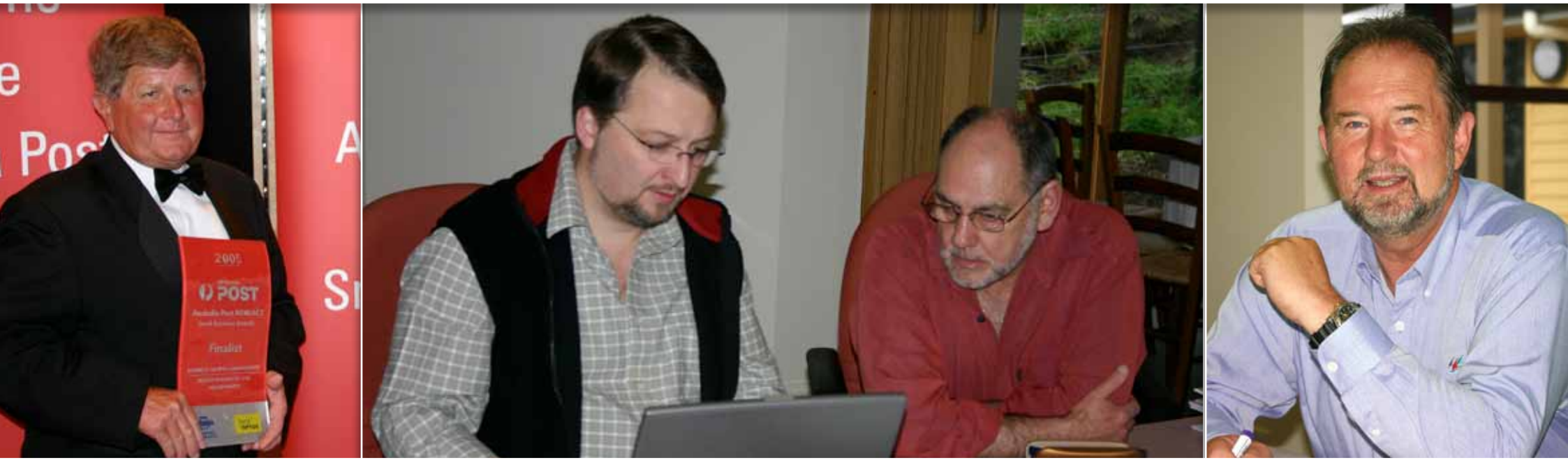


STRATEGY TODAY

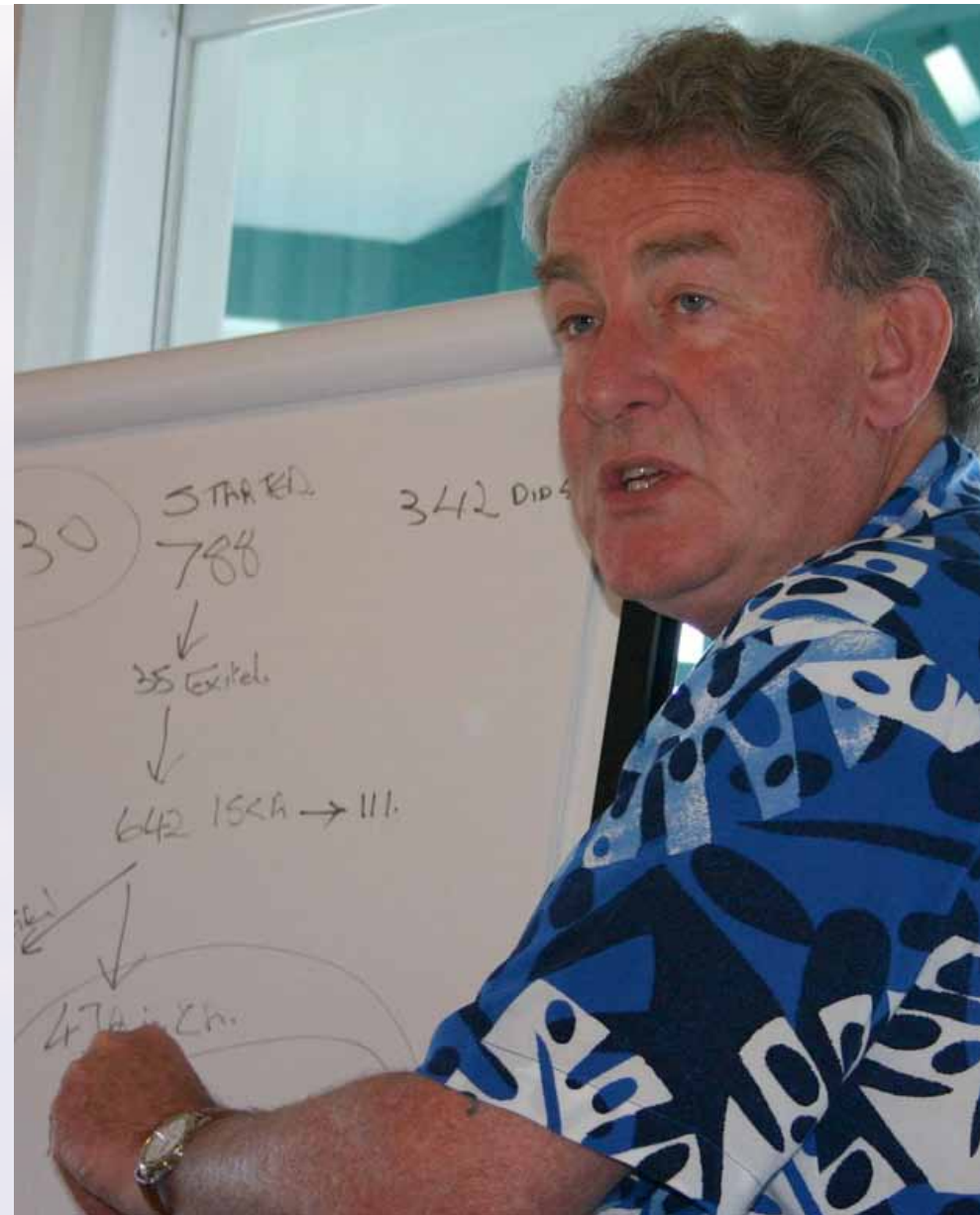
Success Tomorrow



Strategic Planning Principles & Practices

Contents

- ◆ The Whats & Whys of Strategic Planning
- ◆ Possible Strategic Planning Activities & Processes
- ◆ Developing a Strategic Planning Framework
- ◆ Engaging People In the Process of Strategic Planning
- ◆ Tools, Templates & Ideas For Consideration



The Whats & Why of Strategic Planning



mission

To provide an accessible professional
range of ^{integrated} services to meet diverse
needs with a Catholic ethos.

The Whats & Whys Of Strategic Planning

Strategic Planning

Where Are We Today?



