

Strategy for Impact – ICAEW Big Trustee Breakfast 2026

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NPC: believing in the power of a growing impact economy

As a think tank and consultancy with purpose we work to grow and strengthen the impact economy. We do this through:

Convening and influencing

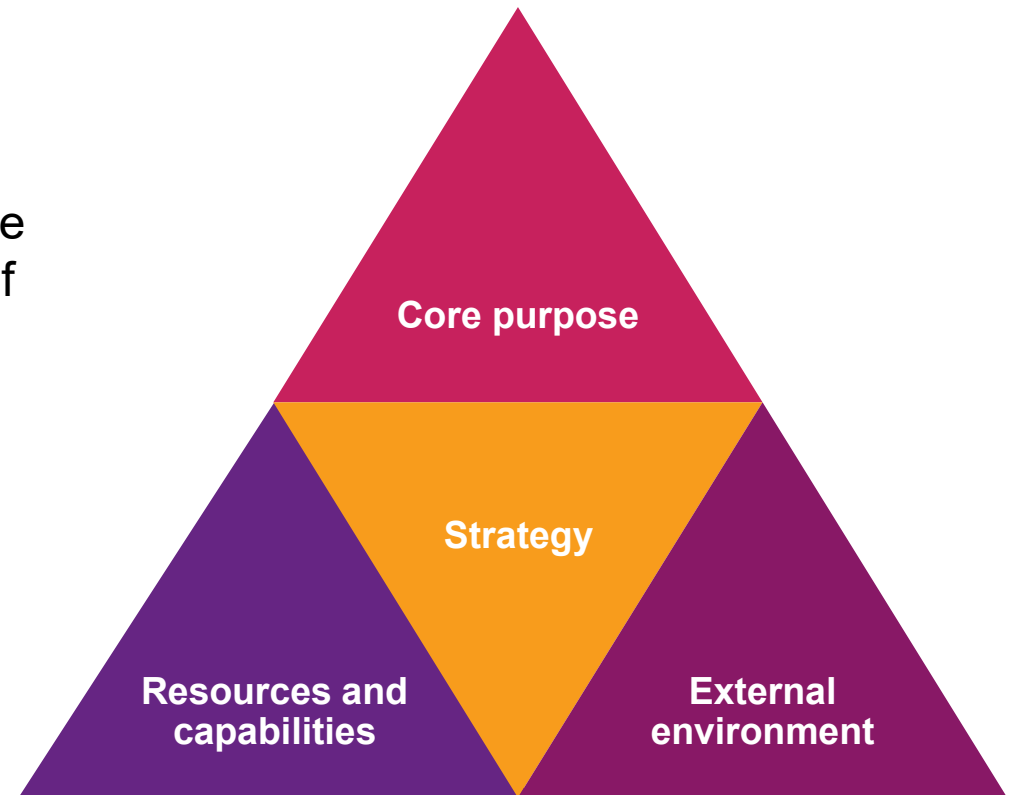
Bringing change through consultancy

Sharing our learning as we go

Collaborating on projects for change

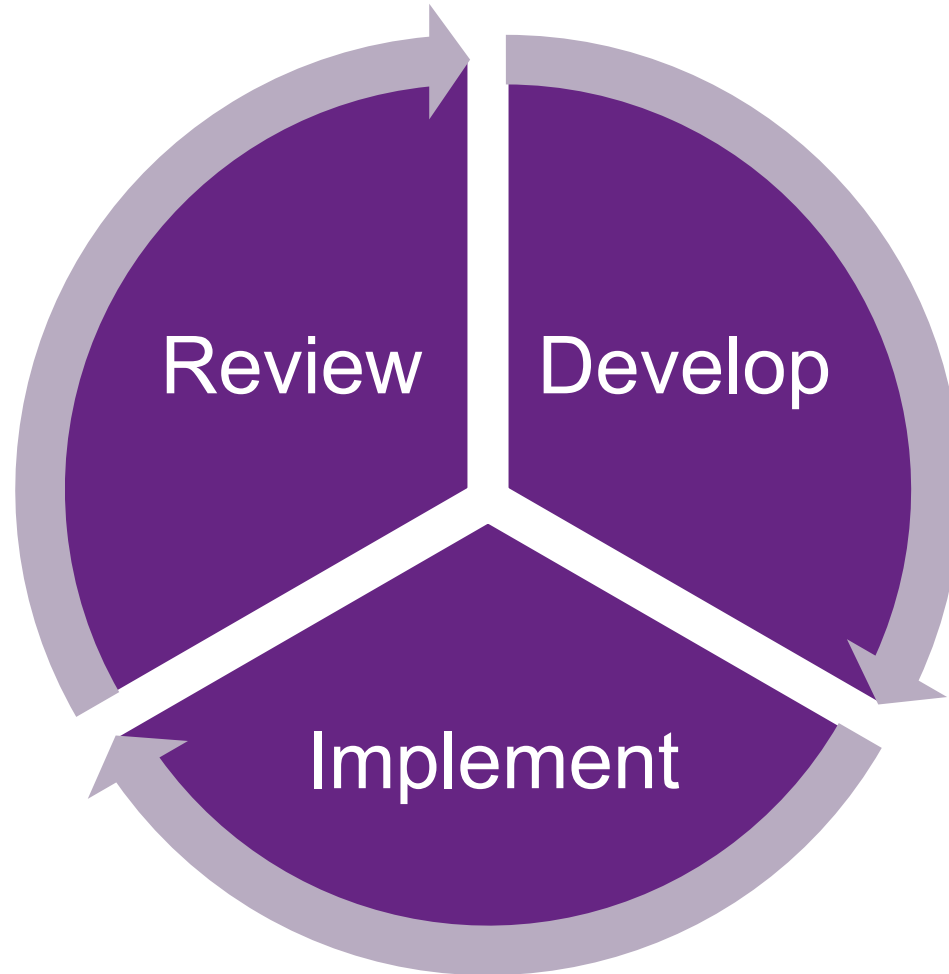
The strategy triangle

- Charities and social enterprises aim to create positive social impact. Lacking strategy can lead to poor understanding of needs, weak or misaligned services, failure to adapt, and a loss of shared purpose.
