

# BUILDING AN EFFECTIVE VOLUNTARY SECTOR:

## DEVELOPING A STRATEGY FOR YOUR ORGANISATION

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**NCS**  
**CHAMPIONING  
VOLUNTARY  
ACTION**  
**VO**

# OUTLINE AGENDA

**10:45 – 11:00** Welcome and introductions

**11:00 – 11:10** Strategy as planning

**11:20 – 11:30** Strategy as purpose

**11:30 – 11:50** Strategy as process

**11:50 – 12:00** Wrap up and reflection

**But...**

**What is most useful for  
today's session?**



*“The process by which we make decisions about our organisational **purpose** and **direction** and how we’ll channel **resources** to deliver it.”*

# Why bother?

# WHAT KIND OF STRATEGY DO YOU NEED?

## What is your starting point?

- part of regular strategic planning cycle
- response to strategic opportunity or challenge
- crisis mode

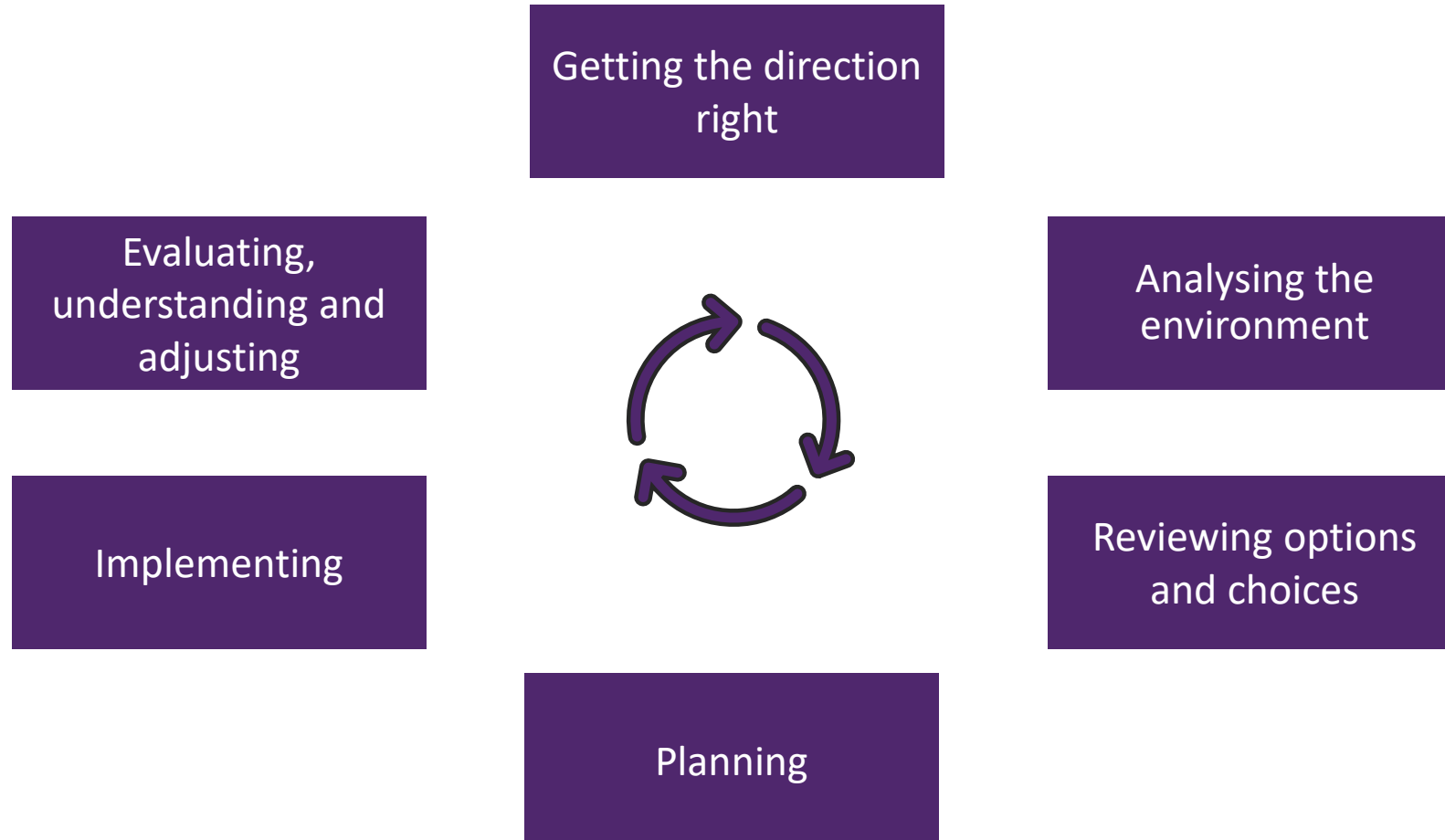
## What is your ambition?