Where Do We Want
To Be Tomorrow?



How Will We Get There?



Possible Strategic Planning Activities & Processes



Developing The Strategic Planning Activities & Processes

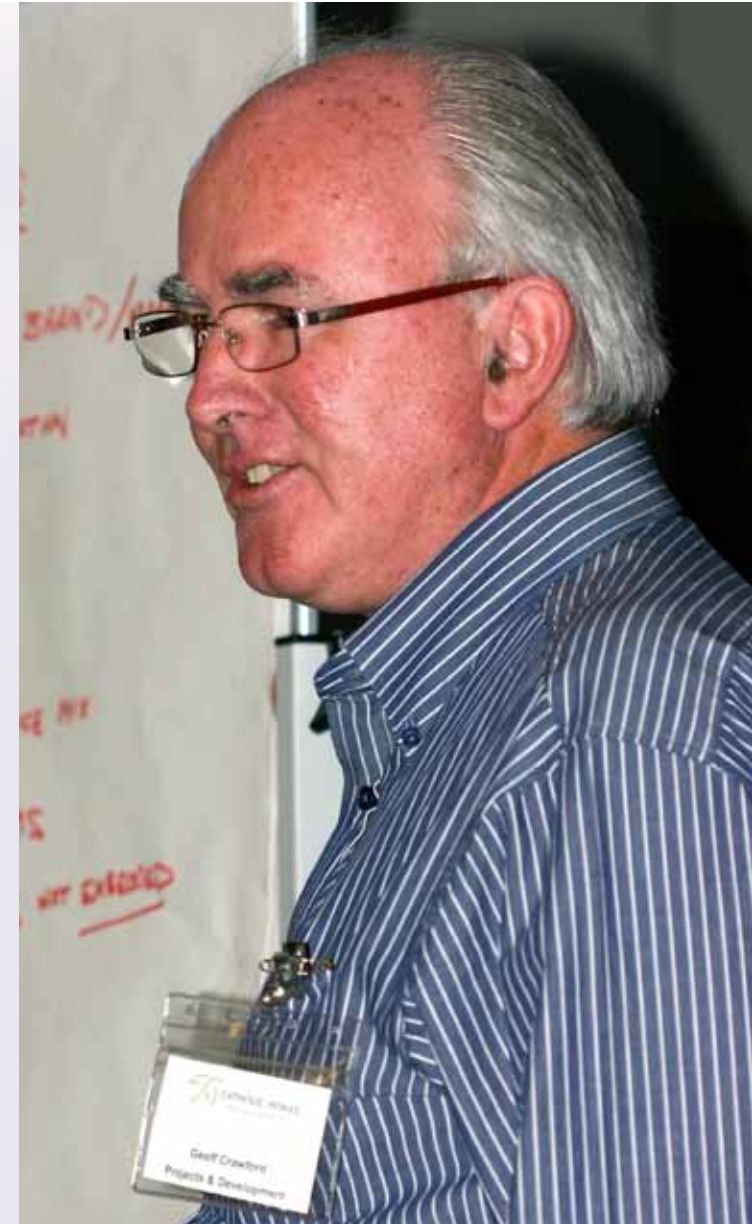
Step One:

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 & 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 & Processes

Step Three:

Review workshop notes and develop a draft Strategic Plan:

- * vision, mission
- * values and core business
- * desired future
- * internal and 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 & 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 & 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 & Processes

