

introducing The Big Picture

**Helping voluntary groups and organisations
to improve what they do.**

Developed by and for the voluntary sector.

Quality is a journey, not a destination

The Big Picture is like a road map. It helps you to look at your organisation as a whole before deciding which areas to zoom in on more closely. The Big Picture provides materials to help you to navigate around your chosen area. It helps you to:

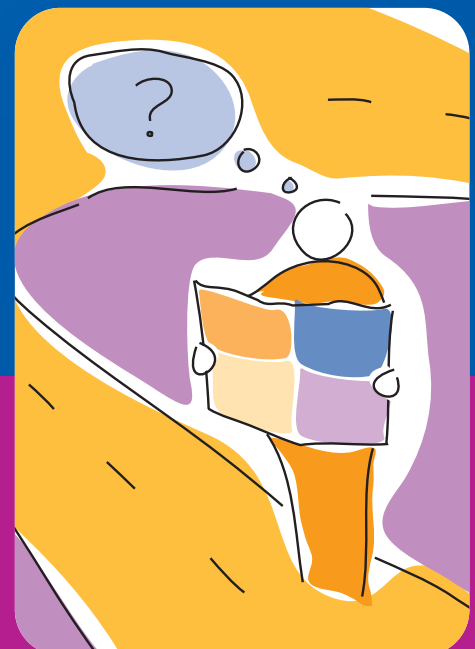
- ask yourself tough questions
- consider practical ideas for quality improvement
- find sources of further help

This will help you to work out a list of action points so you can plan the next stage of your journey. Later, you can use The Big Picture to see what impact your actions have made overall. You can use The Big Picture time and time again.

It helps you:

- look at where you have been
- decide where you need to go
- work out how you plan to get there and what you must do to travel further
- review and understand your progress

Like a wheel it helps you move along the road in your journey of continuous improvement.



The framework in detail The long shot

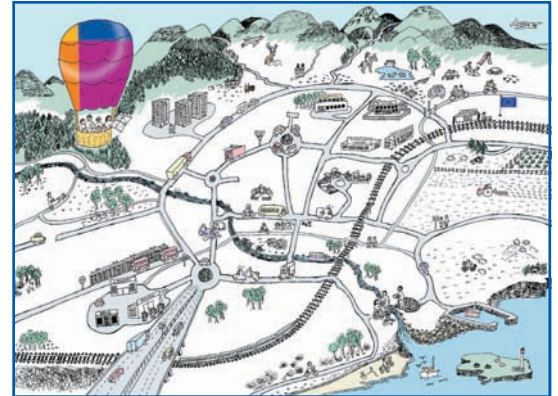
Starting with the big picture, the framework looks at:

- What you achieve - **results**
- What helps you to do this - **enablers**

For any group or organisation, it is important to achieve results, whether you're a small local group or a big company. A big chain store might be interested in profits, the value of its shares and public image. You might be more interested in improved quality of life, helping others or a better community.

They are all results.

Results do not happen on their own. You need people, property, equipment, money and systems, 'the enablers' to help you get those results.



Look at the list of enablers and results that one small organisation drew up.

A.N. GROUP

results

We got there	Got coverage in the Daily Journey
We helped x people	Kept going during the shortage
Reported that the road needed mended	Nobody fell out
Traded up to a car	We found a new and more interesting route
Johnny got his licence	

enablers

Road map and sign posts	Bike, then car
Planning meeting	Road tax and insurance
Driver and delivery staff	Money
Driving licence	Fuel

Enablers

Under Enablers we look at two things

Direction

Direction describes where an organisation wants to go and how it plans to get there.

Are you clear where are you going? Who is steering you in that direction? Does everyone know the route? How are you going to travel and who with?

Processes – everyday activities

Processes, or everyday activities, describe the means by which the direction is put into action. These are the plans and systems through which the organisation operates.

How well do you plan, manage, pay for and deliver your activities? Do you have ways of checking on and improving what you do?

Results

Under Results we look at two things

Stakeholder Satisfaction - keeping everyone happy

Stakeholder Satisfaction describes the needs and views of people who have an interest in or who are affected by the organisation. They are the VIPS:

- V – Volunteers
- I – Influencers
- P – Paid staff, partners and people we help
- S – Supporters/funders

Who are the stakeholders of your organisation? Why is it important to keep them happy? How do you know if they are happy or what makes them happy?

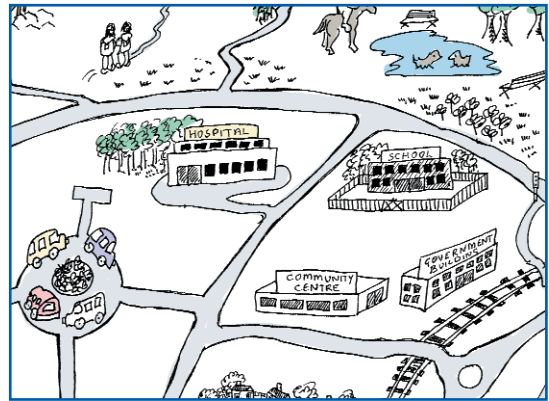
Positive Impact - achieving success

Positive impact describes the success an organisation has beyond just pleasing the VIPS.

What difference is your organisation making? How do you prove this? Are you improving as an organisation? Do you have a good public image?

The close up

Going into more detail, each of the four sections is divided into 6 strands, making 24 in total.



enablers

What helps?

DIRECTION (WHERE WE ARE GOING)

Governance – Who leads you and how they do it

Purpose – Why you exist and who you exist for, what is your mission

Strategy and Policy – How you meet your aims and the rules that reflect your values

Staffing – Co-ordinating your people, who does what

Culture – The unwritten rules about how things are done

Legislation and Regulation – The laws and obligations that you must keep to

results

What do we achieve?

