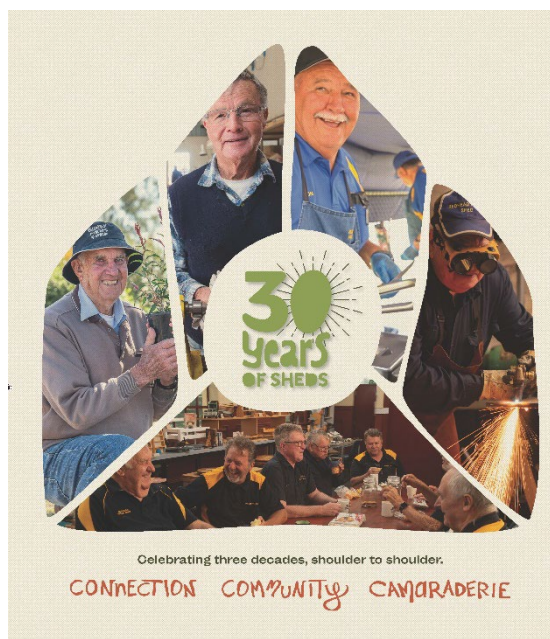
In order to continue measures of success, AMSA defines the leadership of a unified movement as;

A Men's Shed organisation that maintains a high majority of membership of known Men's Sheds that meet the defined standard of a Men's (or Community) Shed^{2,3,4} and seeks to support, advocate, and collaborate with stakeholders, for the benefit of these members.

Celebrating 30 Years of Sheds

In 2023, AMSA's 30 Years of Sheds campaign received nationwide exposure and excellent shed engagement. With Men's Shed Week acting as the cornerstone of the campaign, AMSA hosted events at Parliament House, Tongala Men's Shed (VIC) and in Goolwa (SA) as part of the *Tour de Shed*. Men's Sheds hosted more than 40 events around Australia.

The highlight of this year (2023) was without doubt Men's Shed Week, celebrating 30 years since the opening of 'The Shed at Goolwa Heritage Club' in South Australia. Celebrations commenced at the start of the week at Parliament House hosting an event that had hundreds in attendance. What followed was a week-long road trip of shed visits, concluding in a pinnacle event where it all began in Goolwa. We were met with generous hospitality in every town and it was a truly fantastic opportunity to sit with shedders, particularly in the rural areas, for a simple chat that was both hilarious and honest. There were also more than 40 Men's Shed Week events hosted around the country – a true testament to just how much the Men's Shed movement means to all of us. – Paul Sladdin



² Australian Tax Office. (2022). Community Sheds. <https://www.ato.gov.au/businesses-and-organisations/not-for-profit-organisations/getting-started/in-detail/types-of-dgrs/a-k/community-sheds>

³ Australian Men's Shed Association. (2021). Membership By-Laws. <https://mensshed.org/about-amsa/corporate-documents/>

⁴ Australian Government Department of Health and Aged Care. (2023). Men's sheds. <https://www.health.gov.au/our-work/mens-sheds>

Looking ahead

KEY CONSIDERATIONS FOR 2025 – 2027 STRATEGIC PLAN

In the preparation of this strategic plan, various strategic inputs have been considered to build on the organisation's solid footings with a view to bring AMSA into a new era over the coming years.

AMSA is in a strong position. With more than 1,300 members, numbers still continue to grow though at a slower pace. The bespoke AMSA Group Insurance Scheme is very well-subscribed, continuing to offer an excellent product for Men's Sheds (and other community groups) at an affordable price point.

AMSA's services are consistently highly rated by members and the organisation boasts excellent employee retention, with staff whom offer an expert knowledge-base and maintain excellent relationships with Men's Sheds, stakeholders, partners and supporters around the country.

AMSA also enjoys Bipartisan support with positive relationships with both State and Federal Members of Parliament. The Federal Bipartisan Friendship Group of Men's Sheds Co-Chairs Mr Ted O'Brien MP and Mr Rob Mitchell MP continue their support for AMSA and the Men's Shed movement.

An analysis of the key weaknesses and threats to the continued effectiveness of AMSA also informs the strategic priorities to move forward. In reviewing the weaknesses and threats in the same window as evaluating the delivery of activities under the 2022 – 2024 AMSA Strategic Plan, this plan recognises a set of key building blocks on which the strategic direction is built:

- Defining our core business;
- Remaining relevant and effective;
- Driving health and community outcomes;
- Maintaining strong relationships; and
- Expanding funding platforms.

There is a need for AMSA to define and internally embed the organisation's core business for clarity of purpose and to drive forward operations that serve the current and future needs of Men's Sheds, and their members and communities.