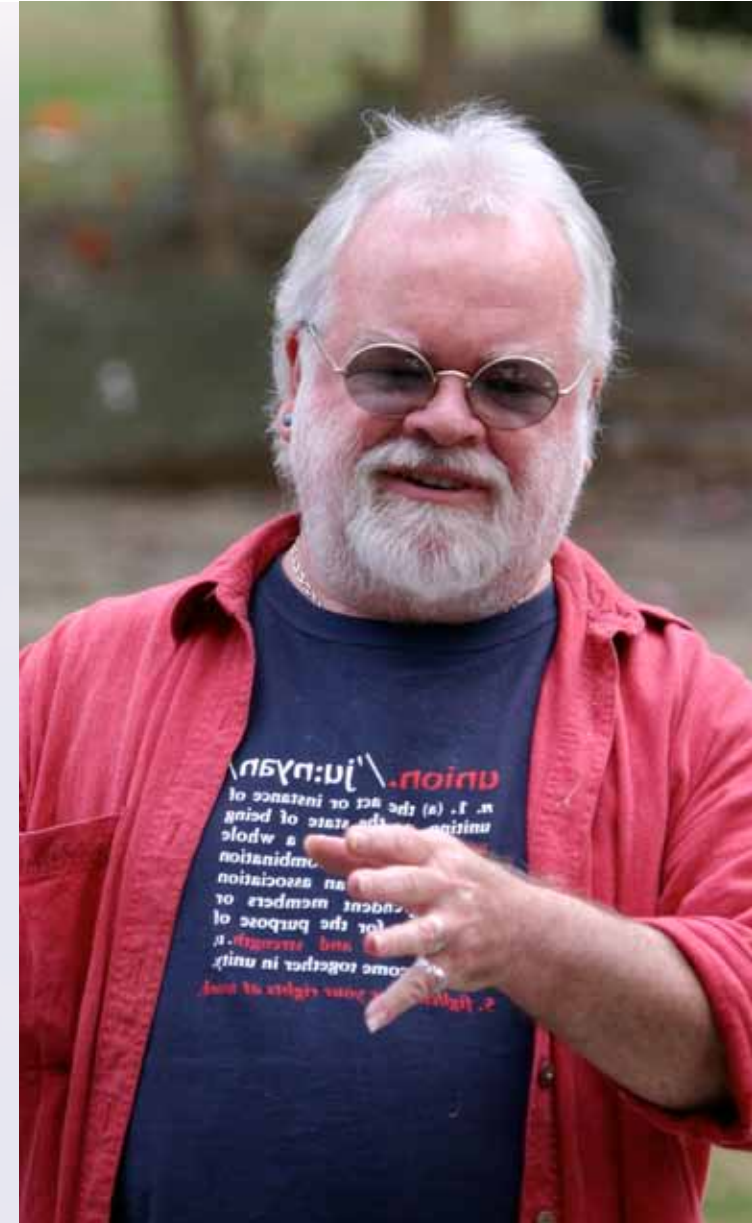
Step Six:

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 & 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 & Processes

Step Eight:

The Chief Executive Officer and managers develop the associated Business/Service Plans and Organisational Development Plans, eg. Marketing Plan, Occupational Health and Safety Plan.

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 & 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.

Governance Policy, Procedures, Indicators & Tools

Policy 6.4 Strategic Planning System

Principle Six provides for Organisational Systems

Key organisational systems will provide the board with timely and accurate strategic and organisational data. These systems will assist the board to undertake its work of strategic leadership, policy-based decisions, monitoring and reviewing and ensuring compliance and coverage. This approach provides a linkage between the practical governance functions of the board and the leadership and management functions of the chief executive officer.

Principle Six Policies, Procedures, Indicators & Resources

- 6.1 Governance System.
- 6.2 Financial Management System.
- 6.3 Quality Management System.
- 6.4 Strategic Planning System.
- 6.5 Risk Management System.
- 6.6 Human Resource Management System.
- 6.7 Asset Management System.
- 6.8 Client Management System.
- 6.9 Clinical Management System.

Key Performance Indicators

Procedural Actions 6.4 (continued)

TAGS™, The Australian Governance System Principle 6: Organisational Systems

The board will ensure that:

- * it reports annually to its key internal and key external stakeholders on its progress and success in achieving the key result areas against the board's key performance indicators via the Annual General Meeting and Annual Report.
- * there is an alignment between the Strategic Corporate Plan/Strategic Plan and the chief executive officer's contract of engagement/job description/position description.

TAGS™, The Australian Governance System Principle 6: Organisational Systems

The chief executive officer's strategic planning responsibilities and activities will include:

- Reporting on behalf of the board about the board's annual Strategic Review/annual strategic planning workshop on the Strategic Corporate Plan/Strategic Plan.
- Development in the tri-annual strategic planning process that develops the Strategic Corporate Plan/Strategic Plan.
- Delivery of the organisation's vision, mission, values, and future, core business/reason for being and key result areas through his/her strategic leadership and the growth development of the products and services.
- Management and subsequent participation of the senior management team/executive team in the development of the Strategic Corporate Plan/Strategic Plan.
- Quarterly reporting and annual reviews of the senior management progress, outcomes and associated Strategic Corporate Plan/Strategic Plan.
- Development of the Strategic Corporate Plan/ Strategic Plan/Service Plans that are monitored and reviewed by the chief executive officer and annually reviewed by managers.
- Implementation, monitoring and reviewing of development plans via the chief executive management team/executive team, managers, and consultants.
- Development of the organisational development plans monthly/quarterly by the chief executive officer and annually reviewed by the board.
- Development of the Strategic Corporate Plan/Strategic Plan tools or the board on the implementation status of the Strategic Corporate Plan/Strategic Plan.

