

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

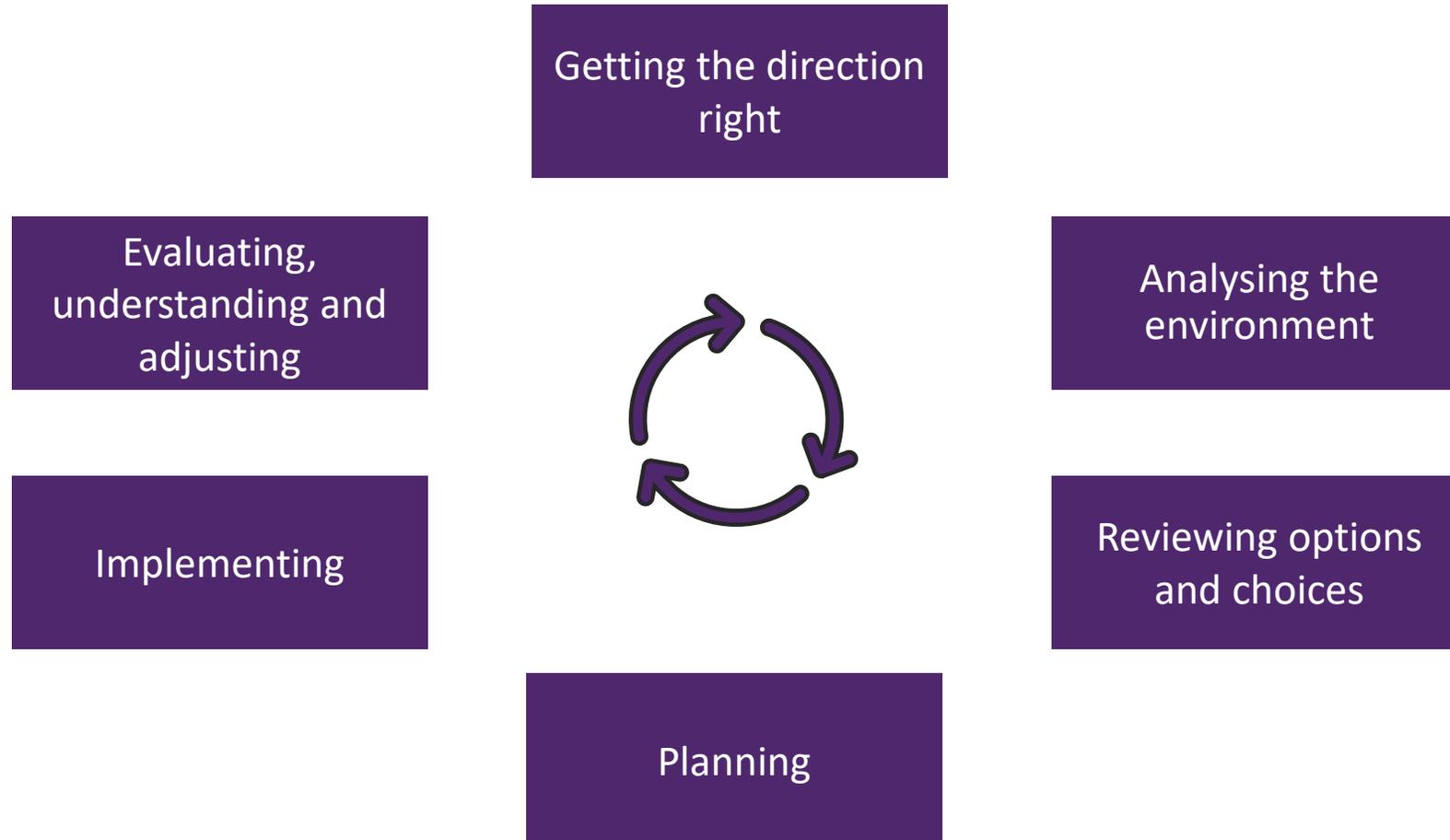
What is your ambition?

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

What is your
starting point?