- Strategy helps you understand and meet the needs with the resources available to you. It sits in the middle as the set of choices that emerges once you've tested and aligned:
 - Your core purpose
 - Your resources and capabilities, and
 - External environment
- Developing and following a strategy creates **clarity of purpose, supports effective decision-making, strengthens implementation**, and ultimately increases impact.



**Strategy is not one-off; it is a continuous process:
Results should be reviewed, and improvements should be made to maximise impact**

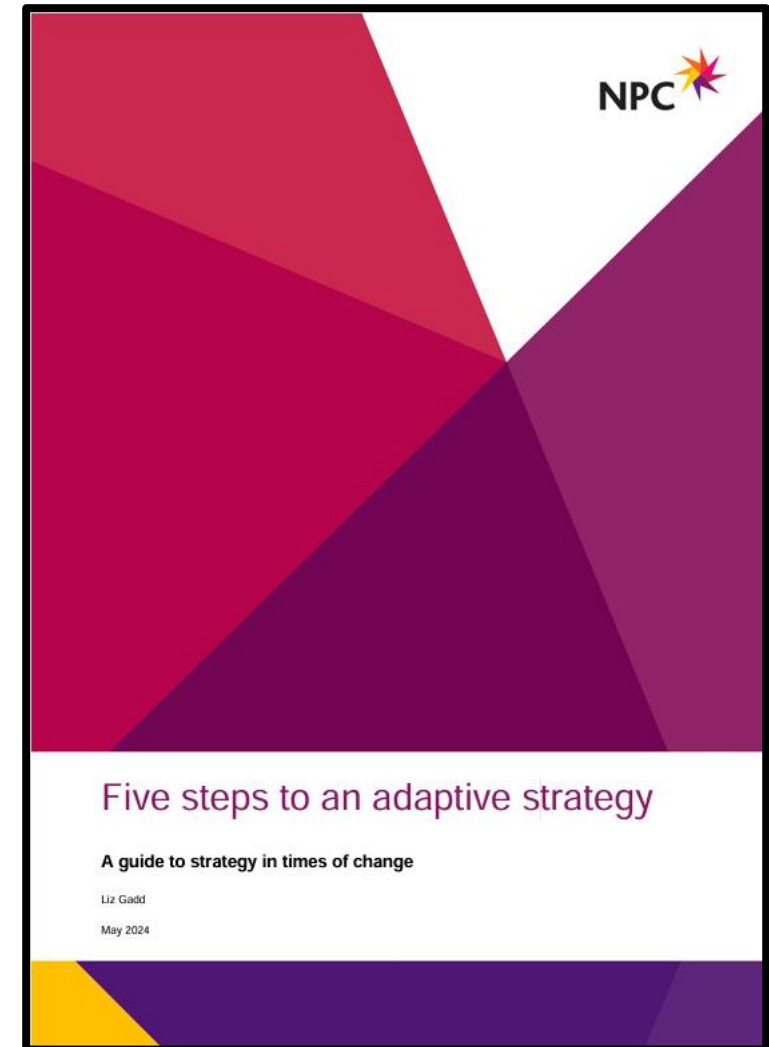
- Review your existing strategy and impact data
- Identify your red lines
- Identify key stakeholders, including users
- Assess leadership
- Commit time and resources