- maintain or reimagine what you have
- grow (geography or services) – breadth or depth?
- change focus?

What is your  
starting point?

# STRATEGIC PLANNING CYCLE

TAKEN FROM TOOLS FOR TOMORROW (NCVO)

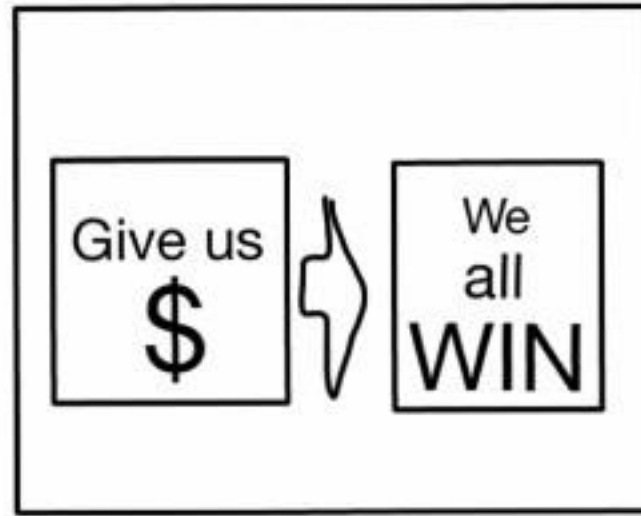




What is most  
useful for today's  
session?

# WHAT IS OUR MISSION AND PURPOSE?

Create a "logic model"



