TOOLBOX

SECTION 5
Tips & Techniques

Strategic Planning
Operational Planning

Fraser Coast
REGIONAL COUNCIL

If you don't know where you're going, how will you know when you've arrived?

WHY PLANNING?

Planning is fundamental to the success of your organisation. It provides clarity of purpose, activity and expectation. It provides certainty in terms of what, when, who and how. It can be used as both a management and communication tool. Good planning allows everyone at every level of your organisation to work with confidence!

STRATEGIC AND OPERATIONAL PLANNING

Like yin and yang, strategic and operational planning go together, although they serve very different purposes.

Strategic Planning		Operational Planning
Strategic Planning is the 'what'. Looks at the big picture. Looks at the medium term (3 years). Defines organisational goals and strategies.		Operational Planning is the 'how'. Looks at the mechanics. Looks at the short term (1 year). Defines roles, responsibilities and outcomes.

Neither can be effective without the other. Here we are going to look at Strategic Planning but there's another toolbox item on Operational Planning.

GETTING STARTED - VISION

The first step in the Strategic Planning process is to define a Vision for your Association. Your Vision is what you aspire to as an organisation. It is 'big picture', forward thinking, values driven and externally focused. It answers the question "where do you want to be?" It should be clear, hopeful, memorable, inspiring and realistically aspirational. Here are a couple of examples—good and bad!

Vision Nightmares	What's wrong with them?
In three to five years XXXXX will be the pre-eminent professional association in the sector, delivering compelling and tangible value to a large, highly engaged membership base. This will be achieved through the consistent provision of high quality events, regular research-driven strategic insights and the facilitation of meaningful connections between stakeholders in the sector. We will grow its influence to such a point that it will be the recognised voice of the sector.	It's too long! It mixes up the 'what' and the 'how'. Visions should be all about the 'what' - what are we aiming to achieve? The 'how' is how you will get to where you want to be. This is the role of the Mission [Purpose] statement. It's not clear or memorable
To help make every brand more inspiring and the world more intelligent.	This looks like a good Vision statement, until you find out whose it is. It's the company that makes sticky labels. With the best will in the world, sticky labels are never going to make the world more intelligent. This Vision has very little to do with the organisation and is really just a collection of words that mean nothing.

Good Vision!	What's right with it?
To organise the world's information and make it universally useful and accessible.	Google's vision statement is short, clear and memorable. It clearly states the 'what' of the company. You will note that it doesn't mention IT, computers, search engines or any other mechanics. All of that is the 'how' and belongs in the mission/purpose statement.

Two words that should be avoided in crafting your Vision are 'by' and 'through'. These words are used to link the 'what' and the 'how' and can ruin a good vision statement. For example —

"To organise the world's information and make it universally useful and accessible *through use of information technology and state of the art search engines.*"

Adding the words after 'through' have destroyed a good vision by adding the 'how' and therefore limiting the scope of the Vision.

TIP! Don't spend too much time 'word-smithing' your Vision at your Strategic Planning session. If you can identify the key words and/or phrases that you want to include, someone can craft the Vision Statement later!

ELEMENTS OF A STRATEGIC PLAN
The look and feel of Strategic Plans can be very different. Some are short, some are long, some have lots of text and others are full of pictures depending on the expectations of your stakeholders and the various purposes for which the Plan is being created. However, every Strategic Plan should contain certain common elements and the essence of the Plan should fit on one page. Whatever your Plan ends up looking like, while you're in development think of it like this:

Building a house...
This simple graphic is something that everyone can relate to and can be very useful for your Strategic Planning session. Let's go through it!

Foundations
Every house is built on solid foundations, and your organisation is no different. These are the things that underpin everything you do, affect the whole organisation and are broad in scope. They are quite distinct from your functional activities and are basically the same for every organisation:
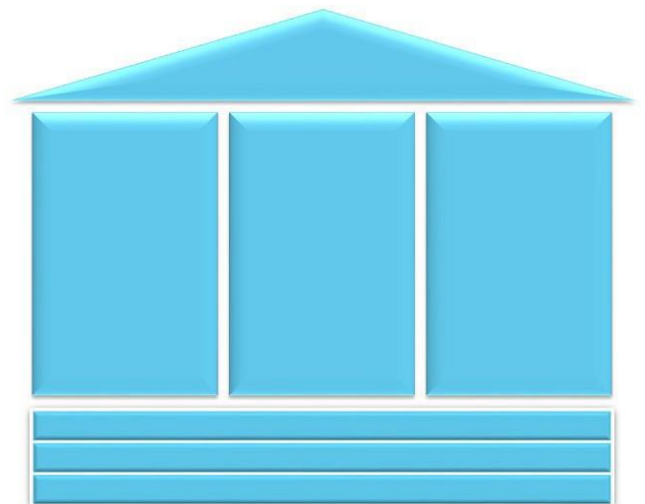
The foundations of every organisation are:

Governance
Capacity
Capability

These are the systems, policies and processes to support your organisation; the physical and financial resources; and the people and skills required to achieve your organisational aims.

