



020 8888 0579

Our strategy

2025-2030



Executive summary

The current economic environment is a challenging one for non-profits. With funding falling and costs increasing, many organisations have had to draw on cash reserves to deal with the financial pressures of the last few years¹ (NCVO, 2025). And these financial impacts are felt in the lives of the communities with whom we work, with residents facing a sustained cost of living crisis and needing health and wellbeing support more than ever.

With global volatility likely to lead to further economic shocks over the coming years, non-profit organisations must now be exceptionally strategic in their work – providing services that are most needed, and that they are best placed to deliver, in order to attract funding and deliver impact.

Public Voice's strategy for 2025–30 is intended to increase our focus where it can make the greatest difference to communities, services, and inequalities.

Key aims in our strategy



Amplifying community voice will be central to our work:

Existing services and new opportunities must reflect our passion for community engagement, participation and co-production.

We will seek to impact policy and practice on a broader scale:

Taking our expertise beyond the London boroughs we currently work, and our client base in health and local authority commissioning.

We will form new alliances to expand our reach:

Recognising that we can add value to the work others already conduct in informing policy and practice, locally and nationally.

We will partner with and capacity build others to deliver community-based interventions:

Recognising that other community and non-profit organisations are well positioned to deliver a range of much needed services and support to residents; and that our strength is in helping design and scale these services for sustainability and growth.

All our work will contribute to both our impact ambitions and our sustainability:

Ensuring we are operating efficiently, and relentlessly focused on impact.

¹National Council for Voluntary Organisations (2025). [The Road Ahead: 2025](#)

Strategic objectives

The strategic objectives for Public Voice in 2025-30 are:

1. **Strengthening resident involvement** in our communities, to maintain or grow community research, co-production, and shared decision-making.
2. **Working with the public sector at a more strategic level**, to shape community engagement and plans and to embed co-production principles.
3. **Developing our research strength** through academic and other alliances, to influence policy and practice on a wider scale.
4. **Establishing a financially sustainable and scalable operating model.**
5. **Positioning Public Voice as a thought leader in community engagement, research, and public involvement.**

What we do

Community engagement

Carrying out culturally competent engagement and research to gather insights from diverse and seldom heard communities.

Participation and co-production

Facilitating inclusive forums, where people and providers / commissioners work together equitably on service improvements.



Community intervention

Designing and scaling community-based services by capacity building grassroots organisations and piloting new interventions.

Service design and delivery

Working with commissioners to design community-centred services for all, that improve outcomes and reduce inequalities.

We translate the insights and needs of people and communities into actions to improve services and reduce inequalities. Our approach combines:

- Expertise in research, engagement, and co-production.
- Real-world experience working with, and in, diverse local communities, and in particular with seldom heard groups.
- Deep understanding of policymaking, commissioning and service delivery, in both the public and non-profit sectors.

Our work comprises four categories:

1. Community engagement

We support commissioners and providers of public services, policy makers, and research project partners to reach, engage and involve residents, patients, the voluntary, community and social enterprise sector, and seldom heard communities, to understand unmet need and gather valuable insights.

We use this evidence to bring about positive change, involving citizens in the design and shaping of public services.

We have a proven track record of successfully translating the insights and needs of people into actions to improve public services, leading to reduced inequalities and improved outcomes for the community.

2. Community intervention

By understanding needs and concerns, and identifying gaps in service provision, we are able to design and scale community-based services by capacity building grassroots organisations and piloting new interventions to improve the public and community services people use.

We work with public sector and voluntary sector partners to design, pilot and scale up a range of community services and interventions, offering frontline support to diverse groups in targeted and innovative ways.

We bring:

- Focus on user needs to the design of new services.
- Experience of partnership working and capacity building to help voluntary sector organisations to scale up services in the community.
- Expertise in project monitoring and impact evaluation, to create meaningful frameworks to analyse the success of community interventions and services.

3. Participation and co-production

Public Voice's work is founded on a belief in and application of the principles of co-production. We create and facilitate participation so residents can work equitably with commissioners and service providers to co-design.

Our team's experience of designing, administering and facilitating participation can be used in a range of settings, from creating ongoing community forums, working/steering groups for specific projects or programmes, or one-off engagement exercises.