STRATEGIC PLANNING CYCLE

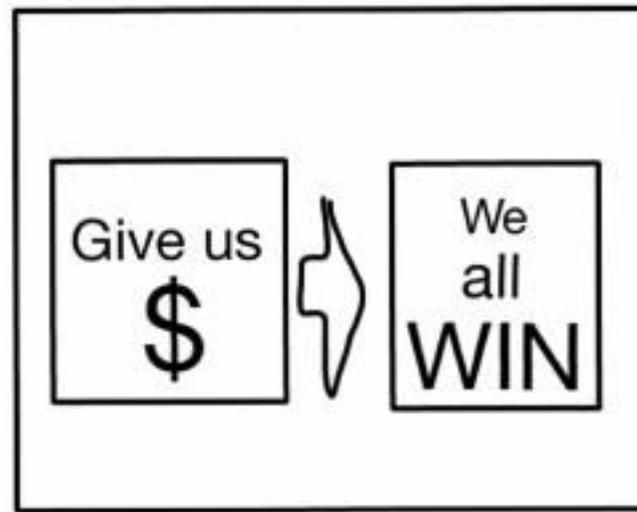
TAKEN FROM TOOLS FOR TOMORROW (NCVO)



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

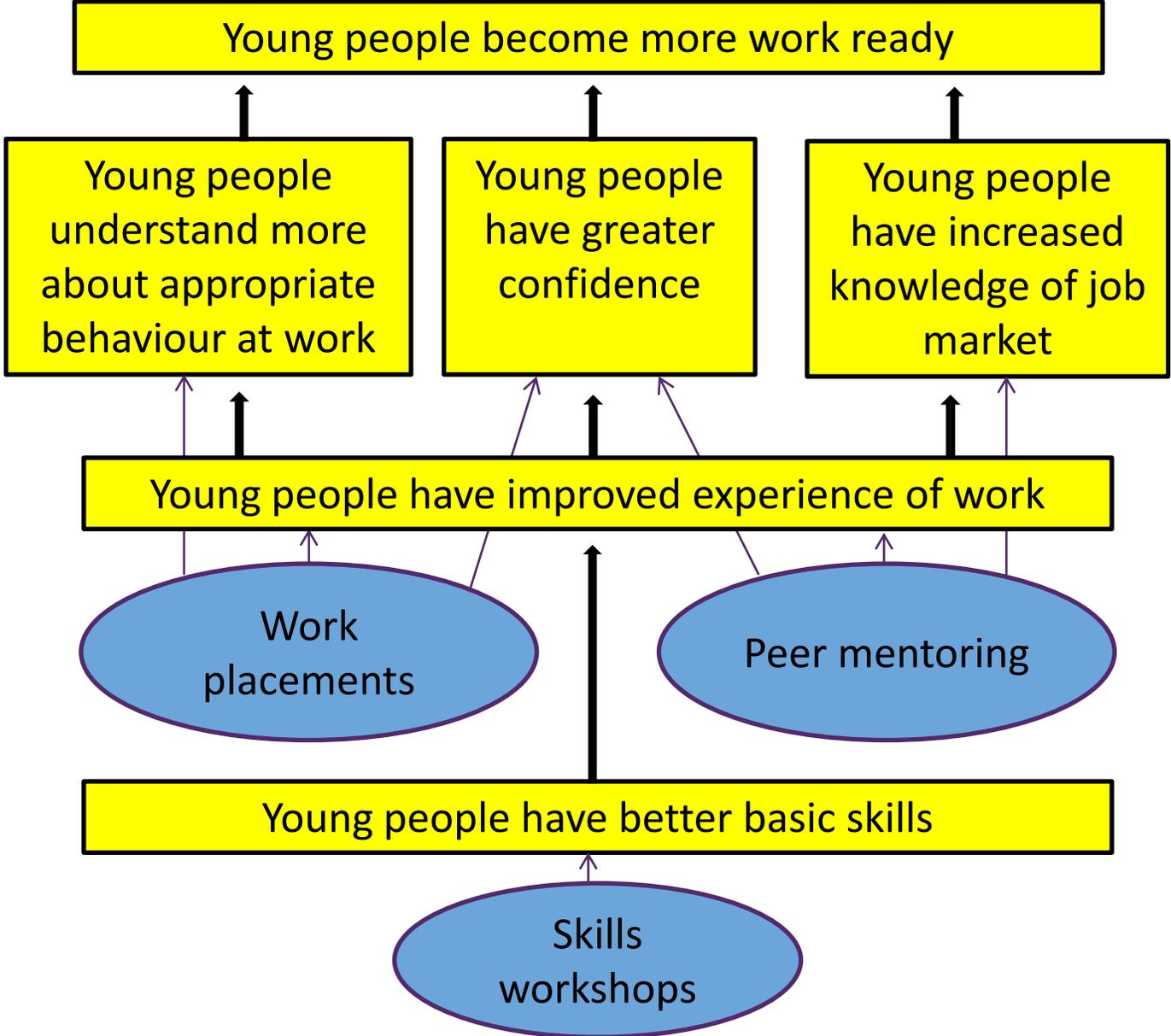


