

The Sneak Preview

an introduction to The Big Picture -
a framework for quality improvement
in all voluntary organisations



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SCOTTISH EXECUTIVE

What is The Big Picture?

The Big Picture is an organisational development framework. It has been designed to help you think about every aspect of your organisation and its work and take action to improve it. The framework is explained in detail on pages 4 and 5.

Who is it for?

The Big Picture is designed to be used by any type of voluntary organisation:

- large or small
- new or well established
- service or campaign based
- local or national
- paid or volunteer staffed

How do you use The Big Picture?

The Big Picture can be used in a number of ways:

- as a framework to assess your organisation
- to identify gaps for development
- to motivate people within your organisation and involve stakeholders
- to focus scant resources on areas of work that will have the biggest impact in the shortest time
- to improve how you develop strategic or business plans
- as a format for writing reports and funding applications
- to check your progress against your plans
- to address areas of tension or conflict
- to induct staff to quality improvement issues
- to conduct a training needs analysis

See the website www.thebigpic.org.uk for more details.

How long does it take to use it?

There is no hard and fast rule. The Big Picture is designed to be flexible. You can use it to focus on one or two difficult issues at a staff or committee meeting or assess your organisation overall over a period of time. You can dip into it for insights and ideas or use it to help you plan where you are going as an organisation.

For examples of how you can use The Big Picture see page 6.

Does it make a difference?

How much of a difference is up to you. The Big Picture asks you the tough questions, gives you practical ideas to adapt or build on and sources of further help. The answers you find and actions taken are yours. The Big Picture helps you approach issues in a systematic, comprehensive and holistic way but you find the path that suits your organisation best.

But don't just take our word for it, read the testimonials on the back of this booklet to find out what our users say about The Big Picture.

What does it cost?

It depends on how you use it. You will want to budget for the cost of The Big Picture but other costs depend on what you decide to do. If you have a group meeting you may need to consider:

- travel expenses, catering and room hire
- engaging an external facilitator (some trained Peer Supporters are free, see page 7)
- purchasing resources to help you get started (see page 7)

Don't forget the hidden costs, for example, staff and volunteer time.

For further information on purchasing The Big Picture see page 7.

How does The Big Picture compare to other quality schemes?

There are a number of quality schemes you can use to help you improve what you do. Here we compare The Big Picture to those most frequently mentioned in the voluntary sector, ie the EFQM Excellence Model , Investors in People, PQASSO and Charter Mark. There is more detailed information in The Big Picture on these and other schemes. Alternatively visit The Big Picture website, www.thebigpic.org.uk, and look at the Help Box on Evidence of Standards.

	THE BIG PICTURE	EFQM EXCELLENCE MODEL	INVESTORS IN PEOPLE	PQASSO	CHARTER MARK
What is it?	Organisational development framework	Organisational development framework	A standard	A standard	A standard
Is it designed for the voluntary sector?	Yes	No	No	Yes	No
What does it cover?	Whole organisation	Whole organisation	The processes supporting people	Whole organisation	Focuses on customer service
What does it do?	Helps identify improvements and actions needed	Helps identify improvements and actions needed	Provides a framework for people development	Helps you plan and organise efficiently	Concentrates on the service the customer actually receives

Quick Quiz — Do you need The Big Picture?

Try this quick quiz to see if you could benefit from using The Big Picture.

Ask yourself each of the following questions, answering either yes or no, if you are not sure answer no.

Do you know what all the people who are interested in your organisation think about you and what you do?

(ie your service users or beneficiaries, funders, paid and unpaid staff, councillors/MSPs, local/ central government officials, other organisations, local press, neighbours)

Does everyone know what you are trying to achieve and how you plan to get there?

(ie everyone includes the people above, but also means your management committee need to understand what they are expected to do)

Do you make the best use of your time and resources?

(eg activities are planned and co-ordinated, staff have enough to do but are not over stretched, you don't waste money or other resources, you monitor your work and are consistent)

Can you prove you are effective to whoever may ask for proof?

(eg statistics and testimonials from users and beneficiaries, standards that you meet, information on how you affect the community you live in and the environment, financial records to show you make good use of money, copies of press coverage)

Give yourself one point for a no and two points for a yes, count up the number of points you have and turn to page 4.

What does The Big Picture look like

In any organisation it is important to achieve **results**, whatever you do you are mainly judged by what you achieve. But results do not come about on their own. There are a host of factors that **enable** those results to be achieved.

