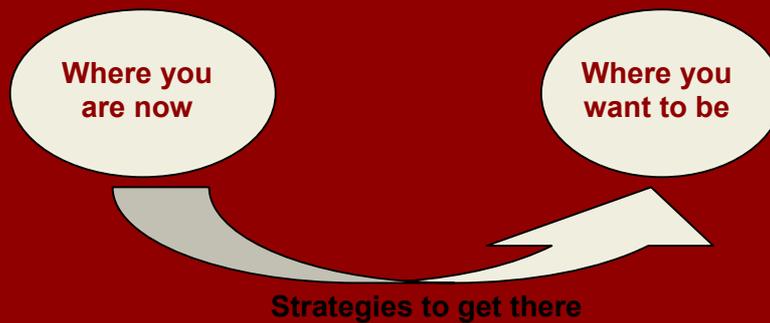




A guide to strategic planning



“Vision with out planning is a day dream,
planning without vision is a nightmare”
Japanese proverb



In modern organisations, the pace, the financial and time pressure on all staff make it imperative that everyone's efforts are united towards a common direction. Strategic planning provides this direction.

In short strategic planning helps organisations to;

'Aim before you shoot'

STRATEGIC / OPERATIONAL PLANNING...WHAT'S THE DIFFERENCE?

Any successful organisation, either purposefully or otherwise has achieved a clear separation between the strategic and the operational.

	Strategic Plan	Operational Plan
What is it?	The big picture direction and purpose for the organisation.	The practical and detailed guide to achieving the strategic direction
Key Elements	Vision Mission Key Result Areas (KRA's) Strategies Performance Measures History/context	Converting KRS's and strategies into Who and with who What When and by when Who much Milestones
Timeframe	3-5 years	12 months
Developed by	Board/committee in consultation with staff and key external stakeholders	By CEO/Ed and staff signed off by board
Reporting	CEO/ED to board on aspects that have been delegated to CEO and staff Board to board on aspects that are the boards responsibility to achieve.	Staff to CEO
Review period	Strategies and performance measured review annually	Reviewed annually

The strategic plan is the defining document for your organisations decisions and direction. This plan should inform the operational activities of staff and the long-term strategic decisions of the board.