TAGS™, The Australian Governance System Principle 6: Organisational Systems

The chief executive officer's strategic planning responsibilities and activities will include:

- Organisational and operational systems that are integrated into the strategic management system.
- Strategic planning system, its processes meet government or organisational systems that will enable the organisation/certification/ registration.
- Characteristics may be indicative of a strategic planning system how the strategic planning and reviewing:
- Strategic planning system, Strategic Corporate Plan, organisational development, strategic financial health and safety plan.
- Planning system enables the Strategic Corporate Plan/ Strategic Plan such as vision, mission, desired being, environmental systems, markets, products and key result areas, strategic indicators.
- Planning, being planning, reviewing are being various components, strategic planning system.
- Planning system reflects a high board processes, plans,

TAGS™, The Australian Governance System Principle 6: Organisational Systems

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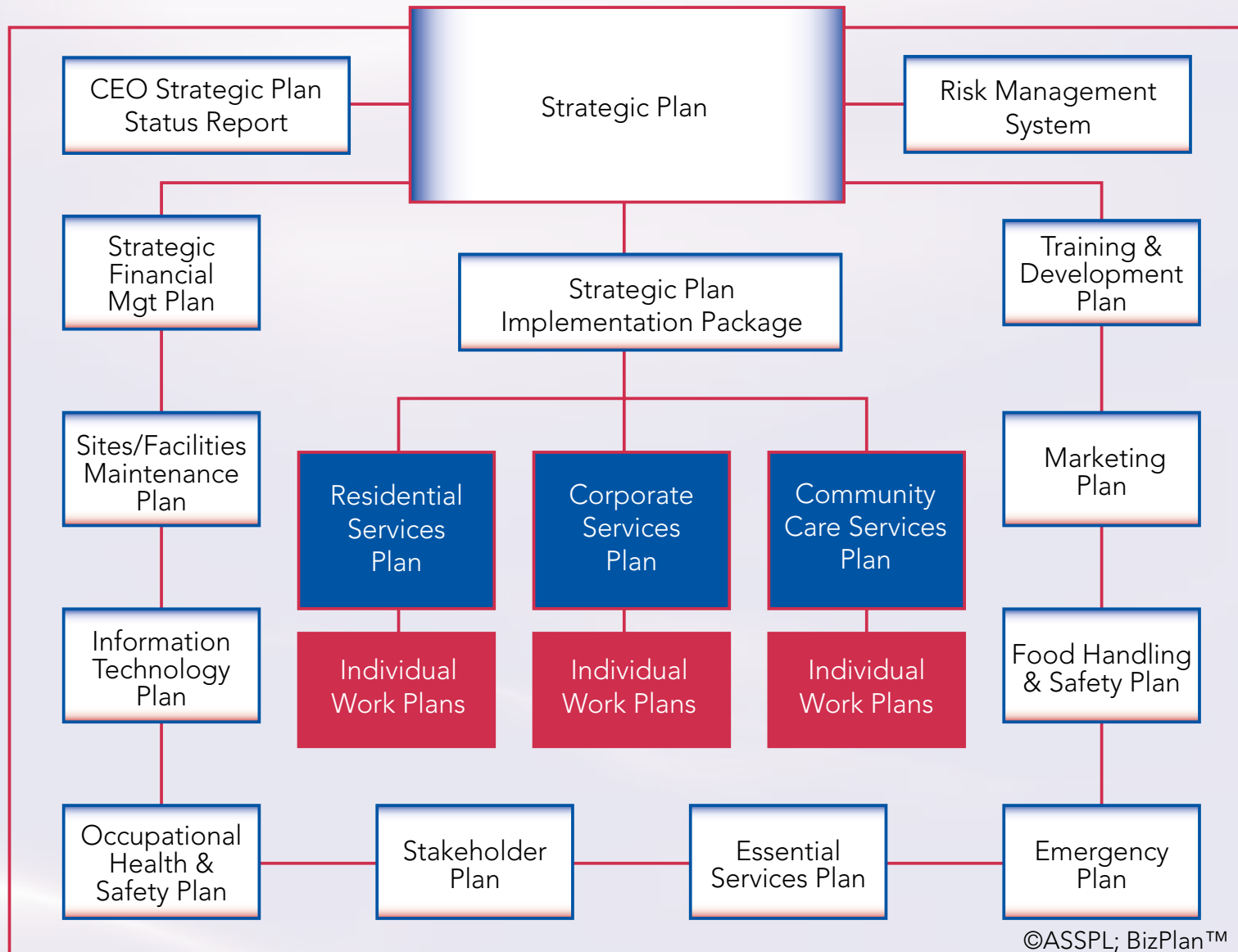
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- Development of the Strategic Corporate Plan/Strategic Plan tools or the board on the implementation status of the Strategic Corporate Plan/Strategic Plan.

The Board should develop or obtain a governance strategic planning policy, procedures, indicators, tools and resources.