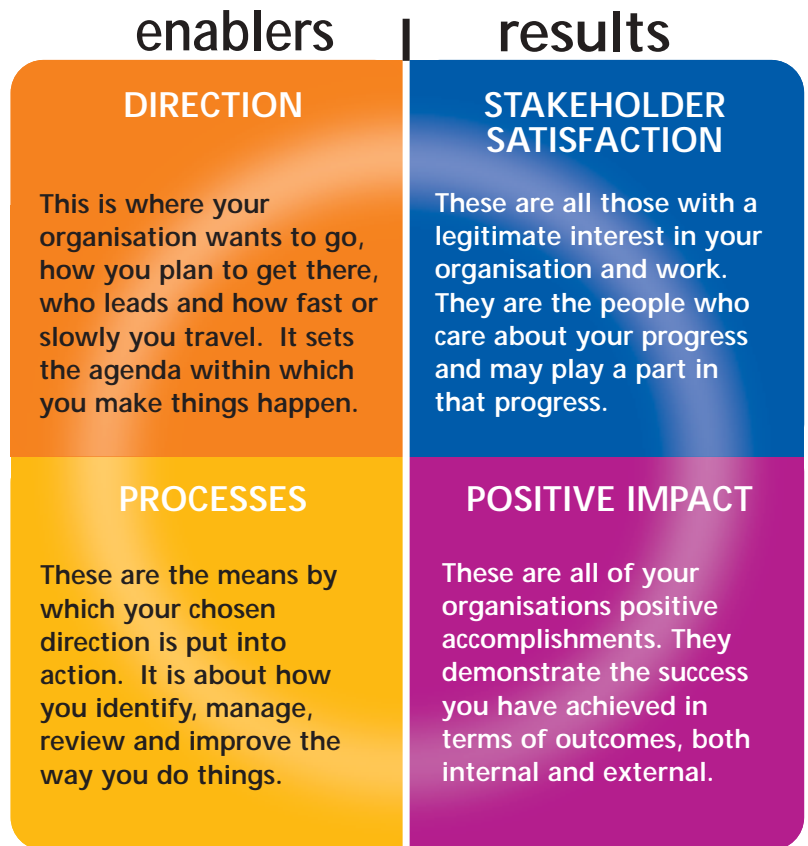
The Big Picture starts by saying that an organisation can be defined in relation to:

- the results it brings about and
- the enablers that help this to happen

These areas are very broad. To help you make better sense of the factors involved The Big Picture breaks each down into two further sections, or 'quadrants'.

Under **results** you are trying to achieve successful outcomes in what you do and with whom you do it. In other words make a positive impact and ensure the right level of stakeholder satisfaction.

Under **enablers** you need not only clear strategies and an effective board, but also planned and managed activities. In other words you need the right direction and useful processes.



Quick quiz what score did you get?

Score 8

Oh dear, you are in danger of overconfidence. While you may be convinced of your effectiveness are the other people around you so sure. Ask some people on your board and your staff group to do this quiz anonymously, the outcome may surprise you. Average the scores and read on.

Score 5 to 7

Congratulations. You are able to give yourselves credit for success but also recognise weaknesses. Whether you think there is a lot or a little to do The Big Picture could help you focus in on one or two specific areas and reflect on how that can make an impact elsewhere.

Score 4

Well done. You realise that as the world around you changes and you yourselves change it can be hard to keep up. You have a lot more going for you than you give yourselves credit for. The Big Picture could help you rediscover these strengths and build on them.

The Big Picture strands

Each quadrant can be further broken down. This helps you understand in a more practical and direct way what we mean by:

Stakeholder Satisfaction

Direction

Processes

Positive Impact

DIRECTION

Governance: is about how we organise decision making to ensure that the organisation is well managed.

Purpose: is the statement of our reason for existing and our vision for the future.

Strategy & Policy: strategy is how we decide to use existing and potential resources to achieve our stated purpose. Policy means the guidelines we set ourselves.

Staffing: is about deciding what kind of people we need and how they should be organised. It is about the way we recruit, recognise and reward our people.

Culture: is our 'unwritten rules' ie 'the way we do things around here'.

Legislation & Regulation: means knowing and fulfilling our obligations and liabilities.

STAKEHOLDER SATISFACTION

People We Help: is about how we recognise, value and act upon the views of the people we want to help.

