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Section One

The Whats & Whys of Strategic Planning
The Whats & Whys of Strategic Planning

Strategic Planning

Where Are We Today?

Where Do We Want To Be Tomorrow?

How Will We Get There?
Section Two

Possible Strategic Planning Activities & Processes
The Whats & Whys of Strategic Planning

Step One:
Gather, research and review all relevant strategic industry and organisational data and documentation.

Inform all internal stakeholders about the whys, the hows and the whos of developing and implementing a Strategic Plan.

Timeframe/Who of Step One:
Prior to holding a strategic planning workshop, the Board and Chief Executive Officer should develop a strategic planning project plan.
Developing The Strategic Planning Activities and Processes

Step Two:
Typically a one or two day workshop brings together the Board, Chief Executive Officer, senior management team and associated key stakeholder representatives.

Timeframe/Who of Step Two:
The workshop should be fun, focused and future oriented. The agenda should be sequential and allow time to undertake the necessary strategic thinking and strategic discussion.
Developing The Strategic Planning Activities and Processes

Step Three:
Review workshop notes and develop a draft Strategic Plan:
* vision, mission
* values and core business
* desired future
* internal & external environments
* key result areas
* strategic objectives, etc.
* key performance measures, etc.

Timeframe/Who of Step Three:
The Chief Executive Officer or a working group develop a draft Strategic Plan which takes one–two days.
Developing The Strategic Planning Activities and Processes

Step Four:

Chief Executive Officer and/or Chairperson facilitate various stakeholder workshops, presenting the draft Strategic Plan for comment and improvement and the beginning of understanding and ownership.

Timeframe/Who of Step Four:

Stakeholder workshops range from one hour to one day and involve staff and volunteers and possibly clients. Workshops are held at each site/service.
Developing The Strategic Planning Activities and Processes

Step Five:

Ensure all staff, volunteer and clients’ comments, ideas and improvements are summarised and then put into the redrafted Strategic Plan.

Timeframe/Who of Step Five:

Chief Executive Officer and desktop publisher redraft the Strategic Plan.
Developing The Strategic Planning Activities and Processes

Step Six:

Final draft Strategic Plan sent to the Board for review and final amendments.

Board assesses the Strategic Plan against agreed criteria and/or a checklist to ensure it meets the organisation’s requirements. Board signs off.

Timeframe/Who of Step Six:

Board meeting or special board meeting. Ensure the board has previously agreed to criteria against which it can assess and approve the Strategic Plan.
Developing The Strategic Planning Activities and Processes

Step Seven:
The Chief Executive Officer and the Senior Management Team hold a one day workshop focused on the implementation, monitoring and review process, tools and packages.

Timeframe/Who of Step Seven:
The workshop should be undertaken with an educative focus, that is practical and enables participants to understand their part in implementing the Strategic Plan and using the various tools and packages.
Developing The Strategic Planning Activities and Processes

Step Eight:

Timeframe/Who of Step Eight:
Managers, with their staff, use planning packages to develop their Business/Service Plans. Typically this takes one–two day per plan.
## Developing The Strategic Planning Activities and Processes

### Step Nine:

| **The Chief Executive Officer, Senior Management Team, staff and/or volunteers implement the strategic objectives.** |
| **The Board monitors the implementation of the Strategic Plan.** |
| **The Chief Executive Officer and Senior Management Team continue to engage and inform staff and other stakeholders about the implementation progress.** |
| **The Board undertakes Strategic Reviews of the Strategic Plan.** |

### Timeframe/Who:

| **Continuous, over the next three years.** |
| **Quarterly, over the next three years.** |
| **Continuous, over the next three years.** |
| **Annually, one/two day Leadership Group workshop/retreat.** |
The board should develop or obtain a governance strategic planning policy, procedures, indicators, tools and resources.
Section Three

Developing A Strategic Planning Framework
Every organisation should have a strategic planning framework.
Determine A Strategic Planning Cycle

There are four stages in developing a strategic planning cycle: planning, implementing, monitoring and reviewing.
Section Four

Engaging People In The Processes Of Strategic Planning
It is critical that a well considered and documented people process is put in place, its the people, not the plan/s that matters. All your people need to understand and take ownership of the strategic plan and subsequent plans.
# Measure Your Implementation Performance & Progress