Here is our  
new simplified  
logic model



# PURPOSE AND MISSION



Charitable objects

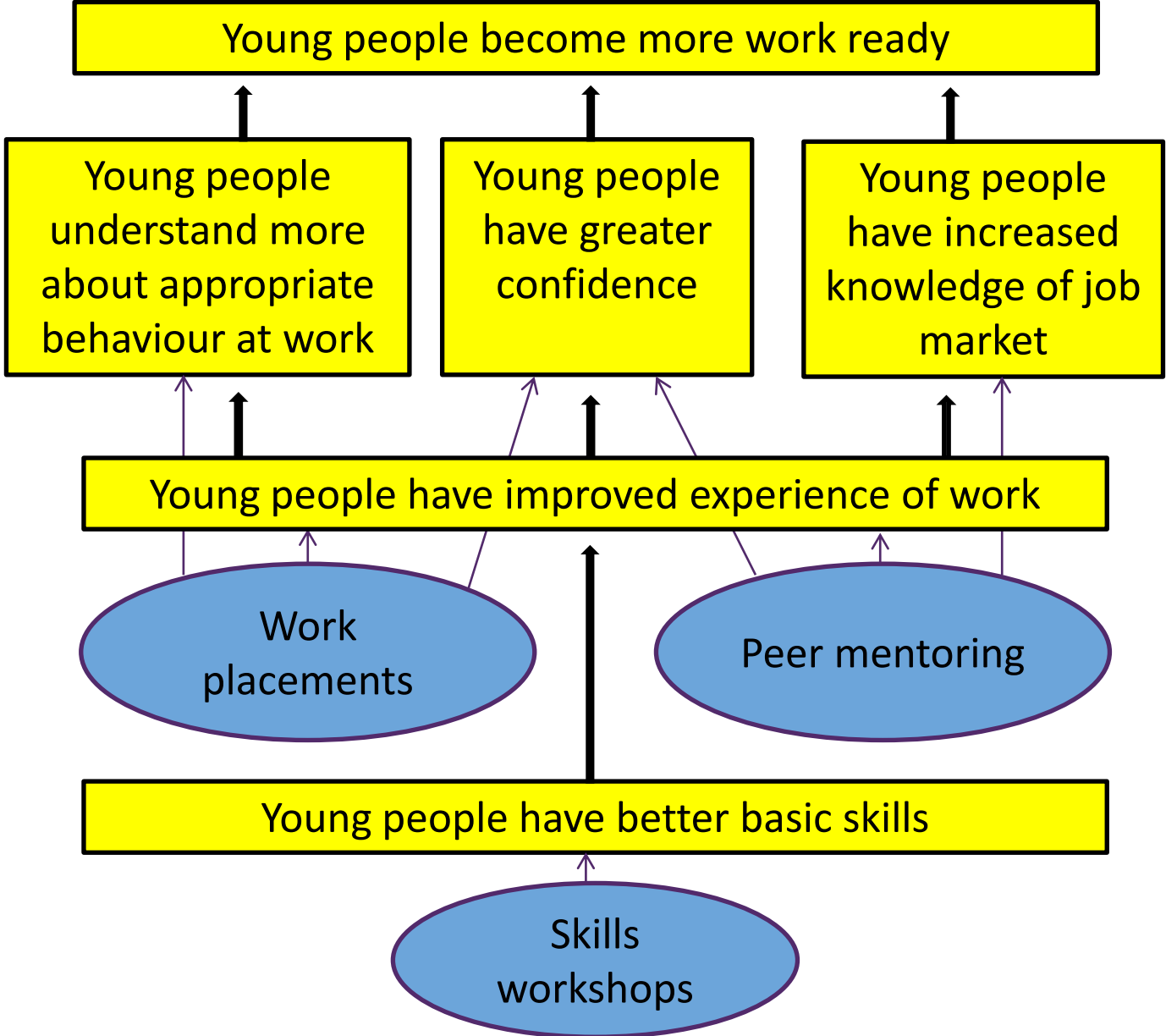


Vision and mission statements



Theory of change

# Higher youth employment in Oxfordshire



# 10 MINUTE TOC

# STARTING WITH WHO AND WHAT

## STATEMENT 1

**Statement one** describes what you do, and who you work with. It effectively describes your activities and target group.

- Who is your **target group**? For now, choose one group.
- What **activities**, projects or services do you deliver *for, with* or *to* them?

**We are working  
with [who].**

**We deliver [your  
activities].**



# WHAT'S THE BIG CHANGE YOU WANT TO SEE?

## STATEMENT 2

This should talk about **broader, longer-term changes**, often beyond your target group. This statement is similar to a mission statement in many charities.

- What is the **big change** you're trying to contribute to achieving?
- It could be eradication of poverty, ending abuse, stopping homelessness – thing you can't do all by yourself.

**We want to see  
a world where  
[your impact].**

# THE MISSING MIDDLE – OUTCOME MAPPING

## STATEMENT 3

The changes you hope to make in your target group – these are your outcomes.

- What are the changes required for your target group?
- What is the order in which you think change happens?

This statement should not be about you or your services.