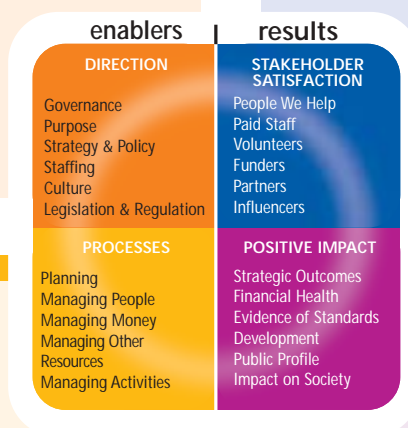
Paid Staff: is about ensuring that staff members feel valued and motivated.

Volunteers: is about ensuring that volunteers feel valued and motivated.

Funders: is about ensuring that we meet the needs and expectations of our sponsors.

Partners: is about ensuring that we satisfy the needs and expectations of other people or organisations that we work with.

Influencers: is about the way we satisfy any other people who can affect the work of our organisation.



PROCESSES

Planning: is the way we ensure everyone knows what has to be done, why, when and how.

Managing People: is about recruiting the right people and ensuring they have clear achievable goals. It is about keeping people involved and empowered.

Managing Money: is about the day-to-day control of our finances.

Managing Other Resources: involves getting the best out of our property, equipment, IT, knowledge and relationships with others.

Managing Activities: means ensuring that all our processes are brought together to achieve positive outcomes for the people we help.

Monitoring and review: involves checking and measuring our progress against our objectives.

POSITIVE IMPACT

Strategic Outcomes: are the signs that our organisation is making a difference.

Financial Health: is our overall well-being in relation to income, expenditure, assets and cash flow.

Evidence of standards: involves setting standards and showing that we are meeting them.

Development: can be about doing more or about doing what we already do better.

Public Profile: is an outward sign of all that we are and all that we do.

Impact on Society: is about how we behave in the context of the environment and our local community.

Using The Big Picture framework

Within The Big Picture each strand is explained on two pages. Here we describe what these pages look like. This will help you understand what you can expect if you are working on a particular strand within The Big Picture framework.

Strand name
This is the strand name and a short statement summarising it.

Diagram
This shows you where you are in The Big Picture.

Main text
Here we identify the key issues for you to consider when looking at this strand.

Tough Questions
These are important questions to think about when focusing on this strand and how it relates to your organisation.

Score the Strand
You can use this if you want to rate how well your organisation is doing either in relation to this strand or overall.

Practical ideas for quality improvement

These are ideas for things you can do to improve in this strand. They are not meant to be prescriptive. In the voluntary sector, one size does not fit all. We hope they will help you develop your own ideas for improvement. You pick and choose which are the most helpful suggestions for your organisation.

The Big Picture

Practical ideas for quality improvement

- Collect important information using the following tools:
 - gap analysis (what current needs are unmet)
 - survey or meet with other stakeholders to find out what they think of you and what they want (see stakeholder strands)
 - value for money or cost benefit analysis (compare the costs of different activities with the cost and amount of subsidy required)
 - competitor analysis (compare yourself with others. What is different and similar about your activities and costs? What is the relationship like between you?)
 - PEST analysis (external political, economic, social and technological factors affecting your work)
 - SWOT analysis (internal strengths and weaknesses and external opportunities and threats)
- Try not to have too many objectives at strategic level. At organisational level it is probably enough to set 3 - 6 priority areas with a limited number of main objectives for each priority.
- Check if your objectives are SMART, i.e. specific, measurable, achievable, realistic and timebased.
- Develop a balanced score card to communicate key objectives. Ask projects and departments to develop their own scorecard linked clearly to organisational strategic objectives.
- Develop a cycle for the management committee or board to review each policy in turn.
- Set up systems for monitoring use of policies.
- See the Help Boxes on www.thebigpic.org.uk for more information about these and other techniques and ideas.
- Check Planning, Monitoring and Review strands.

Case Study

Organisation: Drake Music Project Scotland - national, small to medium organisation.

Mission: "To offer excellent musical and technological resources to create opportunities for disabled people to access creative music-making and education."

How used: We set up an event for a wide variety of stakeholders including our users and their carers and used the tough questions to form an action plan.

Outcome: We set up a policy and strategy development group to revise our existing artistic policy and business plan in order to give greater emphasis to the music technology experience. We then submitted an application to the Scottish Arts Councils Advancement Programme to support our ideas for development. A balanced scorecard approach was used to ensure we achieved our strategy.

Moving back to The Big Picture

Remember, when you make changes in one part of your organisation, this will have an effect on other parts.

For example, changes to your strategy may affect how, when and for whom you deliver your services. In turn this may affect stakeholder satisfaction.

Think about the changes you have made or intend to make. How will these affect other areas?

Moving to The Big Picture
Making a change in one small area can affect your organisation as a whole. Here we help you to reflect on how changes in this strand can have implications for other strands.