This plan also recognises a need for AMSA to remain relevant and embed the organisation's position as a true leader in the field.

AMSA will continue to support Men's Sheds in their day-to-day operations. In addition, this plan addresses a forward-looking path to meet the changing needs of Men's Sheds and the opportunities to positively influence the mental and physical health and wellbeing outcomes of men and their communities.

Evidence tells us that, for shedders, simply attending the shed has a myriad of positive impacts on health – both in prevention and behavior change. However over 30 years Men's Sheds have evolved into vibrant, thriving community hubs – particularly in regional and rural settings. Sheds are steeped within their communities and it is through programs and initiatives that AMSA can find ways to build on the foundations of the Men's Shed as a community hub and asset, empowering Men's Shed members at a grassroots level to reinforce stronger, more inclusive, cohesive and resilient communities across Australia.

**STRONG, SUSTAINABLE AND DIVERSE
MEN'S SHEDS ARE GOOD FOR THE
HEALTH OF AUSTRALIAN MEN (AND
SUBSEQUENTLY THEIR FAMILIES AND
COMMUNITIES), AND GOOD FOR
BUILDING COHESIVE AND RESILIENT
NEIGHBOURHOODS.**

In order to further embed the organisation's role as an expert leader, this plan addresses a more robust approach to engaging with

members, collecting information and reporting on insights as well as performance.

AMSA'S sources of funding also play a key role in determining the future strategic direction.

With a large financial stake in the operations of the organisation, the objectives and deliverable outcomes of the Funding Agreement(s) with the Federal Government Department of Health and Aged Care (Appendix 1, page 16) under the NMHS are built into the outlined strategic activities, as well as AMSA's ongoing operations.

Since entering into the first Service Agreement with the Department of Health and Aged Care in 2010, the Federal Government's support for AMSA has proven an excellent return on investment with the organisation far exceeding contractual defined outcomes and expectations.

ECONOMIC ANALYSIS BY MOVEMBER SHOWS THAT EVERY \$1 INVESTED IN EVIDENCE-BASED GRASSROOTS PROGRAMS FOR MEN'S HEALTH COULD PRODUCE A \$6 RETURN IN HEALTH BENEFITS, IMPROVED QUALITY OF LIFE AND REDUCED HEALTH SYSTEM COSTS.

AMSA's continued role in the men's health sector continues to go from strength to strength. The organisation has been an active participant in advocacy, the formation of the Australian Men and Boys' Health Alliance (AMBHA) and building strong partnerships with key men's health leaders including Movember and Healthy Male.

This plan looks for opportunity for AMSA to step into more active participation in suicide prevention and community development sectors through new initiatives and programs as well as proactively entering conversations occurring in and about these sectors.

The length and structure of this plan is aligned to the delivery of National Men's Health Strategy over two three-year plans; 2025-2027 and 2028-2030.

Finally, this plan also sets out to look for ways to continue forward, leading a unified Men's Shed movement through collaboration with stakeholders, including State Men's Shed Associations. This collaboration will seek to improve efficiency by reducing duplication and scaling state-based projects for greater impact, particularly through the establishment of AMSA Board Subcommittees.



SWOT ANALYSIS

STRENGTHS	WEAKNESSES
▶ Strong membership numbers and coverage of insurance scheme ▶ Services consistently highly rated by members ▶ Established staff with excellent knowledge base and relationships with members ▶ Very positive public sentiment surrounding Men's Sheds ▶ Strong relationships with longstanding partners	▶ Inefficient systems and reporting ▶ Limited funding base ▶ Organisational structure/roles linked to legacy strategy/operations ▶ Resources and programs require review to update for current/future needs ▶ Inconsistent depth of knowledge across staff re. strategic plan, core business and vision/mission/goals ▶ Skills and relationships of Board of Directors underutilised
OPPORTUNITIES	THREATS
▶ Expand funding base and fundraising platform ▶ Improving relationships and collaboration with State Associations could decrease duplication and create better efficiency/cost savings for all involved ▶ Excellent Bipartisan support and relationships with MPs	▶ Government funding withdrawn or allocated elsewhere ▶ Organisation becoming redundant/irrelevant ▶ Insurance scheme pricing becomes too costly or irrelevant for members ▶ Confusion between various Men's Shed organisations – public/sheds/supporters

ENVIRONMENTAL SCAN

- ▶ 2025 Federal election cycle and results will have a potential impact on AMSA operations.
- ▶ Continued rising cost of living impacts shedders and shed operational costs (onflow to participation in AMSA training and events).
- ▶ Increasing costs of business operations forecasted to continue.
- ▶ Increasing regulatory burdens on sheds as non-for-profit community groups, also places greater reliance on AMSA to support and assist.
- ▶ Growing competition and challenges in the fundraising and philanthropic space.
- ▶ Shifting role of Men's Sheds and the people/communities they serve.