Vision and mission statements



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

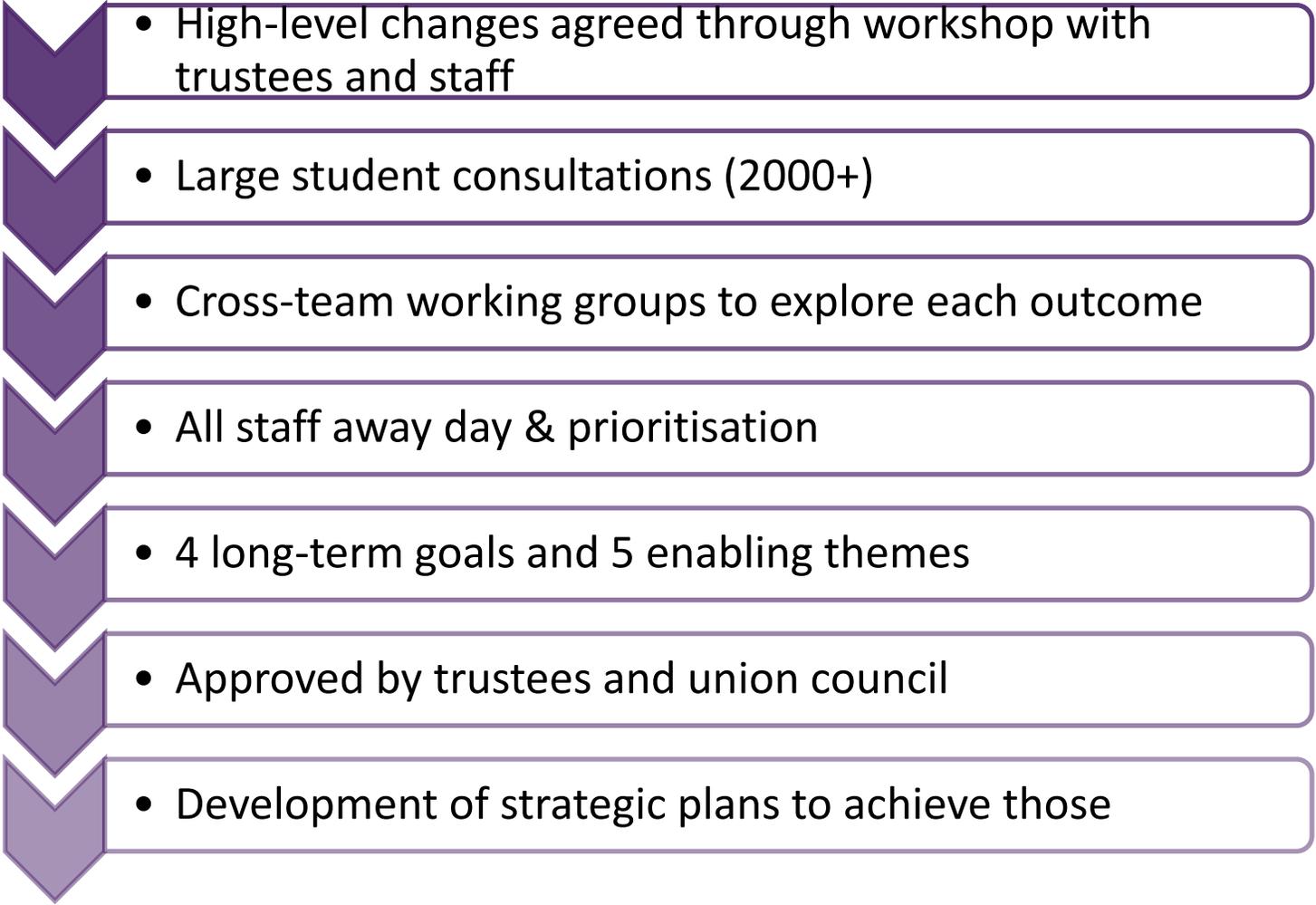
The changes you hope to make in your target group – these are your outcomes.