Developing A Strategic Planning Framework

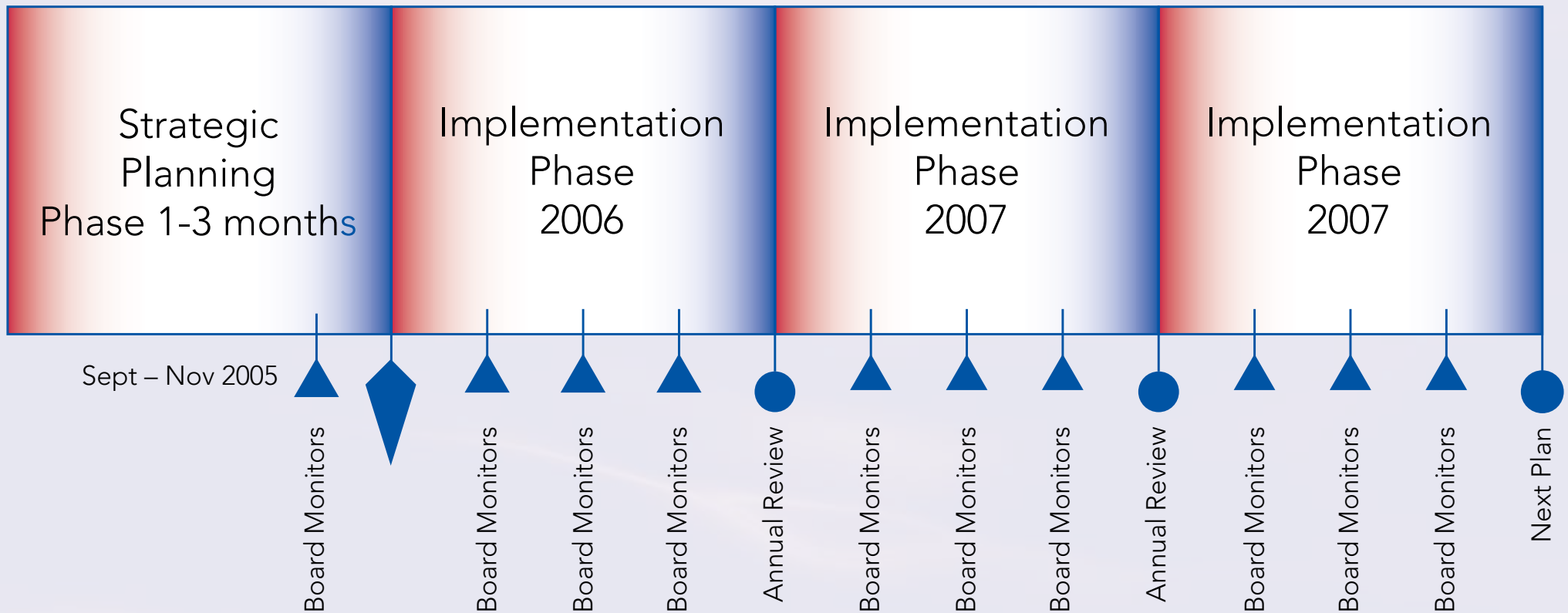


Developing A Strategic Planning Framework



Determine A Strategic Planning Cycle

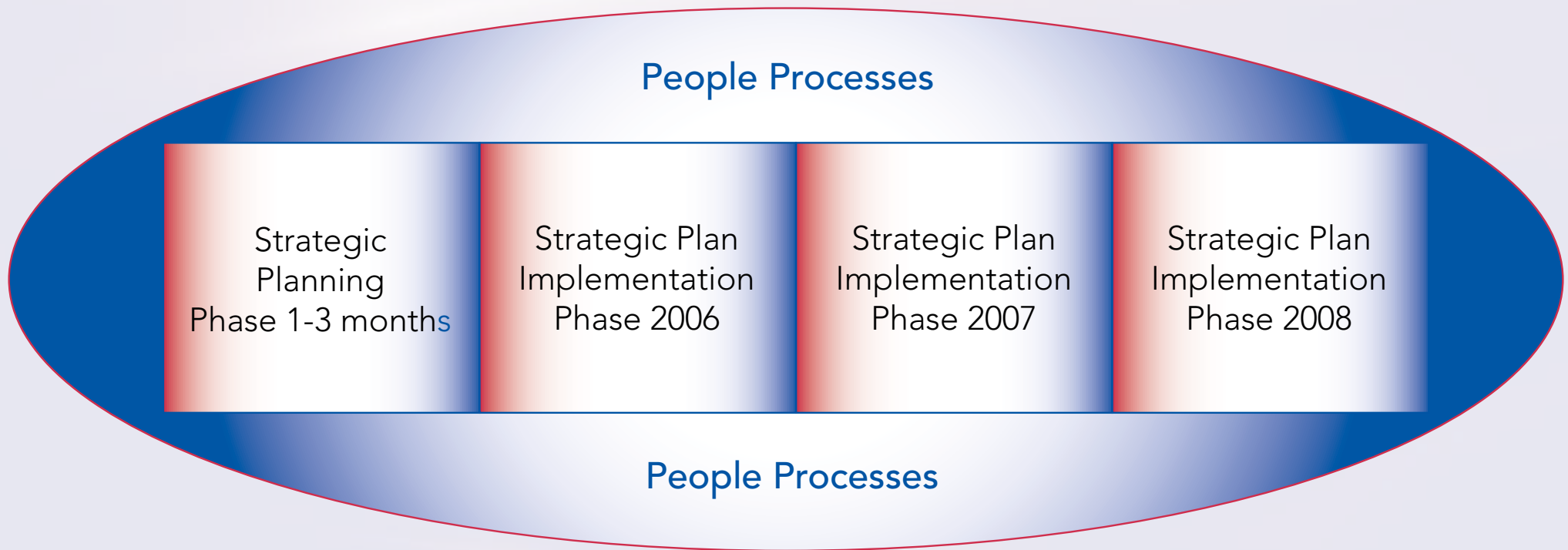
Indicative Strategic Planning Cycle





Engaging People In The Processes Of Strategic Planning

People Processes...Engagement, Implementation & Communication Processes



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

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.



