

Strategic Planning

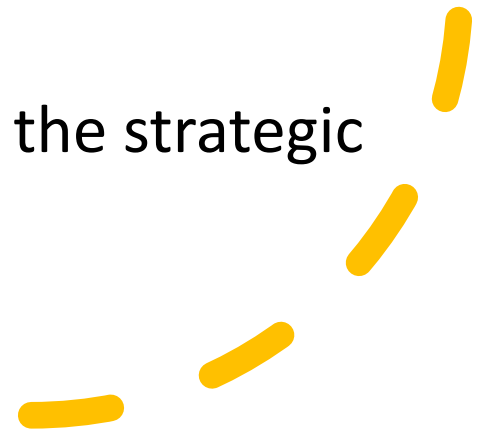
Delivered by: Cork County PPN

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Agenda

- Purpose of a community group
- Roles of key committee members
- The Theory of Change
- Prioritising social goals
- Purpose of strategic plans
- Mapping what is needed to deliver the strategic plan



Purpose of a Community Group

- The Constitution
- Vision, Mission and Values Statement

Why?

- Response to ongoing or future community needs
- Response to a problem that emerges
- Initiating the delivery of supports and services
- Continued provision of supports and services

Vision, Mission and Values

- Vision – what the future looks like
- Mission – what purpose you are following to achieve the vision
- Values – what guides your decision-making

Key Committee Members

Strategic plans influences:

- Who joins the Committee? – skillset, recruitment strategy
- How to keep the Committee representative of the Community?
- How to delegate the committee workload?
- Defining committee roles and responsibilities

Key Terminology: Outcomes and Impact – Theory of Change

Inputs: *Resources you put in*

Activities: *What you do*

Outputs: The results of your activities

Outcomes: *Changes that result from your work. The 'difference' your work makes. Show aims have been met.*

Impact (Direct and Indirect): *Long-term changes resulting from your work*

Theory of Change

Social Impact - greater social inclusion

Outcomes - community groups supported

Outputs - meetings held, footfall

Activities - meeting facilities

Inputs - volunteer time, money



Establishing Social Impact Goals/Aims

Example: A Recycling Social Enterprise

- Extend the life span of products through design
- Create consumer demand for ethical products
- Create good working conditions for employees
- Reduce waste through recycling
- Expand the market for recycled products

Purpose of Strategic Plans

- Sets out intended results/outcomes and the way they will be achieved i.e how to get from Point A to Point B.

Of interest to ...

- Charities Regulator
- Funders
- Strategic Partners
- Community-led initiatives



Mapping what is required

- How to map out what is needed to implement a strategic plan?
- What are the priority actions?

Drafting a Strategic Plan

Practical Steps

1. Set the context for everyone.

A summary document circulated in advance can be a big help: risks, challenges, external issues, internal capacity, funding opportunities, current performance

Drafting a Strategic Plan

Practical Steps

2. Gather everyone and assign facilitator.

Location, equipment, break-times,
structured facilitation (questions/topics),
choice of attendees

Drafting a Strategic Plan

Practical Steps

3. Draft the plan.

Challenge assumptions, have constitution on hand, focus on making decisions, keep proposals realistic, be comfortable with associated risks

Drafting a Strategic Plan

Practical Steps

4. Adopt the plan and assign responsibilities.

Record adoption in board meeting minutes, delegate implementation

Drafting a Strategic Plan

Practical Steps

5. Track progress through meaningful indicators.

Check periodically how implementation of the plan is progressing

Sustainable Development Goals



Re-cap - planning hierarchy terminology

- Aims – what you are doing to achieve your mission (may be called a goal – usually 3 to 5 in number)
- Outcomes – the result of what you do for clients, beneficiaries or the organisation (difference made)
- Impact – long term result of what you do (difference made)
- Strategic Objectives – particular targets/ways of achieving aims that can be quantified or measured



Practical Exercise

What does your planning
hierarchy look like?

Monitoring and Reporting

Track the progress!



Impact Monitoring

1. How to monitor impact? - Process
2. How to get Staff and Board buy-in? - Motivation
3. How to articulate meaningful outcomes? – Reason for being
4. How to gather impact evidence? – The paper trail

Impact Monitoring – Gathering Evidence

- Decide what outcomes are important to your organisation and individually funded projects – relate outcomes to your aims
- Decide what type of changes would indicate that outcomes had been met and how long it would take these changes to occur
- Outcomes may relate to identifiable changes, maintaining the status quo or preventing problems
- Outcomes may relate to communities, individual beneficiaries or beneficiary organisations



Impact Monitoring – Gathering Evidence

- Track/monitor your outcomes. Decide what information you need to collect and when information should be collected.
 - Quantitative: can you express progress numerically (indicators)?
 - Qualitative: can you assess people's views and experiences?
- Use a system to capture and collate the information you need e.g. keep records, use questionnaires, record observations, hold interviews.
- Present outcome results in an easy to read report!

Communicating Impact



IMPACT CARDS



USING CANVA FOR DESIGN
PURPOSES

Thank you for participating!

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