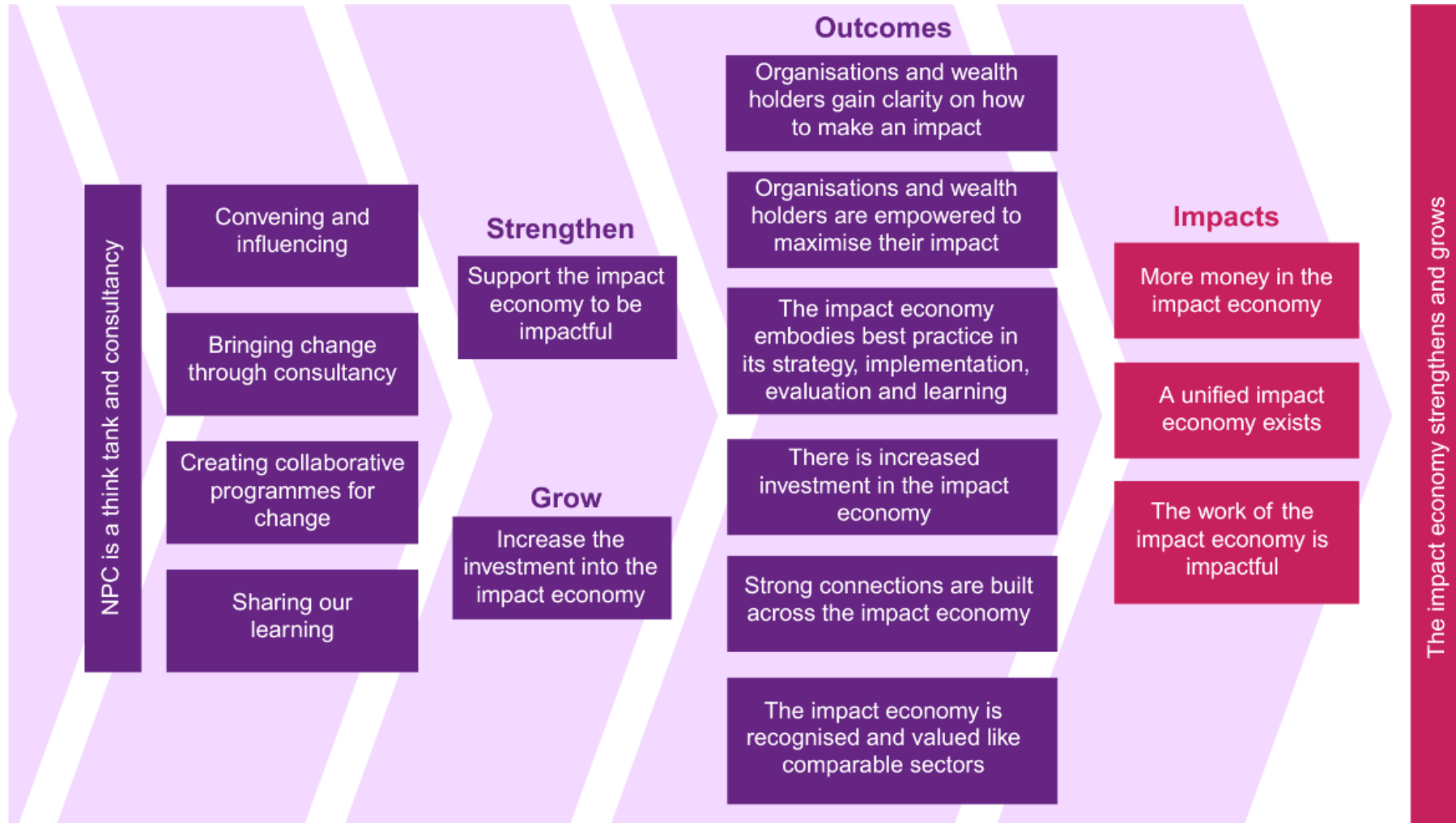
- Understand your core purpose
- Be clear about the impact you want to achieve and how you are going to measure it
- Understand the resources and capabilities available to you
- Review how you are positioned vis-à-vis the external environment