<table>
<thead>
<tr>
<th>Measurement Categories</th>
<th>Board</th>
<th>Chief Executive Officer</th>
<th>Manager X</th>
<th>Employees X</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategy</strong></td>
<td>* KPI’s against each KRA</td>
<td>* KPI of each strategic objective</td>
<td>* Business Plan KPIs</td>
<td>* Individual Work Plan KPIs</td>
</tr>
<tr>
<td><strong>Financial</strong></td>
<td>* Cumulative trends &amp; results of Annual Balance Sheets</td>
<td>* Cumulative trends &amp; results of Annual Balance Sheets</td>
<td>* Profit/Loss</td>
<td>* Financial Targets</td>
</tr>
<tr>
<td><strong>Contractual Outcomes</strong></td>
<td>* Contractual Requirements</td>
<td>* Contractual Requirements</td>
<td>* Star Rating</td>
<td>* Contract Targets</td>
</tr>
<tr>
<td><strong>Quality</strong></td>
<td>* Organisation Accredited</td>
<td>* Organisation Accredited</td>
<td>* Auditor’s Reports</td>
<td>* Auditor’s Reports</td>
</tr>
<tr>
<td><strong>Stakeholder Satisfaction</strong></td>
<td>* 10% increase in all stakeholder satisfaction</td>
<td>* 10% increase in all stakeholder satisfaction</td>
<td>* 10% increase in employers satisfaction</td>
<td>* 10% increase in jobseekers satisfaction</td>
</tr>
</tbody>
</table>

**Governance, Strategic & Organisational Measures**

**Operational Measures**

Develop or obtain a comprehensive, but easy to use Performance Management System, to measure and monitor the implementation, performance/progress of your strategy as well as other categories of measurements.
Integrated Performance Management System

Strategic planning should not be an isolated process or system.

Your strategic planning system should be aligned to your performance management system, appraisal system, training system and employment system...forming what is known as an integrated performance management system.
Section Five

Tools, Templates & Ideas For Consideration
Prior to “signing off” the Strategic Plan, a board should use a Strategic Plan Assessment Tool or agreed criteria to assess the quality, focus, requirements and rigour of their organisation’s Strategic Plan.
Indicative Planning Packages & Tools

Develop or obtain strategic planning tools, templates and packages that can assist you plan, implement, monitor and review.
Example Strategic Plan

Key Result Area One: Systems Review & Development

Strategic Initiatives

Contemporary systems will enable Hunter Integrated Care, the Board, management, staff and volunteers to undertake their duties, make decisions and take actions in a timely and efficient manner.

Strategic Objectives

1.1 Research and utilise an organisational development standard or quality framework with the aim of reviewing and enhancing the strategy, structure, systems and services of Hunter Integrated Care.

1.2 Undertake a comprehensive Systems Review with the aim of documenting, assessing and improving all Hunter Integrated Care organisational and operational systems.

1.3 Obtain and utilise a comprehensive governance system that will enable the Hunter Integrated Care Board to work within a set of governance policies and procedures and utilise a range of governance resources and tools.

1.4 Meet or exceed all relevant Legislative, Standards and Quality Systems with the aim of ensuring Hunter Integrated Care has the necessary Accreditations and Registrations that enable it to operate and maintain/win contracts.

Measures Of Our Success

* Cumulative results and trends of Annual Stakeholder Survey/Reviews.
* Cumulative results and trends of Annual Systems Reviews.
* Cumulative results of Annual Organisational Self Assessment.

Measures Of Our Success

* Acquisition, implementation & annual review of organisation’s development framework.
* Results from Hunter Integrated Care Organisational Self Assessment and audits.
* Report/results from External Audits.
* Hunter Integrated Care Systems Review Schedule developed.
* Results of Annual Hunter Integrated Care Systems Review; contemporary systems.
* Results of Annual Board Governance Review/Retreats.
* Governance policies and procedures implemented and monitored annually.
* Hunter Integrated Care maintains or gains Accreditations and Registrations.
* Reports/results from external audits.

Timeframe/Who

- S: 1 July 04
- C: 30 Sept 2006 then annually

- S: 1 Nov 2004
- C: 1 June 05 then each 3 mths
- W: CEO, SMT

- S: 1 Oct 2005
- C: 30 Sept yearly
- W: CEO/Chair

- S: 1 Oct 2004
- C: Annually
- W: Aged & Disability Services Mgr

Your Strategic Plan should be an easy read, both literally and visually.

<table>
<thead>
<tr>
<th>Strategic Plan</th>
<th>Review</th>
<th>Meeting</th>
</tr>
</thead>
<tbody>
<tr>
<td>One</td>
<td>Strategic Objective 1.1</td>
<td>Key Performance Indicators 1.1</td>
</tr>
</tbody>
</table>


#### Key Result Area One

**Strategic Objective 1.1**

- **Key Performance Indicators 1.1**
  - Develop comprehensive governance systems that will provide the Board with all necessary governance principles, policies and procedures, resources and tools.