Measure Your Implementation Performance & Progress

Part Of Your Organisation's Performance Management System

Measurement Categories	Board	Chief Executive Officer	Manager X	Employees X
Strategy	* KPIs against each KRA	* KPI of each strategic objective	* Business Plan KPIs	* Individual Work Plan KPIs
Financial	* Cumulative trends & results of Annual Balance Sheets	* Cumulative trends & results of Annual Balance Sheets	* Profit/Loss * Cashflow	* Financial Targets * Sales Targets
Contractual Outcomes	* Contractual Requirements * Star Rating	* Contractual Requirements * Star Rating	* Star Rating * Contract KPIs	* Contract Targets
Quality	* Organisation Accredited	* Organisation Accredited	* Auditor's Reports	* Auditor's Reports
Stakeholder Satisfaction	* 10% increase in all stakeholder satisfaction	* 10% increase in all stakeholder satisfaction	* 10% increase in employers satisfaction	* 10% increase in jobseekers satisfaction



Integrated Performance Management System

Strategic planning should not be an isolated process or system.

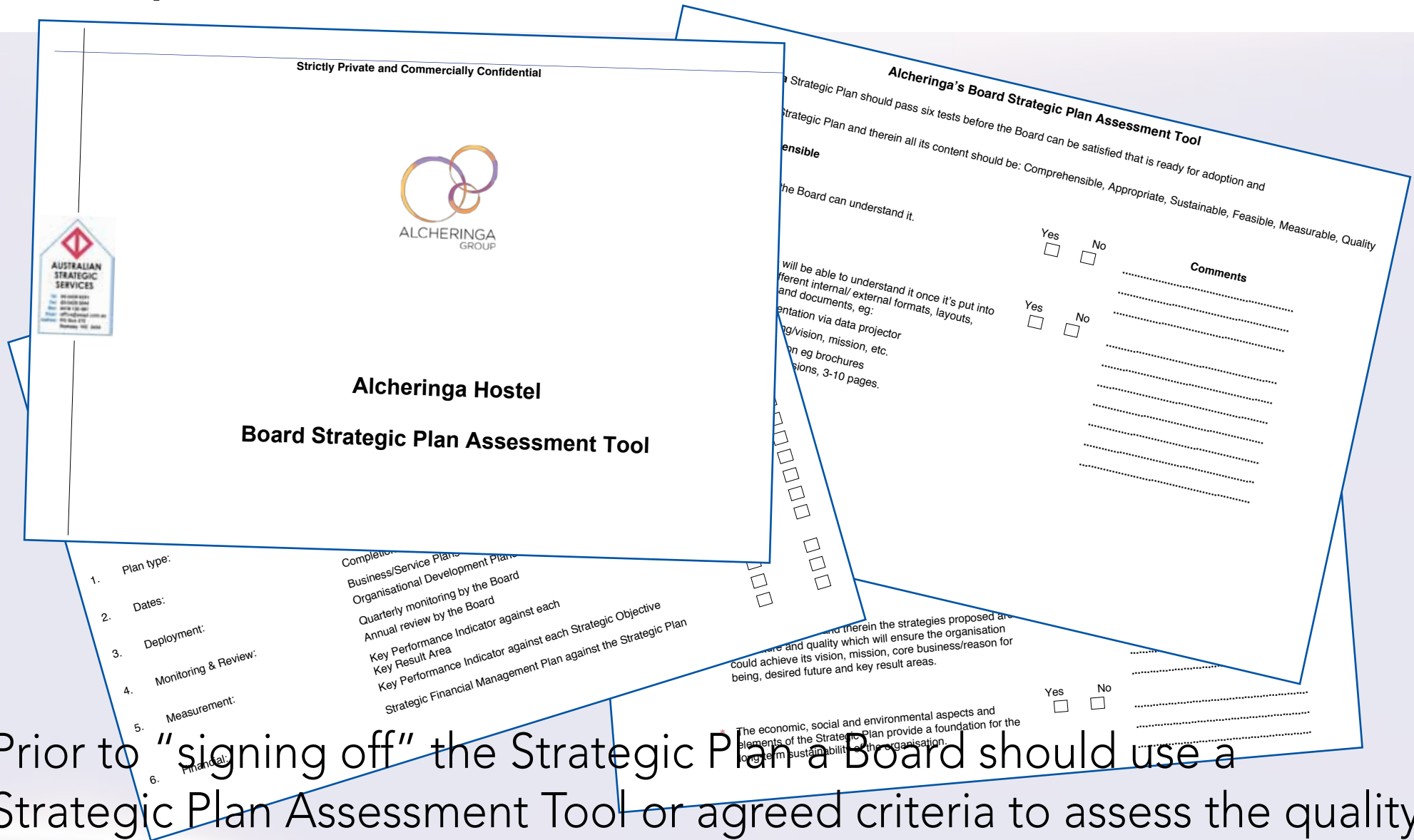
Your strategic planning system should be aligned to your performance management system, appraisal system, training system and employment system...forming what is known as an integrated performance management system.





