



[www.publicvoice.london](http://www.publicvoice.london)

# Strategic Planning 2021

## Terms of Reference

## **Introduction**

Public Voice is a Community Interest Company (CIC) established in 2014, with a mission to improve neighbourhoods, the lives of the people who live in them and the public services they use.

Our vision is that: Service providers are continually responsive to user feedback; people are enabled and empowered to influence decisions relating to policy making and service delivery; Commissioners of services ensure that contracts require providers to be both proactive in engaging with service users and responsive to feedback.

We seek to achieve this through community engagement, individual user engagement and community intervention, collecting the combined voices of citizens, gathering evidence, and ultimately taking action to bring about positive change, now and in the future. We listen to the voices of all service users in order to build powerful evidence. We take, or support others to take, action to deliver positive change in service delivery.

## **Rationale**

The Board of Public Voice has taken the decision to undertake a strategic planning exercise at this time on the basis that:

- 1) It is seven years since the company's inception and there has been no significant strategic reflection in that time;
- 2) The founder CEO is moving on;
- 3) COVID-19 has brought significant changes in our operating environment;
- 4) There is greater recognition of the essential place of the voices of people with lived experiences in shaping services; and
- 5) There are upcoming public sector reforms and changes to services coming out of the pandemic.

## **Purpose**

**To develop a new strategic plan for Public Voice**

## **Objectives**

- 1) To reflect on the internal context of Public Voice, including but not limited to its strengths and weaknesses, track record and distinctiveness;
- 2) To explore and analyse the external context and specifically the changes which have taken place in response to COVID-19 and upcoming changes in the health and social care sector;
- 3) To explore the resources currently and potentially available to Public Voice;
- 4) To reflect on and refresh the organisation's vision and mission;
- 5) To develop a set of organisational values;
- 6) To develop a set of strategic objectives for the next 3-5 years.

## Methodology

Background reading.

A mix of virtual and in-person engagements (surveys, focus group discussions, team workshops and key informant interviews) with multiple stakeholders, including but not necessarily limited to:

- Board members;
- Staff members;
- Volunteers, clients, patients or members who have engaged with Public Voice in the recent past, most especially Reference Group and PPG (Patient Participation Group) members;
- Other local residents, so far as this is practicable;
- Commissioners (with whom we currently have contractual commitments);
- Community partners, including but not limited to our consortium partners;
- Other current and potential donors/funders;
- Other institutions, such as Middlesex University.

We want to answer the questions WHY, HOW and WHAT? (see [Simon Sinek 'The Golden Circle'](#))

**WHY** do we exist? What change do we want to see? Why should anyone care?

**HOW** does Public Voice achieve the change we want to see? What's our Theory of Change? What's our distinct model or approach?

**WHAT** are the activities Public Voice delivers and/or the issues we support?

## Requirements of External Facilitator

### Essential:

- Excellent knowledge and understanding of organisational development and experience of delivering strategic planning processes;
- Excellent facilitation skills across multiple stakeholder groups;
- Skills in analysis of both quantitative and qualitative data;
- Strong verbal and written skills.

### Desirable:

- A good understanding of Haringey Borough;
- An understanding of the health and social care sector and of upcoming reforms;
- An individual who is reflective of the communities with whom we work.

## Expected Outputs

1. Refreshed vision
2. Refreshed mission
3. Organisational values
4. Strategic objectives

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## Expression of Interest

**It is anticipated that this process will require circa 12 days of facilitation**, including both a staff and Board away day. The CEO will undertake the final write-up. The Public Voice administration function will support logistical planning.

Expressions of Interest are invited from individuals who can demonstrate the essential and ideally also the desirable criteria set out above.

We are hoping for an immediate start date, or as soon as practicably possible.

We have a limited budget of £4,000 for this exercise.

Please limit your Expression of Interest to two A4 sides, setting out how you meet the criteria and interpret the brief. Attach your CV and ideally a link to your LinkedIn profile.

Applications should be submitted via email to [info@publicvoice.london](mailto:info@publicvoice.london) by 9.00am on Friday 5th November.

**Jane East**  
CEO

**Sharon Grant**  
Chair