**Timeframes/Who**

- **Start Date**: Jan 2006
- **Finish Date**: Dec 2006
- **Who**: Board

### Strategies For Actioning Strategic Objective 1.1

### Resources & Skills Required

**Time** | **Who**
---|---

An implementation package can be used to allocate particular strategic objectives to individuals and to implement particular strategic objectives.
### Strategic Corporate Plan 2003 – 2006

### Status Report

A Status Report informs the board about the results and progress of implementation.

#### Feros Care

**Strategic Corporate Plan 2003 –2006: Status Report**

<table>
<thead>
<tr>
<th>Strategic Corporate Plan</th>
<th>Review Date</th>
<th>Meeting</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective 1.5</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Review, enhance and/or develop new and innovative aged and community care products and services.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Timeframe</strong></td>
<td><strong>Who</strong></td>
<td></td>
</tr>
<tr>
<td>S: Annually</td>
<td>SMT &amp; CEO</td>
<td></td>
</tr>
<tr>
<td>C: Annually</td>
<td></td>
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</tr>
</tbody>
</table>

**Underway ✓ Completed □ Not Done □**

#### Key Performance Indicator of Strategic Corporate Objective 1.5

- Annual cumulative results of stakeholder surveys (clients and families).
- Results of research.

#### Results/Outcomes of Implementing Strategic Corporate Objective 1.5

- Submission for 20 Extended Aged Care in the Home packages in the 2003 Aged Care Funding Round.
- Department of Sport & Recreation Submission lodged for equipment, videos etc for implementation of a Healthy Active Ageing Program for Residential Sites. Training as occurred for key Feros Staff.
- Currently researching existing private services, lifestyle type service packages on Gold Coast, Sydney and Internet Searches.
- Large Grant Submission for the Areas Assistance Funding Pool for a project officer to research funding/service options for Byron Shire.
- Developing Complimentary Therapy programs in partnership with Southern Cross University (to-date we have a flow of massage students at Bangalow)
- Commenced planning for the implementation of a Ideas and Innovations program for Feros Care called “Applauding Initiative”. Facilitated by Morris

#### Other Comments/Information

- Unsuccessful in the 2003 round.
- To be announced in May 2003. Due to be implemented late 2004.
- Business Plan to be established by the end of 2004.
- To be announced in April 2004. NB found out that Byron Council has also put in submission for project officer re: ageing and disability.
- Future plans reflexology, aromatherapy and naturopathy.
- To establish a system/program to ensure ideas are captured, acted upon and acknowledged.
Organisational Self Assessment Tool

Aged, Disability & Community Care
Organisational Self Assessment Tool (OSAT)

Organisational Self Assessment
Against The Australian Business Excellence Framework

Develop or obtain an Organisational Self Assessment Tool, OSAT which can enable you to undertake a robust assessment of your strategic planning policy, framework, processes, tools and measures.
Who’s Been Successful and Could Provide Advice

**Community Solutions**

David Curd  
Tel: 07 5413 1555  
dcurd@communitysolutions.org.au

**Feros Care**

Jennene Buckley  
Tel: 07 5669 0555  
jennenebuckley@feroscare.com.au

**Villa Maria**

Valerie Lyons  
03 9855 7600  
valerie.lyons@villamaria.com.au

**Catholic Homes**

Joan Donoghue  
Tel: 03 8862 9000  
joan.donoghue@catholic-homes.org.au

**Integrated Living**

Catherine Daley  
Tel: 02 6546 9900  
cdaley@integratedliving.org.au

**Austswim**

Gordon Mallett  
Tel: 03 9562 7900  
gmallett@austswim.com.au

**Achieve Australia**

Anne Bryce  
Tel: 02 9874 8544  
abryce@achieveaustralia.org.au

**CareConnect**

Paul Ostrowski  
Tel: 03 9270 9999  
postrowski@careconnect.org.au

**Alcheringa Group**

Ann Rough  
Tel: 03 5032 9169  
CEO@alcheringahostel.com.au
Key Deliverables Of A Comprehensive Strategic Planning System & Process

* Practical and achievable Strategic Plan/Plans

* A vision and processes that engage key stakeholders

* Strategic planning, packages and tools to enable planning, implementation, monitoring and review.

* New individual and organisational learnings and understandings about your organisation, the big picture of the industry you operate in, where the organisation will be in the future and the individual’s part in achieving the vision.
SS Community Business

In Summary…

“Strategy Today
Success Tomorrow”

For further information contact:

Michael Goldsworthy
Principal Consultant
Australian Strategic Services
03 5429 6331
0418 130 581
office@asspl.com.au
www.asspl.com.au