If strategy is continuous, our approach must be adaptive: we see more charities adopting adaptive strategy

- We've seen charities adopt a more adaptive model of strategy, moving from fixed-term strategies with detailed objectives. Adaptive strategies allow ongoing decision making in pursuit of their goals as an organisation. This approach is:
 - Regularly informed by **up-to-date information** (so decisions track reality, not last year's assumptions)
 - Built **around a core strategic framework** (your "north star"—vision, mission, values, goals, enablers)
 - Implemented **iteratively** (plans are refreshed as you learn, rather than locked for years)
- Adaptive strategy can reduce the need for large strategy review processes at the end of a strategy period.
- Adaptive strategy aims to embed systems, processes and ways of working that keep your strategy closely aligned with changing needs as the world evolves on an ongoing basis.

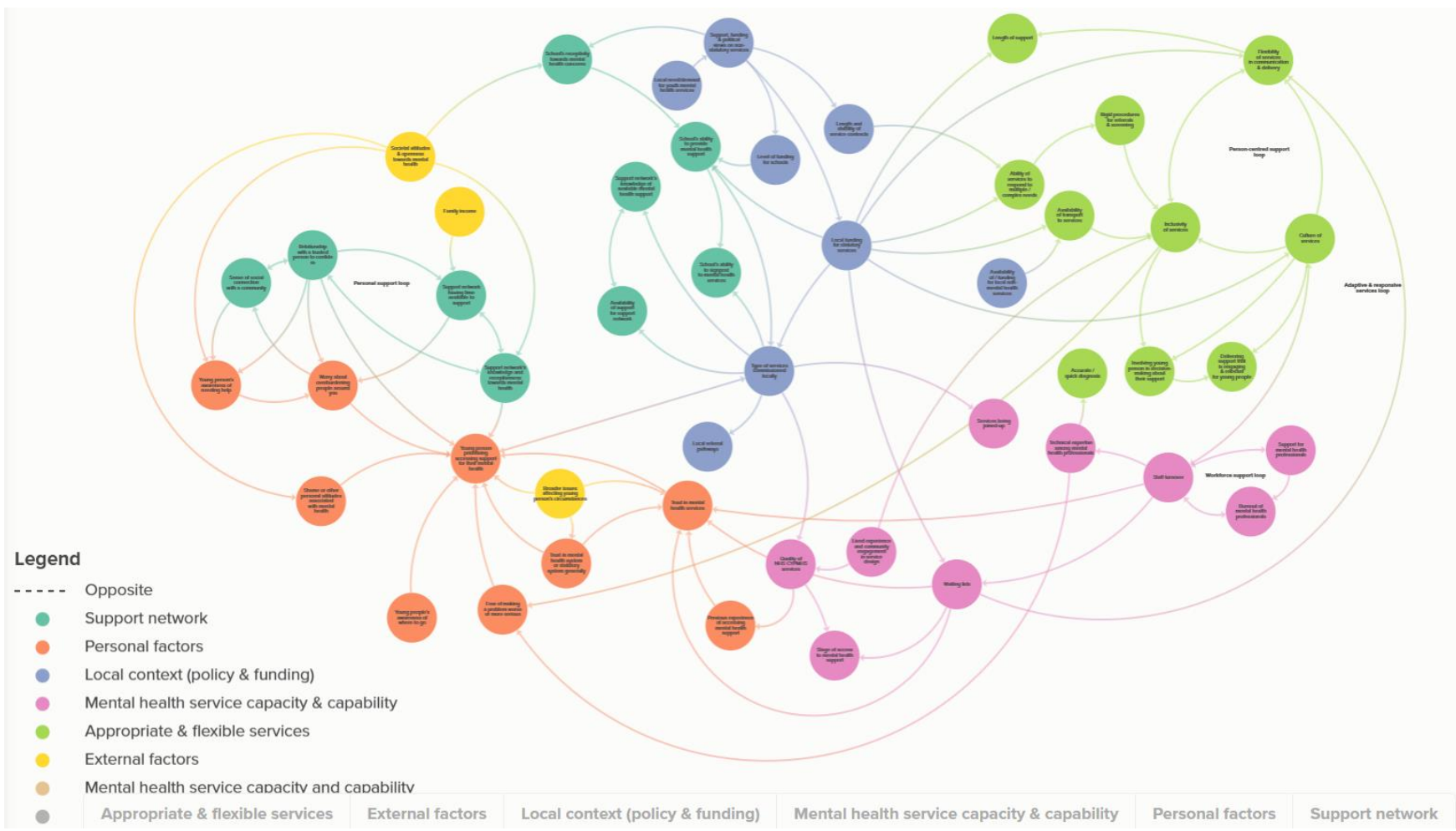
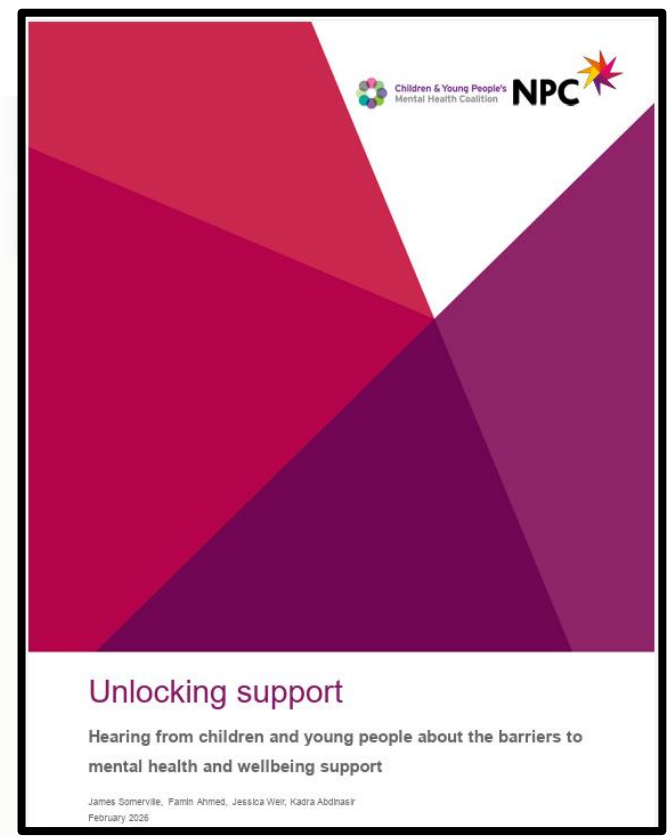


