



Useful resources:

Publications

Tools for Tomorrow: A Practical Guide to Strategic Planning for Voluntary Organisations, NCVO, 2004

The Complete Guide to Business and Strategic Planning for Voluntary Organisations, Alan Lawrie, 2001 (Directory of Social Change)

Strategic Management for Non-Profit Organisations, TR Courtney, 2002

Just About Managing, Sandy Adirondack, 2006 (London Voluntary Sector Council)

The Essential Guide to Strategic Planning developed by the Association of Chief Executives of Voluntary Organisations: www.acevo.org.uk

Websites:

Performance Hub:

<http://www.performancehub.org.uk/>

Includes free resources

National Council for Voluntary Organisations:

<http://www.ncvo-vol.org.uk/>

Includes free resources + access to the performance and governance hubs (with more planning resources) <http://www.strategy-impact.org.uk/>

Third Sector Foresight:

www.3s4.org.uk

Guidance and discussion of all aspects of strategic planning in the third sector, including information about environmental trends affecting community and voluntary organisations.

NfP Synergy:

www.nfpsynergy.net

Includes guide to writing mission statements: Mission Impossible

Charities Evaluation Service:

<http://www.ces-vol.org.uk/>

Provides training and information on monitoring and evaluation, planning and quality assurance. Also leads on the National Performance Programme:

www.performancemanagement.org.uk

Know How Non-Profit:

<http://www.knowhownonprofit.org/>

Includes information on strategic planning

JISC InfoNet:

www.jiscinfonet.ac.uk

Provides information on strategic planning tools

Definitions:

Aims: the changes you hope to achieve as a result of your work

Evaluation: Using information from monitoring and elsewhere to judge the performance of an organisation or project.

Milestones: A well defined and significant step towards achieving a target, output, outcome or impact, allowing a group to track progress.

Mission: Why an organisation or project exists and the broad effect that it wants to have. A summary of the overall difference it wants to make.

Monitoring: Collecting and recording information in a routine and systematic way to check progress against plans and enable evaluation.

Objectives: the activities you plan to undertake and the services you offer to bring these changes about

Outcomes: the changes, benefits, learning or other effects that actually occur as a result of your activities.

Outputs: the specific activities services and products your organisation actually does or provides

Target: a defined level of achievement which a project or organization sets itself

to achieve in a specific period of time.

Vision: The ideal state a project or organisation wants the world to be in. What the world will look like if the project or organisation is successful in achieving its mission.