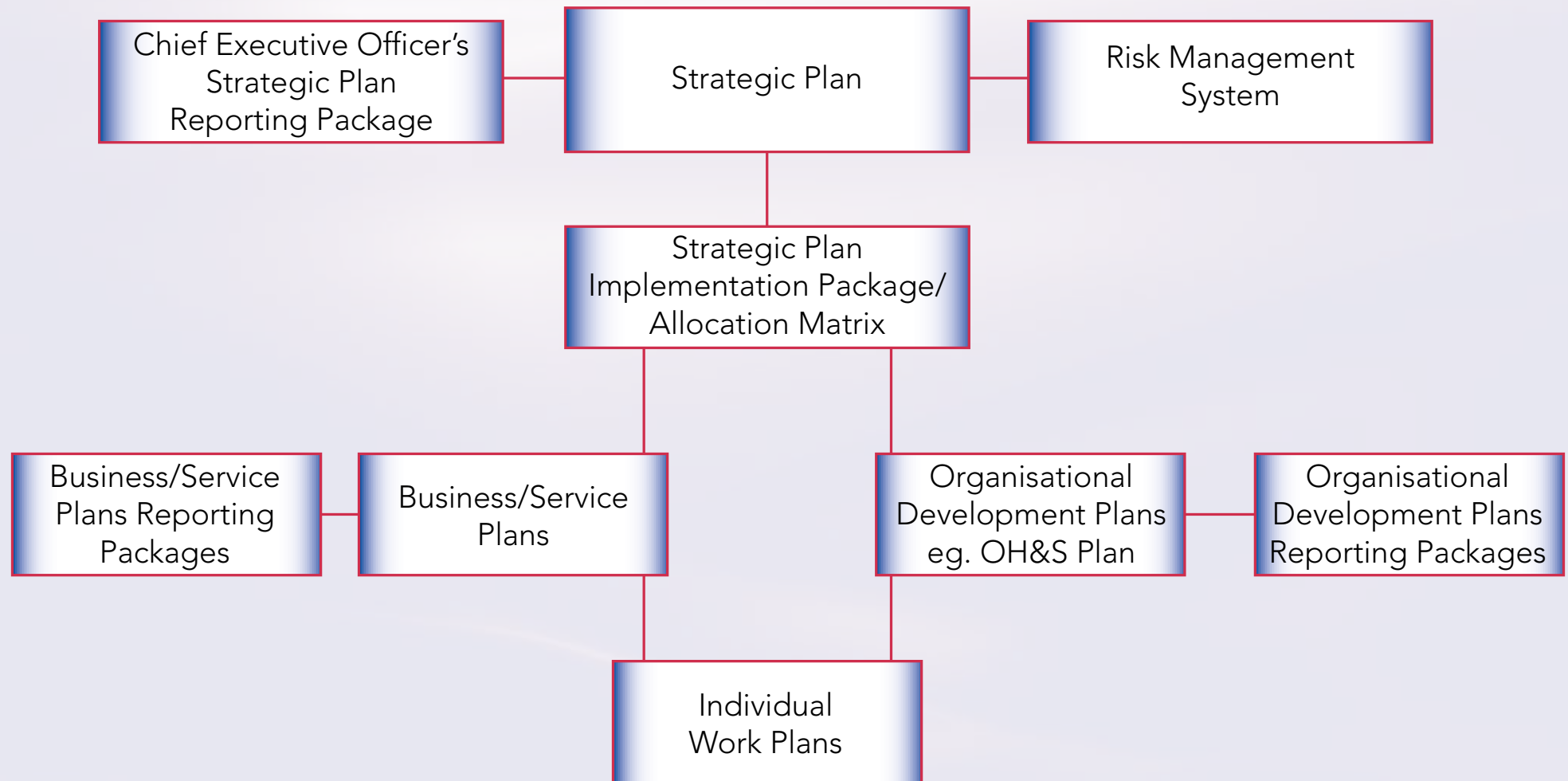
Tools, Templates & Ideas For Consideration

Example Board Strategic Plan Assessment Tool



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



OUR ENABLING STRATEGIES

Strategy One: Our Contemporary Leadership & Governance Strategy

The Board of Alcheringa Group will continue to make advancements in its understanding and practical application of the Alcheringa Group governance system, policies, procedures, processes and tools.

Measure of Success

- Cumulative trends and results of annual board self assessments.
- Alcheringa achieves three year Accreditation; Standard Three Governance and Management.


28

Strategic Objective	Measure of Success	Who/Timeframe
1.1 Governance Improvement Plan Continue to implement the Board's Governance Improvement Plan, in particular focusing on: <ul style="list-style-type: none"> • ensuring we have the right people in the right positions with the right skills, knowledge and experience to govern the organisation • finalising the customisation and use of governance documents and tools. • reviewing and finalising the Constitution • quarterly Board meetings • committee and taskforce structure • the development and use of an e-Boardroom. 	<ul style="list-style-type: none"> • Alcheringa, Coates and Pyramid Hill achieve/ maintain three year Accreditation; Standard Three Governance and Management. 	Board, Chief Executive Officer & Management Consultant July 2011 – July 2012
1.2 Alcheringa Group Vision, Mission & Values Continue to proactively promote and disseminate the Alcheringa Group vision, mission and values to internal and external stakeholders.	<ul style="list-style-type: none"> • Cumulative results and trends of annual stakeholder surveys. 	Board & Chief Executive Officer July 2011 – June 2014