We can manage and facilitate a range of forums for residents and service users to meet, share experiences, and engage with providers/commissioners to improve services.

4. Service design and delivery

We work with communities and commissioners to co-design innovative services to reduce inequalities and improve outcomes for the community.

Through the services and contracts we deliver we reach and engage with communities, explore and understand unmet need, gather valuable insights, and capture stories of lived experience. Our work informs commissioners and service providers in order to bring about positive change and to shape services for the future.

Theory of Change

To guide decisions on opportunities to pursue, a 'Theory of Change' has been developed for Public Voice. New project opportunities should map clearly on to this model, as well as our strategic priorities and operational capabilities, to warrant pursuit.



Values: Courage, Collaboration, Integrity, Inclusion

Social impact

Public Voice's work must remain focused on its organisational mission and vision, and continue to operate in line with its values.

This is reflected in an updated "Theory of Change" on page 9.

Vision

Our vision is a fair society in which all voices are heard, individuals and communities flourish, and policies and services reflect the priorities of all people.

Mission

We translate the insights and needs of people into actions to improve public services, leading to reduced inequalities and improved outcomes for the community.

Values

Courage

We speak out and show leadership when something needs to change. We believe in the people and communities we work with, and in the possibility of change. We are not afraid to do things differently.

Collaboration

We are determined to work with others to achieve common goals. We are a trusted and accountable partner for all. We build on collective strengths, and we address weaknesses.

Integrity

We are honest, and we keep our commitments. We are reflective, constantly learning from the people, communities, and partners we work with. We always ground our work in our knowledge and expertise.

Inclusion

We value, promote, and celebrate diversity amongst our staff and board, and the people and communities we work with. We put people at the centre of our work, ensuring their priorities direct our decisions.

The following indicators will also be used to quantify Public Voice's social impact, reported transparently in our [annual impact report](#).

Number of:

- Residents supported
- Community groups supported
- Funded and in-kind support provided to grassroots organisations
- People who shared their views
- Improvements made to services/commissioning
- Partners with whom we've worked.

There are some risks of divergence from Public Voice's mission and values identified in the strategy. Similarly, opportunities for even greater alignment and/or impact were also identified.

Opportunities	Risks
<ul style="list-style-type: none">• We can shape policy and practice more broadly, positively impacting services on a larger scale.• We can embed involvement and co-production with others.• We can help enrich and 'ground' a wider range of work with lived experience insights.• We can raise Public Voice's profile to influence across a broader sweep.• Some areas of work – e.g. more academic research projects – can more readily generate surplus, helping strengthen and sustain the organisation overall.	<ul style="list-style-type: none">• A focus on near-term, e.g. funding opportunities distracts from broader mission and vision.• New partnerships or clients might compromise our independence (or perceptions of it).• We struggle to compete in some areas – e.g. research – because of competitor strength, or our own profile.• Need to invest in and develop relevant skillsets, takes time and effort.• Contracts for community interventions become less sustainable over time.• Associated impacts on quality or standards.• Risks of imbalance of services, if some are greater/lesser financial contributors.

Managing 'good growth'

We have identified three core metrics, to serve as indicators of Public Voice's pursuit of the strategy in line with its mission and values:

1

Public Voice is known and its work valued:

- a. Clients/funders (existing/potential) value us.
- b. Other organisations (e.g. VCS, academia) want to work with us.
- c. Communities (particularly seldom heard) know about us and value our work/services.

2

We are leaders in our work:

- a. Improving standards through skills sharing.
- b. Continually developing professional Public Voice standards and ways of working.

3

We are a good place to work:

- a. Ensuring good staff retention and satisfaction.
- b. Ensuring opportunities for learning and development.

Communications strategy

A robust communications strategy will drive engagement of key stakeholders and brand building to support our strategic goals.

This will include:

- Producing thought-leading content in our areas of expertise – such as community engagement and research, participation and co-production, and capacity building.
- Engaging new partners in the opportunity areas identified.
- Disseminating learnings and assets that can support social impact in other locations and settings.

We will reach new partners and audiences through:

- A refreshed web presence.
- Social media networking.
- Visibility through media and sector-specific conferences.
- Content and assets tailored for key partners.



Contact us



Tel: 020 3196 1900



Email: hello@publicvoice.uk



Web: www.publicvoice.uk