DEFINING OUR CORE BUSINESS

BUILDING A SUSTAINABLE MEN'S SHED MOVEMENT FOR HEALTHIER AUSTRALIAN MEN AND COMMUNITIES

Men's Sheds⁵ are community-based, non-commercial organisations that address social inclusion, participation and community capacity building. Since their early development in the 1990's, Men's Sheds have become vital community assets and, in many regions, the main or only focal point for positive male engagement and activity.

Since 2007 the Men's Shed movement has played a significant role in improving the health and wellbeing of men across Australia, and in at least 11 other countries. Today, Men's Sheds are a proven community-led initiative driving improved health outcomes (directly and indirectly) for Australian men⁶ and contributing to stronger, more connected communities in over 1,300 Australian neighbourhoods – a footprint that exceeds the number of McDonald's restaurants in the country.

With their role in men's health recognised by the 2010 Male Health Policy and subsequent National Men's Health Strategy 2020-2030, Men's Sheds continue to demonstrate there is an important place for community-led initiatives in preventive health and as a healthcare mechanism. Both in the very existence of the Men's Shed itself, and by means of a nationally connected network, Men's Sheds offer a tool that:

- combats the health risks emanating from social isolation across priority and at-risk populations⁷;
- engages men in health promotion activities that increase health literacy⁸;
- improves the take-up of proactive behaviour changes and the likelihood of accessing formal healthcare⁹; and
- offers a grassroots asset building community cohesion and resilience.

AMSA initiatives and programs aim to build on the foundations of the Men's Shed as a community hub and asset, empowering Men's Shed members at a grassroots level to reinforce stronger, more inclusive, cohesive and resilient neighbourhoods.

Australian men who are socially isolated are at high risk of poorer physical and mental health than the general population, specifically; mental illness, suicide risk, cardiovascular disease and type 2 diabetes^{10,11}. As identified in the National Male Health Policy and subsequent NMHS, Men's Sheds have a role to play as a means for alleviating the impacts of social isolation in men, as well as contributing to broader positive health outcomes.

Social connection and social identity are a key outcome of Men's Sheds in Australia, and can serve an important role in the prediction of physical health, psychological health, social and environmental relationships, quality of life indicators, and a willingness to accept health advice¹². Due to their social nature, Men's

⁵ This document uses "Men's Sheds" as a collective term for Men's and Community Sheds supported by the Australian Men's Shed Association. AMSA also provides services and support to a growing number of Women's Sheds and emerging Women's Shed organisations.

⁶ Flood, P. & Blair S., & UltraFeedback. (2013). Men's Sheds in Australia: effects on physical health and mental wellbeing. *Beyond Blue*. https://barrygoanna.files.wordpress.com/2013/04/mens-shed-in-australia_final-report-201113.pdf

⁷ Flood, P. & Blair S., & UltraFeedback. (2013). Men's Sheds in Australia: effects on physical health and mental wellbeing. *Beyond Blue*. https://barrygoanna.files.wordpress.com/2013/04/mens-shed-in-australia_final-report-201113.pdf

⁸ Macdonald, J.A., Mansour, K.A., Wynter, K., Francis, L. M., Rogers, A., Angeles, M.R., Pennell, M., Biden, E., Harrison, T., & Smith, I. (2022). Men's and Boys' Barriers to Health System Access. A

Literature Review. Prepared for the Australian Government Department of Health and Aged Care, Canberra.

⁹ Kelly, D., Steiner, A., Mason, H., & Teasdale, S. (2021). Men's sheds as an alternative healthcare route? A qualitative study of the impact of Men's sheds on user's health improvement behaviours. *BMC Public Health*, 21(533).

¹⁰ Andrology Australia. (2018). The current state of male health in Australia: Informing the development of the National Male Health Strategy 2020-2030.