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

Example Implementation Package

Strictly Private and Commercially Confidential



Kurri Kurri Community Centre

Strategic Plan Allocation Matrix


Kurri Kurri's Allocation Matrix

Priority One from Strategic Plan	Board Key Performance Indicators from Strategic Plan				
Objective & Leadership will be governing Kurri Kurri Community Centre and the General Manager will be managing Kurri Kurri Community Centre, a partnership in the development and management of the organisation.	* Results of annual Board self assessments and reviews.	Who:	Board, General Manager		
	* Kurri Kurri Community Centre meets or exceeds all relevant legislative and industry or government standards or quality systems' requirements.	Dev By:	By End June 2013		
		Imp By:			
Objective 1.2	Key Performance Indicators of Strategic Objective 1.2				
Objective Structure & Board Positions On the basis of the new legal entity, restructure or confirm the Board structure and positions including: the associated committees of Board Risk and Compliance, General Manager Recruitment, Remuneration and Review Committee, Governance Committee <ul style="list-style-type: none"> * taskforces as and when required * the establishment of five to seven or seven to nine Board positions. 	* Board approves new Board structure and positions, committees and taskforces operate within their various terms of reference.				
Strategies, Initiatives or Projects	Dept/Who	Start	Finish	Costs	Status

An implementation package can be used to allocate particular strategic objectives to individuals and to implement particular strategic objectives.

Example Status Report

Strictly Private and Commercially Confidential



ALCHERINGA GROUP

Alcheringa Group
Strategic Plan Status Reporting Tool (Tool One)

Alcheringa Group Strategic Plan Status Report Tool (Tool One)													
t: Current Review Date:		Who:	Current Performance & Implementation Status of 1.1										
Next Review Date:		Dev By:	Plan	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%
Who's Responsible:		Imp By:	Implement	10%	20%	30%	40%	50%	60%	70%	80%	80%	100%
Enabling Strategy One from Strategic Plan		Board Measures of Success from Strategic Plan		Strategic Objective 1.1 from Strategic Plan				Measures of Success of Strategic Objective 1.1					
<p>Temporary Leadership & Governance Strategy</p> <p>of Alcheringa Group will make advancements in its ongoing and practical application of the Alcheringa Group governance system, policies, procedures, processes and tools.</p>		<ul style="list-style-type: none"> * Cumulative trends and results of annual board self assessments. * Alcheringa achieves three year Accreditation; Standard Three Governance and Management. 		<p>1.1 Governance Improvement Plan</p> <p>Continue to implement the Board's Governance Improvement Plan, in particular focusing on:</p> <ul style="list-style-type: none"> * ensuring we have the right people in the right positions with the right skills, knowledge and experience to govern the organisation * finalising the customisation and use of governance documents and tools. * reviewing and finalising the Constitution * quarterly Board meetings * committee and taskforce structure * the development and use of an e-Boardroom. 				<ul style="list-style-type: none"> * Alcheringa, Coates and Pyramid Hill achieve/maintain three year Accreditation; Standard Three Governance and Management. 					
Results/Outcomes of Implementing Strategic Objective 1.1							Other Comments/Information						

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

Organisational Self Assessment Tool

ALCHERINGA GROUP

Aged & Community Care Organisational Self Assessment Tool (OSAT)

Organisational Self Assessment Against The Australian Business Excellence Framework Categories, Elements & Indicators

Organisational Self Assessment Tool (OSAT)

Category 2	Strategic Planning	Element 2.3	Strategic Resource Management
Category 2 Descriptor	This Category describes the systems, processes and mechanisms by which an Aged & Community Care Organisation develops, implements, monitors and demonstrates their strategic plan associated with their strategic objectives and desired future.	Intent of Element 2.3	The intent of this element is to describe the systems, processes and mechanisms by which an Aged & Community Care Organisation manages and develops their revenue, resources and reserves to achieve their strategic objectives and desired future.

Organisational Self Assessment Tool (OSAT)

Element 2.2	Strategic Planning Process
Intent of Element 2.2	The intent of this element is to provide a framework by which an Aged & Community Care Organisation can present, describe and demonstrate their strategic planning process, mechanisms, packages and tools.

Organisational Self Assessment Tool (OSAT)

Element 2.1	Strategic Planning System
Intent of Element 2.1	The intent of this element is to enable Aged & Community Care Organisations to present, describe and demonstrate their strategic planning system.

Current Status Of 2.2.1

Plan Type	Who	Dates	Status
SCP, BP, ODP	Person/s	Start Finish	Underway Not Done Completed

Current Status Of 2.1.1

Strategies	Plan Type	Who	Dates	Status
	SCP, BP, ODP	Person/s	Start Finish	Underway Not Done Completed

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 & Could Provide Advice



Community **Solutions**

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*Excellence In
Aged & Community Services*

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VILLA MARIA

Valerie Lyons

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Catholic
Homes

*Enriching life with choices,
harmony and community.*

Joan Donoghue

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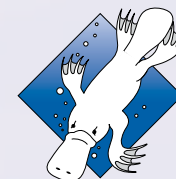
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supporting individuals*

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ALCHERINGA
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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" Service Excellence, Business Excellence

"Strategy Today
Success Tomorrow"

For further information, a copy of this presentation, other presentations or to discuss your Board's requirements contact:

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