Tools that will help you with strategic clarity and communication of it



Theory of change

Tools that will help you with strategic clarity and communication of it

Unlocking support
Hearing from children and young people about the barriers to mental health and wellbeing support

James Somerville, Fatin Ahmed, Jessica Weir, Kadra Abdnasir
February 2025

Systems mapping



Strategic Choices for Impact

10 March 2026

About Tender

- Using arts and drama to teach young people about healthy relationship since 2003, with the aim of preventing domestic abuse and sexual violence
- Steady growth from 2 part time staff and 5-figure income, to team of 24 and income of £1.8m
- Organic, funder-driven growth



Reasons for a strategy review

- “Why are we spending time on a strategy review instead of just getting on with the job?”
- “Our finances are strong, so what we’re already doing must be working – why change?”
- “This new strategy is just going to sit on a shelf and no-one will look at again”
- Stop mission drift risk and decision-making challenges
- Reduce reactive financial decisions and unsustainable projects
- Address culture to empower staff and strengthen outcomes

Review process

- Involving the right people
 - Beneficiaries
 - Staff
 - Trustees & Youth Board
 - Funders
- SWOTs, PESTLES, scorecards and more – making sense of consultant-speak
- Reaching for the skies (we'll come back to reality later): the power of a clear and ambitious vision

The new strategy

- Celebrating and learning from our history
- A reaffirmed vision and mission
- Prioritising impact: what's the change we want to make, at an individual and societal level?
- Clarifying our beneficiaries and programmes
- Stop / start / continue decision-making

Vision

To live in a society with no domestic abuse or sexual violence

Mission

Using arts-based methods to equip children, young people, and adults with the skills and tools necessary to create and promote healthy relationships and systemic change

Organising our work

- Creating internal structure by organising our work and connecting seemingly disparate activities
- Clear, strategy-aligned operational plans underpinning the workstreams
- Aligning reporting to strategy and workstreams

Delivering

Continue growing what we know works, from 20 years of experience

Evidencing

Identifying a need for more robust, consistent and evaluation and an opportunity to add to sector-wide knowledge of what works