¹¹ Australian Government Department of Health and Ageing. (2019). National Men's Health Strategy 2020-2030. <https://www.health.gov.au/resources/publications/national-mens-health-strategy-2020-2030?language=en>

¹² Barbagallo, M.S., Brito, S., & Porter, J.E. (2023). Australian Men's Sheds and Their Role in the Health and Wellbeing of Men: A Systematic Review. *Health & Social Care in the Community*. <https://doi.org/10.1155/2023/2613413>

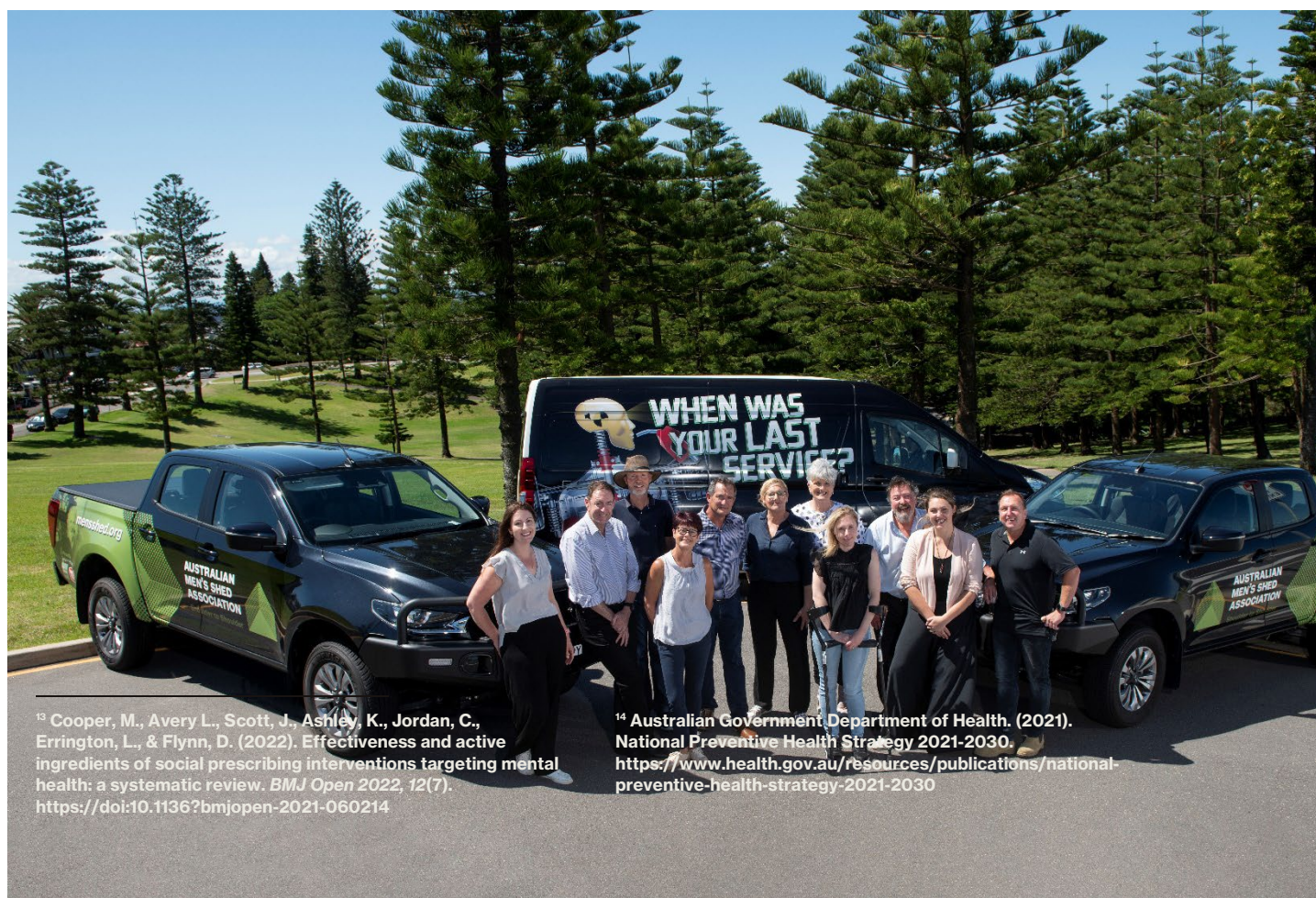
Sheds are in a unique position in their ability to reach several priority population groups for health interventions and result in proven improvements to the health and wellbeing of participants.

Through Men's Sheds, AMSA supports primary health care delivered through health promotion initiatives and whilst not a service provider, Men's Sheds also offer a community-based resource available to health practitioners for 'social prescribing' – helping patients improve their health, wellbeing and social welfare by connecting them to community services¹³. Through this lens, Men's Sheds are a mechanism through which preventive health action can ensure older Australian males are living well for longer, enjoying life as they age and lessening the burden on Australia's health system¹⁴.

AMSA also continues to contribute to the progress of the Australian men's health sector, participating in collaborations with national and local health services, organisations and peak bodies as well as the newly formed Australian Men and Boys' Health Alliance (AMBHA).

