“Developing your grant-making strategy”
Presentation to Association of NHS Charities
Strategic Planning Myths

- Board & Executives only
- Rapidly changing world, so long plans fruitless
- Productivity is the goal
- Perfect plan
- We haven’t got time
- Takes too long
Why have a strategy/strategic plan?

*Road map*: to get you from A to B

*Guide*: when you are faced with choices

*Focus*: energy, resources and time

*Prioritisation*: financial

*Communication*: letting people know
Strategic Plan – typical contents

- Starting point
  - Mission and Values
  - Context/Research

- Theory of Change
  - Aims
  - Outcomes

- Priorities
  - Resources
  - Processes

- Learn
  - Monitoring
  - Evaluation

- Refresh replace
  - Review
Choices

1 Mode (reactive v proactive)

2 Risk (low v high)

3 Time horizons (short v long) NB duration of effort and time to impact

4 Cost (lower v higher)

5 Trustees/staff (generalist v expert)

6 "Tools" (grants v grants+)
Grant-making behaviours

Reactive

Gifts

Proactive

Agent of Change
It’s not just about the grant programmes!

STATE OF MIND
- Close relationships
- Two-way communication
- Partnerships

NON-FINANCIAL SUPPORT
- Building capacity within key organisations/fields
- Convening events
- Building coalitions
- Commissioning research

EVALUATION & LEARNING
**Key Steps**

- Team, timing, timetable
- Stakeholder Mapping
- Environmental Scan
- SWOT
- Consultation
- Staff, trustees, patients, funders, partners
- Trustee/stakeholder ownership
- Restrictions and special purpose funds
MEC case study

- MEH SP starting point (18 month intensive consultation with MEH staff, patients, FT members, their commissioners, UCL)
- Universe from which MEC would select and prioritise based on philanthropic potential (grantmaking and fundraising)
- Timescale 6 months
- 3 board meetings (plan/mid-point/sign off)
- Staff awayday and team meetings
- One to one with all trustees
- Board sub-group: Chair + one other trustee
Objective 2

Be the leading charity for research into eye health

Be the leading charity for research into eye health, supporting the pioneering work of Moorfields and UCL to make new discoveries and turn new knowledge into treatments to improve eye health and well being outcomes for patients of Moorfields and around the world

- Focus our work on the evolving research priorities agreed by Moorfields and UCL.
- Collaborate with other funders to maximise research funding for eye health.
- Encourage our supporters to participate in and advocate for research.

Financial support

- Fund research in the jointly agreed priority areas.
- Develop research career pathways, at key points where national/international funding is not always available.
- Attract and retain leading researchers in key areas that contribute to Moorfields’ global reputation and leadership.
- Fund practice improvement research to directly benefit patients.

Other activity

- Encourage participation in research and public engagement in research.
- Broker research funding partnerships.
- Create innovative grant programmes and processes which build on our close ties with Moorfields Eye Hospital and UCL to develop the capacity of staff to secure research funding from other sources, and provide advice and support on how to do so.
- Encourage supporters to help us with other research funding relationships.
- Encourage donors, supporters and the public to donate eyes for research or transplants.

Key measures

- Research funding awarded.
- Research funding leveraged by us or because of our support.
- Number and breadth of applications and success rates.
- Standard research output metrics.
- Long term impact and outcomes tracking.
Typology of grant programmes

Strategic decisions

- New issue with low awareness, intensive effort to achieve advocacy change, outcome uncertain. **Question Mark**

- Growing profile and influence but much time and resources required to achieve policy change. **Rising Star**

- Policy audience largely convinced, has momentum, limited demands on resources. **Steady States**

- Had its heyday, influence has dropped. **Brick wall**
Grant programme design

**Typology**

**PURPOSE**
- Investigate a problem
- Test/pilot
- Implement, adapt
- Spread practice

**EVIDENCE**
- Existing/new research; consultation
- Results? How were results achieved?
- Targets met? Changed
- Take Up? Process of spreading

**LEARNING**
- Problem is better understood
- How well the ideas worked
- Success or failure in context
- Demand for new practice

**ACTION**
- Develop ideas to test
- Abandon, adapt implement?
- Advocate or fund practice spread?
- Continue to spread practice?
Evaluation & Learning

- Objectives
- Intended outcomes
- How to evaluate

- Outcome, process
- Summative, formative

- Stop/change practice, policy or strategy
- Disseminate

- Critical review of evidence
- Implications
- Report

Plan

Do

Assess

 Decide

- How to evaluate

Plan Do Assess Decide

- Stop/change practice, policy or strategy
- Disseminate

- Critical review of evidence
- Implications
- Report

- Objectives
- Intended outcomes
- How to evaluate
Contact details

- **Email**
  robert.dufton@moorfields.nhs.uk

- **Website**
  moorfieldseyecharity.org.uk

- **Twitter**
  @eyecharity
  @rdufton
Thank you