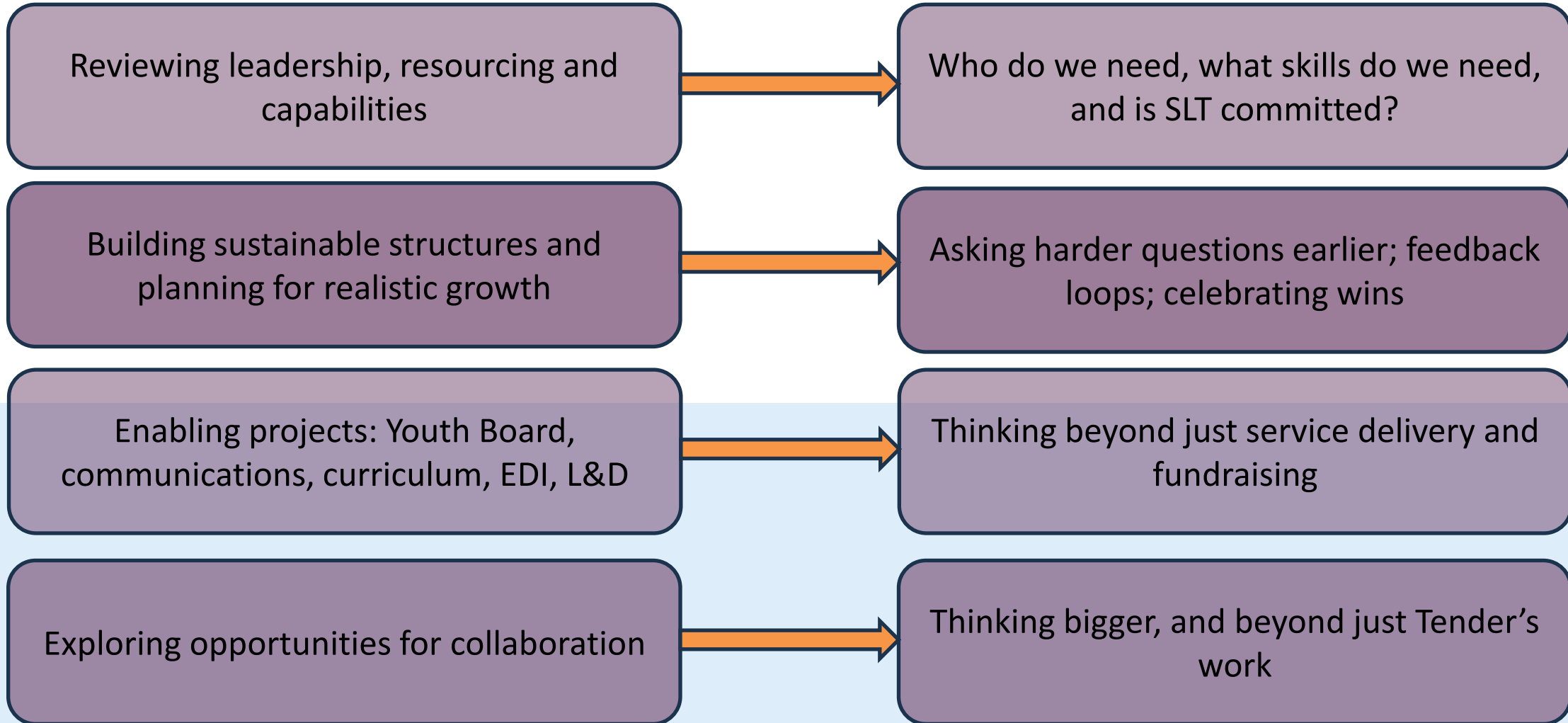
Innovating

Develop new services and reach new beneficiary groups – building on our core knowledge to make greater impact

Influencing

Evidence from all other workstreams now informs a more structured, focused programme of policy & influencing work

Aligning resources



Aligning finance & fundraising

- Clarity and confidence in costings and budgets
 - Full cost recovery pricing model
 - Robust multi-year budgeting
- Mission-aligned fundraising strategy
 - Aligning income mix with strategic goals
- Strategic partnership building
 - Clear future plans enabling multi-year funding from strategy-aligned funders
- Collaborative fundraising processes
 - Delivery and fundraising teams able to work together more effectively

The next strategy cycle

- Reflecting on three years of implementation and planning for 2026 – 2030
- Being consistent, but not being stale
 - Continuing with business as usual, but with a keener eye for opportunities we would not have considered before
- What's different this time?
 - Starting with impact
 - Moving away from a scarcity mindset
 - A positive process: a shared vision, a better understanding the change we make, and a more robust organisation