**We are working with  
[who] to pursue a world  
where [your impact] by  
[your outcomes] through  
[your outputs]**

# USING TOC FOR STRATEGY – AN EXAMPLE



- High-level changes agreed through workshop with trustees and staff

- Large student consultations (2000+)

- Cross-team working groups to explore each outcome

- All staff away day & prioritisation

- 4 long-term goals and 5 enabling themes

- Approved by trustees and union council

- Development of strategic plans to achieve those

## WHY DID THEY ADOPT THIS APPROACH?

- A longer-term sense of direction/purpose Description of links between different outcomes
- Previously more activity focused and top-down
- The goals were validated by students; staff priorities were adopted
- Some challenge: easier to focus on *‘what activities will we do?’* rather than *‘what changes are we trying to achieve and what is best to realise that?’*

# DESIGNING A GOOD PROCESS FOR YOUR ORGANISATIONAL STRATEGY



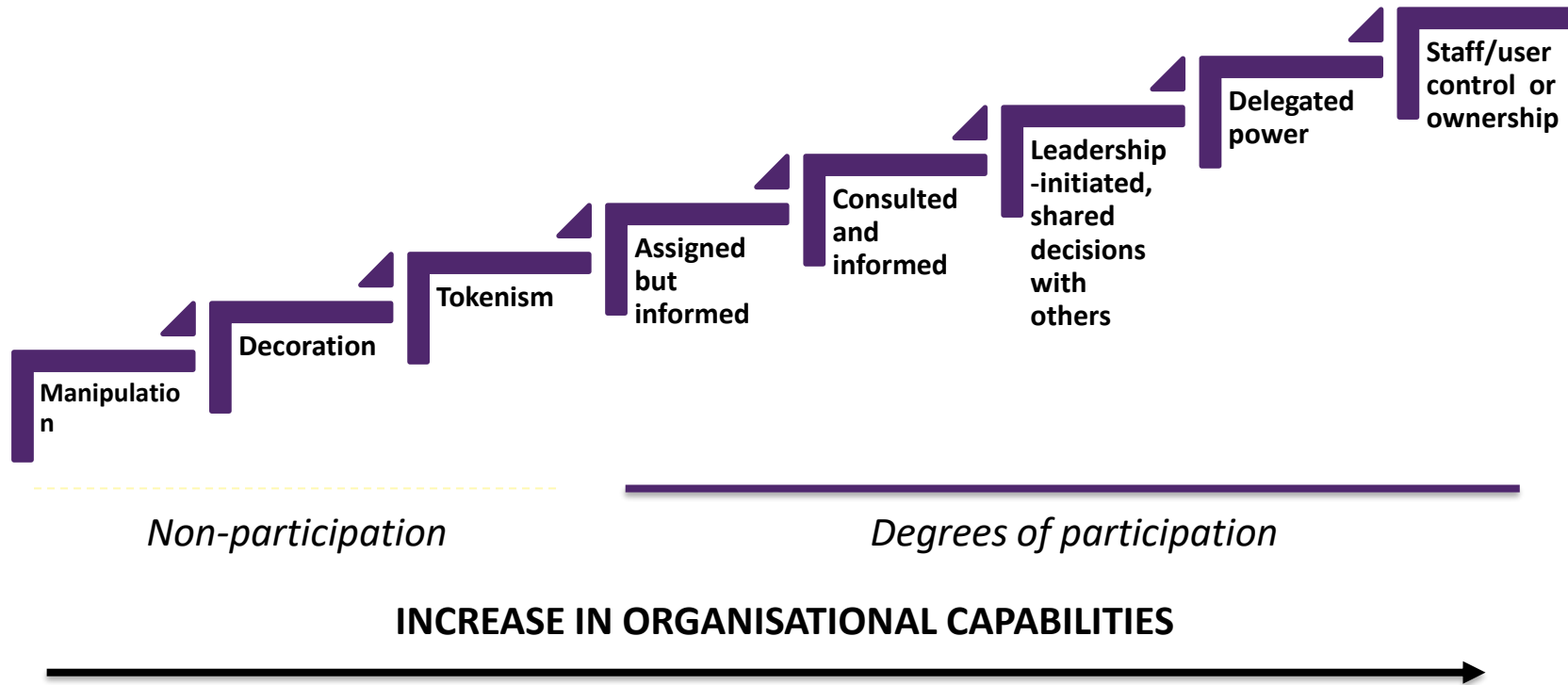
## YOUR PROCESS WILL DEPEND ON:

- How much **power** you want to distribute
- Who and how you want people/groups to **participate**
- How transparent and inclusive you want the **process** to be
- How **open** you are to new potential ideas and solutions to your cause (or how open you can be)

## YOUR PROCESS WILL ALSO DEPEND ON:

- the **time** you have to dedicate to the process
- the **ability** of process owners to champion
- the **legitimacy** you have with others
- the **trust** they have in you
- the **willingness** of all to change or do things differently

# LADDER OF ORGANISATIONAL PARTICIPATION BASED ON A MODEL OF CITIZEN POWER



Based on Sherry Arnstein – Ladder of Citizen Participation (1969)

# CONSIDERATIONS

- Who has **power** in your organisation? Is this always those that are visible?
- Who will **make the decisions** in your strategy process?
- Do you want to – and then how could you – **open up spaces** for engagement?
- Where can you **not open spaces** for engagement?

**What does your strategy process need to look like?**

# LEADERS MAKING DECISIONS

RAPID. SIGNIFICANT. UNCERTAIN.

- Leaders are under enormous personal and professional strain
- Demands of rolling crises and the scale of implications
- High risk of poor and unethical decision-making
- Causes of poor decision-making include higher levels of stress, limited time, and reduced cognitive abilities
- Allostatic load - where the demands on leaders' internal resources (for example, time, energy, focus, skills, knowledge, attention) exceed capacity

What are your next steps?



# Questions and discussion



# SOURCES OF INFORMATION

# STRATEGIC PLANNING WEBINARS

[Understanding your environment to help you develop an effective strategy](#)

[Setting your strategic direction using the theory of change process](#)

[Tools and approaches to identify and prioritise your strategic options](#)

[Setting direction in changing times \(part of Trustee Week 2022\)](#)

More webinars from NCVO [here](#).

# WEB BASED RESOURCES

## Strategy and business planning

NCVO [help and guidance pages on strategy and business planning](#)

## Theory of change

NCVO's [help and guidance pages on theory of change](#)

## Impact and evaluation

NCVO's [help and guidance pages on impact and evaluation](#)

# USEFUL RESOURCES FROM NCVO

Publications:

- **The Road Ahead 2023**
  - The ongoing impact of cost of living
  - Supporting staff, trustees and volunteers
  - Keeping up the pace on equity, diversity and inclusion
  - Adapting to political change
  - Responding to new laws and regulations
- **The Civil Society Almanac** – data and statistics on the voluntary sector and volunteering
- **Time Well Spent** – surveys of the volunteering experience.

Blogs and more on our news and insights pages

## SOME USEFUL DATA SOURCES

- UK government data
- What Works Network
- NHS data
- NOMIS – official labour market statistics
- ONS – open source data on business and the economy, employment and the labour market, and populations and communities
- Funders and capacity building organisations

# WHERE CAN I GET SUPPORT?

# NCVO OFFERS TRAINING IN:

- Governance
- Finance and fundraising
- Data protection
- Strategic planning
- And more ....
- Safeguarding
- Volunteer management
- Theory of change and impact
- Campaigning

NCVO members receive a 30% discount on training!

NCVO also provides training direct to voluntary organisations including bespoke workshops. To find about training for your organisation use our [contact page](#).

# NCVO PROVIDES CONSULTANCY

- Governance
- Strategy
- Evaluation
- Involving and managing volunteers
- Theory of change
- Planning for monitoring and evaluation
- Organisation development
- Organisation review

Our consultancy support ranges from facilitation of away days to large scale processes. Visit our [consultancy webpages](#) to find out more and enquire about our services.