OUR CORE BUSINESS

- ▶ **SHED SUPPORT & DEVELOPMENT:** Support, promote and develop Men's Sheds Australia-wide.
- ▶ **HEALTH PROMOTION:** Promote better health outcomes for Shedders and their communities.
- ▶ **COMMUNITY DEVELOPMENT:** Implement grassroots initiatives to connect sheds, shedders and their communities.



¹³ Cooper, M., Avery L., Scott, J., Ashley, K., Jordan, C., Errington, L., & Flynn, D. (2022). Effectiveness and active ingredients of social prescribing interventions targeting mental health: a systematic review. *BMJ Open* 2022, 12(7). <https://doi:10.1136/bmjopen-2021-060214>

¹⁴ Australian Government Department of Health. (2021). *National Preventive Health Strategy 2021-2030*. <https://www.health.gov.au/resources/publications/national-preventive-health-strategy-2021-2030>

REINFORCING THE FRAMEWORK

In order to deliver a governing foundation, the Board has established a number of Subcommittees to provide leadership, oversight, and direction in five critical areas of growth and structural development for AMSA:

1. Unified Ways of Working

This initiative aims to enhance engagement between AMSA and State Men's Shed organisations by identifying areas of duplication and addressing gaps in support for the Men's Shed movement, with particular emphasis on the sheds.

2. Review of Brand, Sponsorship, and Fundraising Activities

This group is focused on diversifying AMSA's revenue streams and improving the value proposition for our member sheds.

3. Financial Governance and Oversight

To strengthen our financial management, we have established a Finance Subcommittee.

This subcommittee is tasked with reviewing and recommending optimal strategies for leveraging our funding to the benefit of both the movement and individual sheds.

4. Constitutional Review

Our ongoing Constitutional Review committee, is a critical area of focus to ensure that our governance structures remain robust and fit for purpose as we continue to grow.

5. Skills-Based Board Appointments

A subcommittee is overseeing the appointment of new Board members with the skills necessary to drive AMSA's future strategic objectives.

These Subcommittees will provide regular recommendations to both the Board and the executive team, ensuring that our movement continues to grow, and that our support services for sheds are enhanced and expanded across Australia.

In consolidating these internal and external strategic inputs, the 2025 - 2027 goals and priorities have been developed to build from AMSA's solid foundations over the next three years, positioning the organisation for development and future growth .

Our Strategic Vision 2025 - 2027

AMSA's Vision, Mission & Values

Our vision

Connected communities for better male wellbeing and health.

Our mission

Working shoulder to shoulder to enhance healthy lifestyles through participation in a thriving men's shed movement.

Our values

For every man, and his Men's Shed.

Sheds-first: We put Men's Sheds at the heart of what we do. We include member and stakeholder engagement in our work to ensure it is grounded in the needs and experiences of those we support.

Integrity: We care about the success and sustainability of the Men's Shed movement. We are respectful, genuine and transparent.

Knowledge: We seek to continuously improve our own and utilise others' expertise. Knowledge is power – when we know better, we do better. We empower Men's Sheds with access to best practice standards and health information.

Proactive: We actively raise awareness, reduce risk and optimise wellbeing. We want to help shedders stay safe, well and happy.

Holistic: We adopt a social model of health and recognise the interplay of social, economic, cultural, environmental and political influences on wellbeing and health.

Strategic Goals 2025 – 2027

AMSA's 2025 - 2027 goals build on the organisation's solid foundations to continue delivering exceptional core business whilst positioning for development and future growth:

- ▶ **Strengthen AMSA's capacity to better listen, act and evaluate.**
- ▶ **Lead national best practice for the Men's Shed movement through expertise and collaboration.**
- ▶ **Promote practical ways to achieve positive wellbeing and health outcomes to/for older Australian men and their communities.**
- ▶ **Advocate for the role, value and interests of AMSA and Sheds to Government, corporate, sector and philanthropic stakeholders.**

Strategic Priorities

In addition to activities and programs that deliver our core business, to achieve our strategic goals and improve our core business we will work from the inside out to:

- 1. Strengthen AMSA structures and systems to ensure the organisation is well designed for the future.**
- 2. Foster growth, sustainability and community impact to meet the future needs of Men's Sheds across Australia.**
- 3. Build an evidence-based health promotion framework to further improve men's health outcomes.**
- 4. Strengthen AMSA's participation in Men's Health, Suicide Prevention, and Community Development Advocacy.**
- 5. Elevate the profile of AMSA and Men's Sheds and increase membership engagement to strengthen brand, diversified funding support, and shed membership growth.**

1. STRENGTHEN AMSA STRUCTURES AND SYSTEMS TO ENSURE THE ORGANISATION IS WELL DESIGNED FOR THE FUTURE.

AMSA's Board composition has evolved significantly in recent years. As outlined, this plan seeks to leverage the skills of AMSA Board members to guide the organisation into a new growth period.