What help and support you can get to use The Big Picture

We have developed a range of resources to support you in making the most of the framework. Because we value flexibility and recognise different organisations have different needs, these resources range from self-help packs to trained individuals, called peer supporters, who can help you. Here we explain the resources available, some are free but for others there may be a charge. There may be different rates for public and non-voluntary organisations.



How can you order resources?

To purchase a copy of The Big Picture or any of the support materials you can:

- order online at www.thebigpic.org.uk
- phone the Publications Department at SCVO, on 0131 556 3882
- write to us at SCVO, Mansfield Traquair Centre, 15 Mansfield Place, Edinburgh, EH3 6BB

Introducing The Big Picture. This is a free brochure outlining The Big Picture. Designed for use in group settings, it unfolds into a colourful poster that can be used to stimulate discussions.

The Big Picture Newsletter. This free quarterly pamphlet is sent (by post or e-mail) to all purchasers of The Big Picture. It tells you about recent developments and initiatives.

Website, www.thebigpic.org.uk. This is our website, it gives more information about The Big Picture. It has case studies, information on sources of help and copies of the Newsletters. The Help Boxes give information on back up materials, eg useful websites, leaflets and books.

Getting Started with The Big Picture. This pack of useful materials gives you ideas on exercises and sample session plans to run group discussions around The Big Picture.

The Big Picture Toolkit. This box file contains exercises and techniques for stimulating discussion and focusing on specific areas, for example, there are card games, felt shapes, jigsaws and pictures. Its flexibility means it can be used in most settings and promotes participation.

On-line group facilitation. This facility is particularly useful for organisations who want to hold group sessions on The Big Picture but have difficulty scheduling extra meetings or have travel or access difficulties.

Peer Supporters. These are individuals specifically trained in facilitating sessions using The Big Picture. Based locally they have knowledge of the voluntary sector and can provide support and advice on running sessions. To find a peer supporter check the website. If you have any difficulty in finding one, or want to find out how to train to be a Peer Supporter please contact us direct.

What makes The Big Picture special?

The Big Picture is an organisational development framework that has been developed for and by the voluntary sector. Written in simple, accessible language it draws on good practice from all sections recognising the unique qualities of the voluntary sector.

Like the voluntary organisations it has been designed for, The Big Picture is based on a clear set of values and principles. These are:

ENABLING RESULTS

Processes lead to results. The Big Picture encourages you to satisfy your stakeholders and achieve a positive impact in your work.

CONTINUOUS IMPROVEMENT

No matter where you are, you can still get better. The act of questioning and learning through use of The Big Picture will lead to a process of continuous improvement.

NON-PRESCRIPTIVE

Changes should relate to the needs of your organisation not an external set of rules laid down by others. The Big Picture allows you to take a guided tour of self discovery.

QUESTIONS, NOT ANSWERS

The Big Picture is non-judgemental in its approach. You are helped to identify the right questions, but it is up to you to determine the answers.

THE VALUE OF PRACTICAL TOOLS

The Big Picture is intended to be useful (it meets a recognised need), usable (its format and style will encourage people to take it off the shelf), and acceptable (it will be seen as appropriate for our sector).

FLEXIBLE

The Big Picture is designed to be used in a variety of different ways, by many different types of organisation, at all levels in the organisation.



North Ayrshire Women's Aid

What do users of The Big Picture say about it?

Have found it very good, people have found it user friendly, easy to pick up and not too 'jargonny'. We used the results of our Big Picture day to shape an application to Lloyds TSB Capacity Building – this has led to 10 days of consultancy on strategic planning, marketing, fundraising and governance.

Mike Nicholson, Befriending Network Scotland

I think one of the main benefits of The Big Picture is its flexibility. The framework can be adapted and used with a variety of people from Youth Groups through to Board Members. Another benefit is that organisations can choose to utilise the framework and have the opportunity to enlist the help of a peer supporter to assist them in the process.

Katrina Gibbons, Hamilton District Council for Voluntary Services

We deal with crisis management – it's only by stepping back and looking at The Big Picture that we see that our main aim is to stop domestic violence.

North Ayrshire Women's Aid

I feel that its main value to us is as a facilitating tool supporting the development of consensus, involvement and focused intervention in concerns expressed by residents and staff.

Dunoon Care

As a result of the self evaluation work on The Big Picture we can now approach major funders with a clear and comprehensive 3 year plan to help us meet the needs of families with sick children in Scotland.

Lesley Clemson, Action for Sick Children Scotland

Contact SCVO for details:

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