THE STRATEGIC PLANNING PROCESS

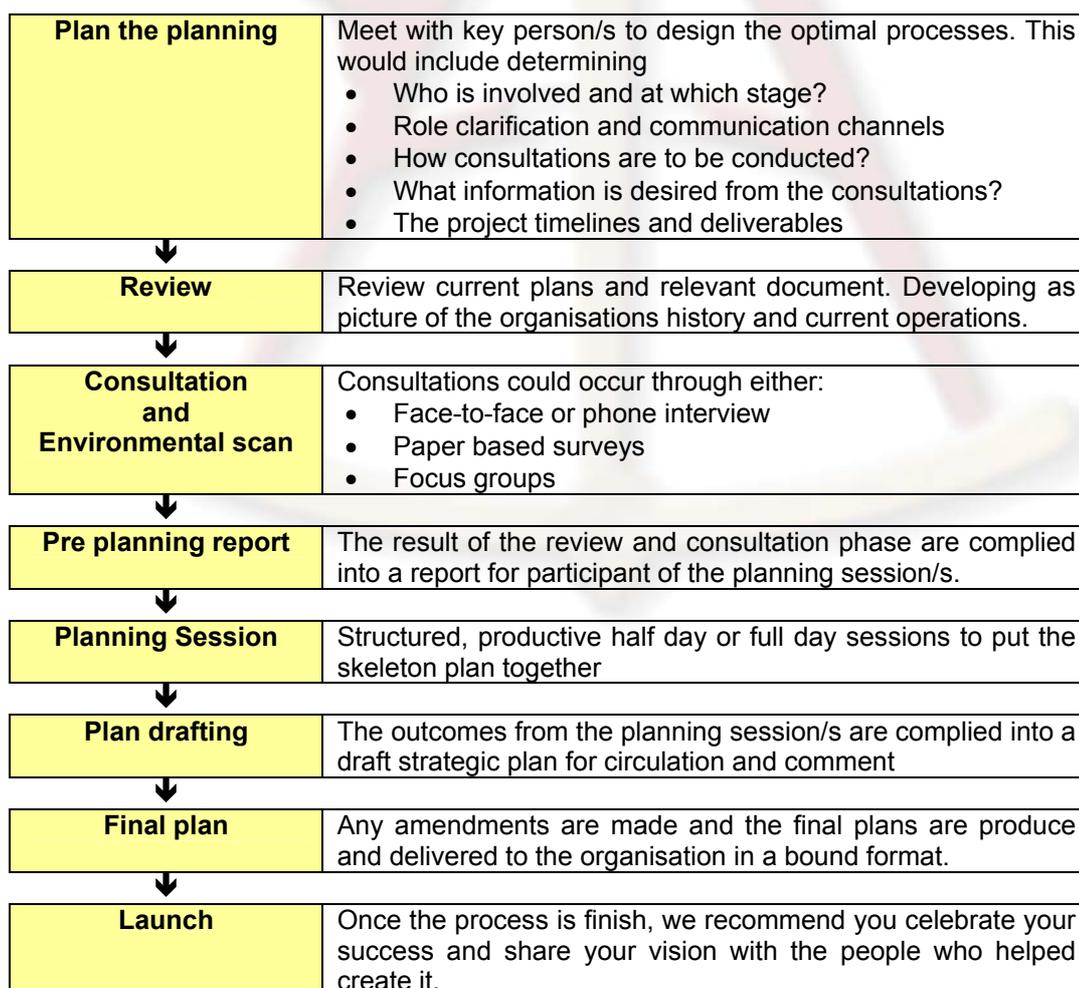
Successful strategic plans need to be living documents and as such the planning process cannot occur in isolation from the organisation. Some consultant “do planning to” to an organisation. This approach is time efficient but ultimately creates a static document that is likely to gather dust on the shelf.

Successful planning allows the organisation to:

- Reviews where the organisation is right now
- Invites internal and external stakeholders contribute to the planning
- Presents a range of potential directions and opportunities for the future
- Identifies any potential barriers to achieving this direction
- Leaves the organisation to make the final decision on it's direction and purpose
- Articulates this direction in simple, accessible and measurable language
- Sets a clear pathway for the conversion of the plan into action.

Typical Process

A suite of techniques allows the process to be tailored to suit each organisation and each industry, however the typical planning process would consist of:



THE STRATEGIC PLAN – TYPICAL ELEMENTS

VISION: A high level statement describe the purpose of the organisation

MISSION: A statement that describes how the organisation goes about achieving/fulling it’s purpose

KEY RESULT AREAS (KRA): A series of statements to describe the main areas of activity for the organisation.

KRA 1	Well governed, well managed organisation with committed, competent staff and board															
Strategy	Performance Measure					DUE										
						05	06	07	08	09						
						1	2	1	2	1	2	1	2	1	2	
The required tasks achieve the KRA	This describes the outcome once the strategy is completed. In most cases the statement should generate a yes no answer to enable quicker assessment of progress or need for review															
1.1 Review, develop and maintain board members	“What the will be seen as a result of the work.”															
1.2																

HISTORY: A brief outline of the organisations history, success and other aspects of the originations make up.

OPERATING CONTEXT: A summary of the the operating environment and potential barriers and enablers



THE OPERATIONAL PLANNING PROCESS

Operational plans are about converting the strategic plan to action. Once the Strategic plan is completed staff meet and discuss how they would intent to achieve the Result specified by the plan.

Typically the operational plan is reviewed every 12 months, is easy to read and asssts staff generate their individual work plans are working documents.

KEY RESULT AREA (1)													
Strategy 1.1:		Q1			Q2			Q3			LEADER	SUPPORT	PERFORMANCE indicator
		j	a	s	o	n	d	j	f	m			
Action	1.1.1												
	1.1.2												
	1.1.3												
	1.1.4												