



## VSO's Transform Agenda

To implement our new strategy *People First*, we created three formal strategic change programmes:

- Impact and Scale – focusing on optimising our programme planning and assessment, so that, in collaboration with partners, we work in the right places in the most effective way, maximising impact
- Quality and Performance – focusing on optimising our internal structures and systems so that we are agile and cost effective, and on developing the framework we will use to measure performance and be accountable to stakeholders
- Global Income Growth – focusing on equipping ourselves to maximise income growth.

### Key achievements

#### Impact and Scale

Our work during the year included the launch of a major programme-planning exercise to understand systematically where we should focus our programming activities over the next three years. We also carried out a survey of our partners' views (the results are still to come), and launched our Theory of Change, which explains how we make a distinct difference to poor communities and ensure our contribution is a lasting one.

#### Quality and Performance

We completed a major review of our technology capability and needs (led on a pro bono basis by Deloitte) and have now started to implement the recommendations. We also launched business process reviews on the 'volunteer journey' (from recruitment through to post-return engagement), programme management and support services. These reviews are due to make recommendations later this year and implementation will take place in 2012/13.

#### Global Income Growth

We redesigned our grant management systems (for roll-out in 2011/12) and began investing additional resources in new funding opportunities, prioritised and evaluated from the perspective of global income growth.

## **Corporate Business Plan**

We brought together the work from the three strategic change programmes and our ongoing agenda into a three-year Corporate Business Plan. By engaging staff from across the organisation, the Corporate Business Plan is shaped around ensuring joined-up and long-term planning throughout VSO. This process has enabled staff to engage in the direction in which VSO is heading and have clear sight of how they contribute to building a better organisation, as individuals and with their teams.

The plan sets out how *People First* will be realised over the next three years, and the specific results that VSO will achieve both in terms of development outcomes and operational performance.

## **Ongoing monitoring**

We have increased planning transparency by establishing an open business review process, which will map progress against the Corporate Business Plan on a quarterly basis. This review will be based largely on the Key Performance Indicators for the operational objectives, which will provide a proxy measure of our progress in implementing *People First*. This regular assessment of our performance will allow agility in response to emerging opportunities and concerns, and support a high-performing culture with continuous improvement at its centre. Progress towards objectives will be made highly visible across VSO.