- 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

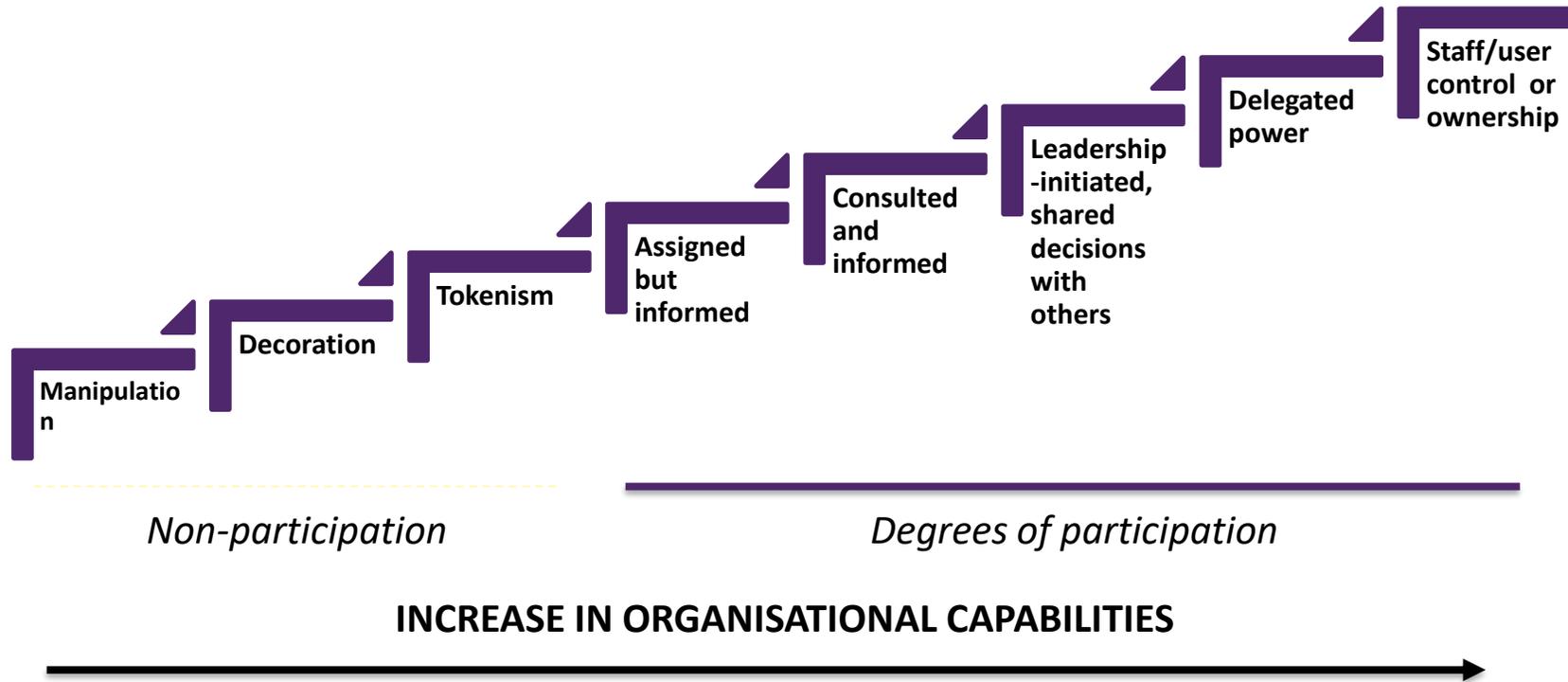
YOUR PROCESS WILL DEPEND ON:

- 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.