AMSA's internal structure has served the organisation for over 15 years. With particular growth in the last three years, now is the time for a review of roles and responsibilities to put AMSA in a position to deliver on the strategic goals and activities outlined in this plan.

AMSA's systems must also be designed and implemented to effectively support staff to deliver on core business and strategic activities. With the right structures and roles in place, AMSA will be in a position to monitor and demonstrate performance.

The third element required to strengthening the organisation will be in diversifying the funding base by applying a more strategic lens to partnerships and fundraising.

Programs & Activities

- ▶ Strengthen governance through an active and engaged Board.
- ▶ Strengthen operational structure, systems and reporting.
- ▶ Diversify and grow funding base.
- ▶ Formalise Partnerships Strategy.

Key Performance Measures

- ▶ An active and engaged board, leveraging individual skills and relationships.
- ▶ Establishment of the National Men's Shed Advisory Committee.
- ▶ Organisation structure and systems are fit-for-purpose and efficiently meeting the needs of members, funders and stakeholders.
- ▶ Reporting mechanisms in place for ongoing observation and evaluation leading to continuous improvement.
- ▶ Formal Partnerships Strategy in place with additional funding sources tested and secured.
- ▶ Creation of fundraising platform(s) to expand financial capacity and brand reach.

2.FOSTER GROWTH, SUSTAINABILITY AND COMMUNITY IMPACT TO MEET THE FUTURE NEEDS OF MEN'S SHEDS ACROSS AUSTRALIA.

With the number of new Men's Sheds reaching a plateau, the evolution of Men's Sheds is reaching a shifting point. Where a key focus for AMSA has previously been supporting the development of new Men's Sheds, there is an increasing focus on the growth, sustainability and expanded role Men's Sheds now play in Australian communities.

AMSA plays a key leadership role in enhancing both the reach and capabilities of Australian Men's Sheds. AMSA's unmatched expertise in Men's Shed development and support is highly valued and regarded by members¹⁵, Government representatives and partners.

AMSA continues to connect Men's Sheds with their local communities, as well as promote Men's Sheds and their benefits to members and grassroots communities to the broader Australian public. This program allows AMSA's existing services to continue, and grow, with additional on-the-ground development capacity.

Programs & Activities

- ▶ Design an ongoing program of research and evaluation.
- ▶ Undertake a full review of current programs and resources.
- ▶ Expand collaborations with stakeholders to benefit the national Men's Shed movement (including state-based Men's Shed Associations, state and territory governments, men's health organisations and other appropriate bodies).
- ▶ Deliver a national program of events, networking and development opportunities.

Key Performance Measures

- ▶ Program of events and activities delivering information, resources and capacity-building.
- ▶ Program of research and evaluation to inform best practice, member needs and AMSA/shed impact.
- ▶ Positive collaborative relationships with stakeholders informing shed resources, activities and benefitting shedders.

¹⁵ AMSA Member Survey Report. (2023). <https://mensshed.org/about-amsa/corporate-documents/>

3. BUILD AN EVIDENCE-BASED HEALTH PROMOTION FRAMEWORK TO FURTHER IMPROVE MEN'S HEALTH OUTCOMES.

The 2022 Men's and Boy's Barriers to Health System Access: A Literature Review commissioned by the Australian Government Department of Health and Aged Care¹⁶ explored the underutilisation or ineffective engagement with healthcare amongst Australian males, finding that there were a number of individual, health system, structural and cultural barriers preventing men and boys accessing the Australian health system. This review also highlighted where there was evidence to suggest certain environments and strategies that effectively reduce the barriers that men face in accessing the health system, finding that community-led initiatives such as Men's Sheds have a key role to play in 'going where men are'.

Grassroots wellbeing and health outreach programs aim to meet regional, rural and remote men in settings where they are more likely to engage with health services. Evidence highlights the need for health messaging and action in places and spaces separate to primary health care settings, an area in which AMSA is well-equipped to deliver.

AMSA's continued efforts to advance the objectives of the NMHS lie both in the support and development of Men's Sheds, and in three health promotions programs: *Spanner in the Works?*, *Living Well* and *Shed Mates*. These initiatives aim to engage and support Men's Shed members and their communities with education and resources to:

- encourage preventive health behaviours;
- improve health literacy as well as overall mental and physical health outcomes; and
- increase help-seeking and use of formal healthcare system.

