

# Factsheet 2

## Thinking Ahead

This is the second of a set of 4 factsheets to help BME third sector organisations do what they do better.

For more details visit

[www.voice4change-england.co.uk/performance](http://www.voice4change-england.co.uk/performance)

## Example Scenario

A local organisation provides support to people from Black and Minority Ethnic (BME) communities to get back into employment. It offers a range of training courses, CV surgeries and education advice to improve access to the job market. It has four full time staff and an income of £160,000 per year for two more years.

The main challenge for this group is that there has been an increase in requests for support and they do not have funding to meet this need. They are also concerned that future funding may not exist to continue their current work.

**This organisation can plan for future funding changes through strategic planning. Strategic planning can help an organisation to better understand the factors that are likely to affect their work and to develop strategies to address these.**



Photo by Adrian White at the Race & the Recession Conference (October 2009)

## Thinking ahead: example actions

### ***The organisation already has:***

- A 3 year business plan.
- A strong evidence base of their achievements.
- A dedicated and experienced staff team.
- A wide range of experience on their board of trustees.
- Good working relationships with other BME training and education providers.

### ***The organisation could:***

- Identify the key external factors helping them and challenging them in their work.
- Consider how political, environmental, social and technological changes could affect the work they do (PEST analysis).
- Regularly check that their three year business plan is still relevant.
- Think about what their unique selling point will be in the future.
- Consider the possibility of collaborative working with organisations which will add value to their work.



## Thinking Ahead: Strategic planning

Strategic planning can be useful when you want to clearly set out where your organisation wants to be in the future and the work that needs to happen to get there.

### ➤ What is it?

Strategic planning is the process of clarifying the overall purpose of your organisation (mission) and what you will do over the next three to five years to bring this about. It involves analysing the external and internal context you are operating in, deciding what choices are open to you and planning what you will be doing. Three useful questions to ask are:

- Where are we now?
- Where do we want to go?
- How do we get there?

### ➤ Why is it important?

Your organisation's success depends on being able to further your mission and meet the needs of your beneficiaries whilst balancing the demands of partners, policymakers, funders and other internal and external factors. Strategic planning can help you to best position your organisation to reach your goals and deliver your services in the most effective way.

Strategic planning can help you to identify the main aims and objectives for your organisation and to make sure that everyone involved is clear on what they are doing and why.

### ➤ How can it help us?

Having a strategic plan can help to demonstrate your organisation's aspirations to external stakeholders including your organisation's beneficiaries and funders. It can also provide evidence that you have thought about what you will be doing to achieve your purpose, the benefits you can deliver and how you will go about doing this.

### ➤ Want to know more about strategic planning?

**Tools for Tomorrow NCVO and the Centre for Charity Effectiveness (2008)**  
[www.ncvo-vol.org.uk/planningoffer](http://www.ncvo-vol.org.uk/planningoffer)

**CES publications**  
[www.ces-vol.org.uk/index.cfm?pg=69](http://www.ces-vol.org.uk/index.cfm?pg=69)  
020 7713 5722

**V4CE website**  
[www.voice4change-england.co.uk/performance](http://www.voice4change-england.co.uk/performance)

**Charities Evaluation Services**  
020 7713 5722

**NCVO Third Sector Foresight**  
[www.3s4.org.uk](http://www.3s4.org.uk)