STAKEHOLDER SATISFACTION (KEEPING EVERYONE HAPPY)

People we help – Knowing service users' or beneficiaries' views and opinions

Paid staff – Checking staff feel valued and motivated

Volunteers – Satisfying volunteers' needs and valuing their participation

Funders – Retaining supporters and building relationships

Partner organisations – Building and sustaining positive partnerships

Influencers – Engaging with others who affect your work directly or indirectly

PROCESSES (EVERYDAY ACTIVITIES)

Planning – Organising who does what, when and where

Managing People – Making the most of your staff's skills and abilities

Managing Money – Looking after your money on a day to day basis

Managing Other Resources – Making the best of your property, equipment, information and other resources

Managing Activities – Efficiently organising your services or campaigning work

Monitoring and Review – Getting feedback on what you do and checking your progress

POSITIVE IMPACT (ACHIEVING SUCCESS)

Strategic Outcomes – The signs that you are making progress to achieving your mission

Financial Health – Showing you are financially secure and viable in the long term

Evidence of Standards – Proving you meet acceptable levels of performance

Development – Learning and improving as an organisation

Public Profile – The way you look to others and your influence on that

Impact on Society – The differences you make to your community, the environment and wider civil society

Getting into The Big Picture

You don't need to start at page one of The Big Picture and work your way through it. You can dip in and out using it in a way that suits you. Here are three simple exercises that can help you find your way from the long shot to the close up. There are others and you may even come up with better ideas of your own, if you do please let us know.

The Scoring Grid

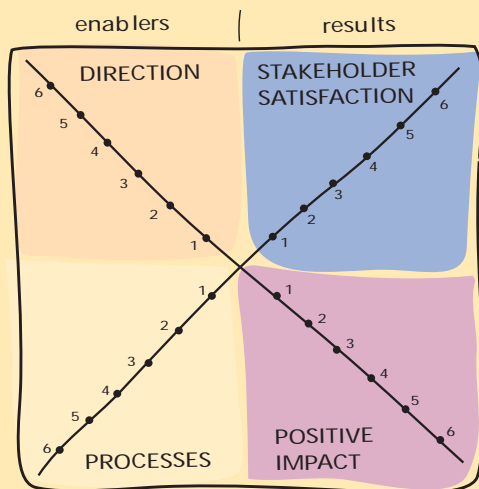
Score each of the four sections, Stakeholder Satisfaction, Direction, Processes and Positive Impact, using the following rough measures:

1 = Disaster 2 = Not OK
3 = OK 4 = Good
5 = Very good 6 = Excellent

This is just a quick gut reaction and isn't meant to be objective. Scoring should only take a couple of minutes.

Once you have put on your scores you can join the dots to form a four sided shape.

You can stimulate a discussion by comparing your scores with others. Explore the reasons for variations.

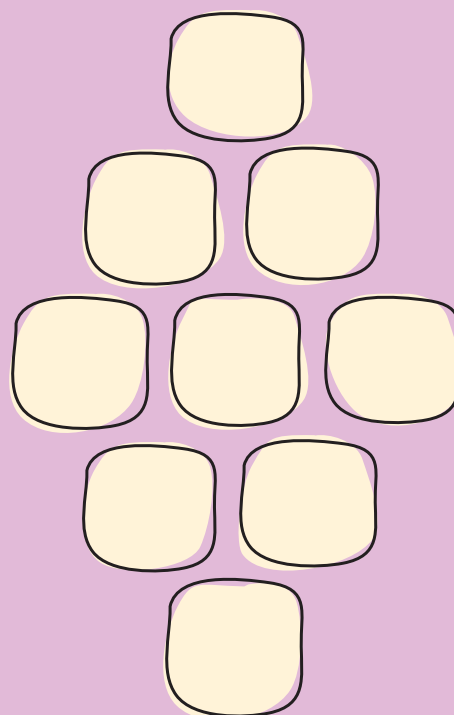


Diamond ranking

First, decide the top nine strands that people think are important. Then, working as a group, you can discuss their relative importance.

Use the diamond shape to arrange the strands. Place the most important in the top box, and the least at the bottom.

Discussing the ranking helps you reach a consensus about what is important and understand each other's priorities.



Prioritise the strands

Look at each of the strands, mark each either, T (top priority), M (medium priority) or L (low priority). You can comment on your choices and compare your priorities with other people's.

Calculate the number of people marking each strand as top or medium.

Alternatively, you can score each strand, use the same 1-6 scale as in the scoring grid.

Calculate the scores and discuss variations.

If there is no clear consensus on the most important area you can vote or use diamond ranking to pick a strand to work on.

Strand	Priority	Strand	Priority
DIRECTION		STAKEHOLDER SATISFACTION	
Governance	—	People we help	—
Purpose	—	Paid staff	—
Strategy & Policy	—	Volunteers	—
Staffing	—	Funders	—
Culture	—	Partner organisations	—
Legislation & Regulation	—	Influencers	—
PROCESS		POSITIVE IMPACT	
Planning	—	Service outcomes	—
Managing People	—	Financial Health	—
Managing Money	—	Evidence of standards	—
Managing Other Resources	—	Development	—
Managing Activities	—	Public Profile	—
Monitoring & Review	—	Impact on Society	—

Once you have picked a strand to focus on you can look it up in The Big Picture. You can work together to answer the Tough Questions and come up with practical ideas for improvement. You can also find more information and resources in the Help Boxes on www.thebigpic.org.uk.

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