The National Preventive Health Strategy 2021-2030 (NPHS) recognises that a strong focus on preventive health and health promotion can extend quality of life and life expectancy of Australians¹⁷. Evidence shows that Men's Shed members respond positively to receiving health promotion messages via the Men's Shed environment¹⁸ and direct feedback from community and health stakeholders indicates that participation in AMSA health promotion initiatives and events is highly valued.

Programs & Activities

- Document AMSA's Men's Health Promotion Framework with links to relevant sources and evidence (eg. National Men's Health Strategy 2020-2030).
- Deliver resources and workshops to advance wellbeing and health outcomes.
- Strengthen national partnerships with health experts and grassroots information and resource networks and partnerships.

Key Performance Measures

- A documented, evidenced-based and informed Men's Health Promotion Framework.
- Health initiatives, programs and events are evaluated and reviewed for best outcomes.
- Partnerships with peak bodies, organisations and services (at all levels) are maintained and established – particularly in key areas of focus (eg. men's health, suicide prevention).

¹⁶ Macdonald, J.A. et al. (2022). Men's and Boys' Barriers to Health System Access. A Literature Review. Prepared for the Australian Government Department of Health and Aged Care, Canberra.

¹⁷ Australian Government Department of Health. (2021). National Preventive Health Strategy 2021-2030. <https://www.health.gov.au/resources/publications/national-preventive-health-strategy-2021-2030>

¹⁸ Kelly, D. et al. (2021). Men's sheds as an alternative healthcare route? A qualitative study of the impact of Men's sheds on user's health improvement behaviours. *BMC Public Health*, 21(533). <https://doi.org/10.1186/s12889-021-10585-3>

4. STRENGTHEN AMSA'S PARTICIPATION IN MEN'S HEALTH, SUICIDE PREVENTION AND COMMUNITY DEVELOPMENT ADVOCACY.

AMSA's role in the men's health sector is well advanced, with the organisation playing an active role in sector-based conversations, advocacy and grassroots implementation. As the community-based role of Men's Sheds is further embedded into local communities, there is an opportunity for AMSA to play a more extensive role in supporting local Men's Shed relationships and building an advocacy platform that extends into Local Governments and community development organisations.

There is also a role for AMSA to participate in the suicide prevention sector, as the focus continues to grow on prevention platforms.

Programs & Activities

- ▶ Build advocacy platform in the men's health, suicide prevention and community development sectors:
 - ▶ Continue to drive presence in the men's health sector.
 - ▶ Establish place in the suicide prevention and community development sectors
- ▶ Develop sector based proof-points for usage by AMSA and partners/supporters.
- ▶ Define advocacy goals and strategy.

Key Performance Measures

- ▶ The role of AMSA/Men's Sheds is known in the relevant sectors.
- ▶ PR/Partnerships key messaging developed and implemented.
- ▶ Clear goals and documented approach to advocacy efforts.

5. ELEVATE THE PROFILE OF AMSA AND MEN'S SHEDS AND INCREASE MEMBERSHIP ENGAGEMENT TO STRENGTHEN BRAND, DIVERSIFIED FUNDING SUPPORT AND SHED MEMBERSHIP GROWTH.

The profile of Men's Sheds and AMSA has increased significantly since inception in 2007, the maintenance and improvement of the media profile of AMSA and Men's Sheds, and social and health benefits, is important to continued increases corporate, philanthropic and community awareness and support of the Men's Shed movement.

The ageing membership of Men's Sheds is also a reported concern amongst many members, as is the difficulty in attracting and retaining volunteers to participate in shed leadership roles. PR campaigns to showcase the Men's Shed movement to a diverse range of people will provide members with a much needed injection of younger and more engaged members (where relevant).

Programs & Activities

- ▶ Deliver national and targeted PR campaigns to raise awareness of Men's Sheds.
- ▶ Work with partners and stakeholders to improve understanding and capacity of the role of Men's Sheds.
- ▶ Support diversification and growth of shed membership.

Key Performance Measures

- ▶ Targeted promotion of Men's Sheds to priority male population groups (as per the National Men's Health Strategy 2020-2030);
- ▶ Expanded digital and traditional media reach.
- ▶ Member sheds feel supported in activities that promote new membership and growth.

Key Performance Indicators

These overarching Key Performance Indicators (KPIs) bring together the outcomes of AMSA's core business, the key measures under each strategic priority and the outcomes asked by the Federal Funding Agreements to measure AMSA's progress and success against this plan.

Where relevant, benchmarks will be determined and future progress will be measured against available metrics.

- ▶ AMSA governance and operational structures support strategic goals and priorities.
- ▶ Clear Member Value Proposition that can be measured and monitored.
- ▶ Quarterly reporting on a suite of measurable inputs (to be developed) including, but not limited to: new members, insurance numbers, comparative website performance, digital reach, member sentiment.
- ▶ Increased awareness among Men's Shed members as to ways in which health issues can be effectively prevented or managed.
- ▶ Increased instances of purposeful health and wellbeing activities being delivered/provided to members of Men's Sheds.
- ▶ Increased knowledge of Men's Sheds across Australia.
- ▶ Increased partnerships and collaborative interactions between the AMSA and other stakeholders in the Men's Shed space.

Appendix 1:

Federal Funding Objectives 2024-2026

Whilst the Funding Objectives and Outcomes set by the Federal Department of Health & Aged Care are primarily operational in nature, AMSA is contractually obliged to meet these objectives and thus a great portion of the proposed budget is dedicated to meeting the following Objectives and Outcomes.

Funding Agreement Objectives

- ▶ Advance the wellbeing and health of Men's Sheds participants, especially those that may be at greater risk of poor health outcomes such as Aboriginal and Torres Strait Islander males, migrants, defence veterans, the unemployed, older men, those suffering a mental illness, those suffering from alcohol or drug abuse and those who need support due to relationship issues;
- ▶ Distribute evidence-based resources (electronically and in hard copy) to educate Men's Sheds participants about preventive health measures and the means to achieve ongoing good health;
- ▶ Provide information to Men's Sheds on national health initiatives through web-based platforms;
- ▶ Maintain key support and advice to Men's Sheds across Australia regarding issues of importance in establishing and running a Shed;
- ▶ Enable the management of the NSDP to provide grants across Australia to assist Men's Sheds and eligible organisations to deliver health and wellbeing activities and provide support for the ongoing sustainability of Men's Sheds;
- ▶ Increase and better target the promotion of Men's Sheds to priority male population groups (as per the National Men's Health Strategy 2020-2030);
- ▶ Enhance and streamline NSDP structures and processes in line with recommendations contained in the Review of the Governance of the AMSA 2021 (the Review); and
- ▶ Support enhancement of AMSA governance structures and processes in accordance with recommendations outlined in the final report from the Review.

Funding Agreement Outcomes

- ▶ Increased awareness among Men's Shed participants as to ways in which health issues can be effectively prevented or managed;
- ▶ Increased instances of purposeful health and wellbeing activities being delivered/provided to members of Men's Sheds;
- ▶ Increased knowledge of Men's Sheds across Australia, their operations and membership structures, derived through an annual survey of sheds by the AMSA with results provided to the Department;
- ▶ The AMSA's governance activities are more transparent, its operations are demonstrably progressing strategic objectives, and are compliant with Government regulations;
- ▶ Increased partnerships and collaborative interaction between the AMSA and other stakeholders in the Men's Shed space, including state-based Men's Shed associations; state and territory governments; men's health organisations; and other appropriate bodies;

- ▶ Refined processes and protocols for the NSDP, simplification of the application requirements for Men's Sheds, and streamlined application assessment practices for the AMSA and the Department; and
- ▶ To have AMSA develop a plan for strengthening and expanding its revenue base.

Regional Coordinator for Men's Sheds Initiative

The goals of the regional coordinators initiative are to:

- ▶ help men's sheds to connect with local health services
- ▶ promote health events aimed at improving the health and wellbeing of men's sheds members across the country.

This role provides a vital link to health information and access to resources to improve men's health and wellbeing.

Regional coordinators will:

- ▶ identify critical health needs for men's sheds across regions in each state and territory
- ▶ give men's shed members access to health and wellbeing information and resources to meet their needs
- ▶ promote the benefits of men's shed activities
- ▶ promote the National Shed Development Programme
- ▶ form partnerships with health providers
- ▶ help men's sheds to organise and promote regional health events to benefit men and their communities
- ▶ make sure grant information and applications are available to men's sheds.¹⁹

Objectives (2024 – 2026):

- ▶ providing guidance to men's sheds with respect to organising and delivering health events;
- ▶ providing a conduit between men's sheds and local health professionals and/or relevant community services/organisations;
- ▶ providing a conduit between men's sheds and national and state-based men's shed organisations;
- ▶ promoting the benefits of men's sheds and the positive effects on men's health and wellbeing;
- ▶ forming information and resource partnerships with reputable organisations - for example (but not limited to) Beyond Blue, Primary Health Networks (PHN), St Johns Ambulance; and;
- ▶ promoting the Australian Government National Shed Development Programme (NSDP) to men's sheds in their region.

¹⁹ Australian Government Department of Health and Aged Care. (2023). Men's sheds regional coordinators initiative. <https://www.health.gov.au/our-work/mens-sheds-regional-coordinators-initiative>