Governance
• The systems, policies and processes to support your organisation

Capacity
• The physical and financial resources to achieve organisational aims

Capability
• The people and skills to achieve organisational aims

Strategic Pillars

This can be the most challenging part of the process. You need to define the three broad category areas that encapsulate everything that your Association does. All of your activity should fit comfortably within these categories. Here are some examples:

Intervention - Prevention - Influence
Our People - Our Assets - Our Community
Individuals - Families - Communities
Teaching - Learning - Leadership
People - Places - Possibilities

The Academy of Motion Pictures Arts and Sciences (home of the Oscars) defines its Strategic Pillars as to:

Preserve the Past—Honour the Present—Shape the Future

Whatever you choose must reflect the key priorities of your organisation. Don't worry if you don't get them right first try! As you work through the rest of the process you can go back and revise your initial categories until you hit the right combination. You'll know when you get it just right!

Goals

Once you've identified your Strategic Pillars, you need to set a Goal for each area. These should be broad but specific, functional, ambitious but realistic and should answer the question "what are we trying to achieve?"
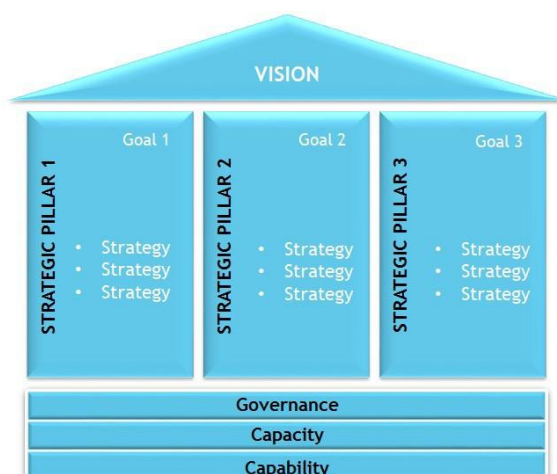
Strategies

For each goal you will develop a number of strategies. Strategies are the approach you take to achieving your goals—they are not activities! For example—'reducing our carbon footprint' is a strategy, 'installing solar panels' is an activity. 'Facilitating connections between members' is a strategy, 'holding a conference' is an activity.

You don't need to have a lot of strategies. You may only have two or three under each goal and that's fine. Remember, these are the approaches you're taking to achieve your goals, not the activities you'll develop later.

Strategies belong in your Strategic Plan—activities do not! Activities are the basis for your Operational Plan and it's important to recognise the difference. One of the major mistakes that a lot of organisations make is to allow their strategic plan to drift into operations, blurring the boundaries between governance and management and reducing the impact and usefulness of your Strategic Plan.

So your Strategic Plan will end up looking something like this:

Your foundations of Governance, Capacity and Capability
supporting your Strategic Pillars which in turn support your Vision.

MISSION OR PURPOSE

Once you have your Vision, Foundations, Strategic Pillars, Goals and Strategies, you can craft your Mission or Purpose statement. The two mean the same thing, so use the terminology you prefer. Unlike your Vision, your Mission/Purpose will be about the 'how' leading to the 'what'. It's about how you're going to get to where you want to be. Your Mission/Purpose can be a paragraph that simply summarises what you've developed in your Strategic Plan and, again, can be finalised after the Strategic Planning session.

VALUES

The final step in your Strategic Planning process is to develop or review your organisational values. It's very easy to just compile a list of nice words, but your values need to be genuine and true to what you are as an Association.

Give your Values context by writing a sentence or two about what each value means to you. And test them! Values should stand up to scrutiny, so try to do this—find a recent example of when your Association displayed that particular value. If you can't think of an example, perhaps you need to re- examine your commitment to that particular value!

THE END PRODUCT

You now have a simple, one page Strategic Plan that encapsulates your strategies and goals for the next three years. However, your Committee, stakeholders and members may expect to see something a bit more substantial, so you should feel free to 'deconstruct' your house; add more text on additional pages such as messages from the President and others; and add pictures and summaries of specific programs if you so wish. You may find a different graphic representation that works better for you and more closely reflects the purpose of your Association.

But keep your 'house' handy and even use it as a 'Strategic Plan Summary' at the beginning of a more extensive document. Pin it to your wall and bring it to meetings as a reminder of what you are aiming to achieve as an organisation.

Whether you hire a facilitator to assist in the development of your Strategic Plan or do it yourself, keep these elements in mind and you'll end up with a workable Plan that will position your organisation for the future.

The following page gives an example of a Strategic Plan with all the elements in place.

TOOLBOX

VISION

Our Vision

Leadership in science education: quality in science learning and teaching.
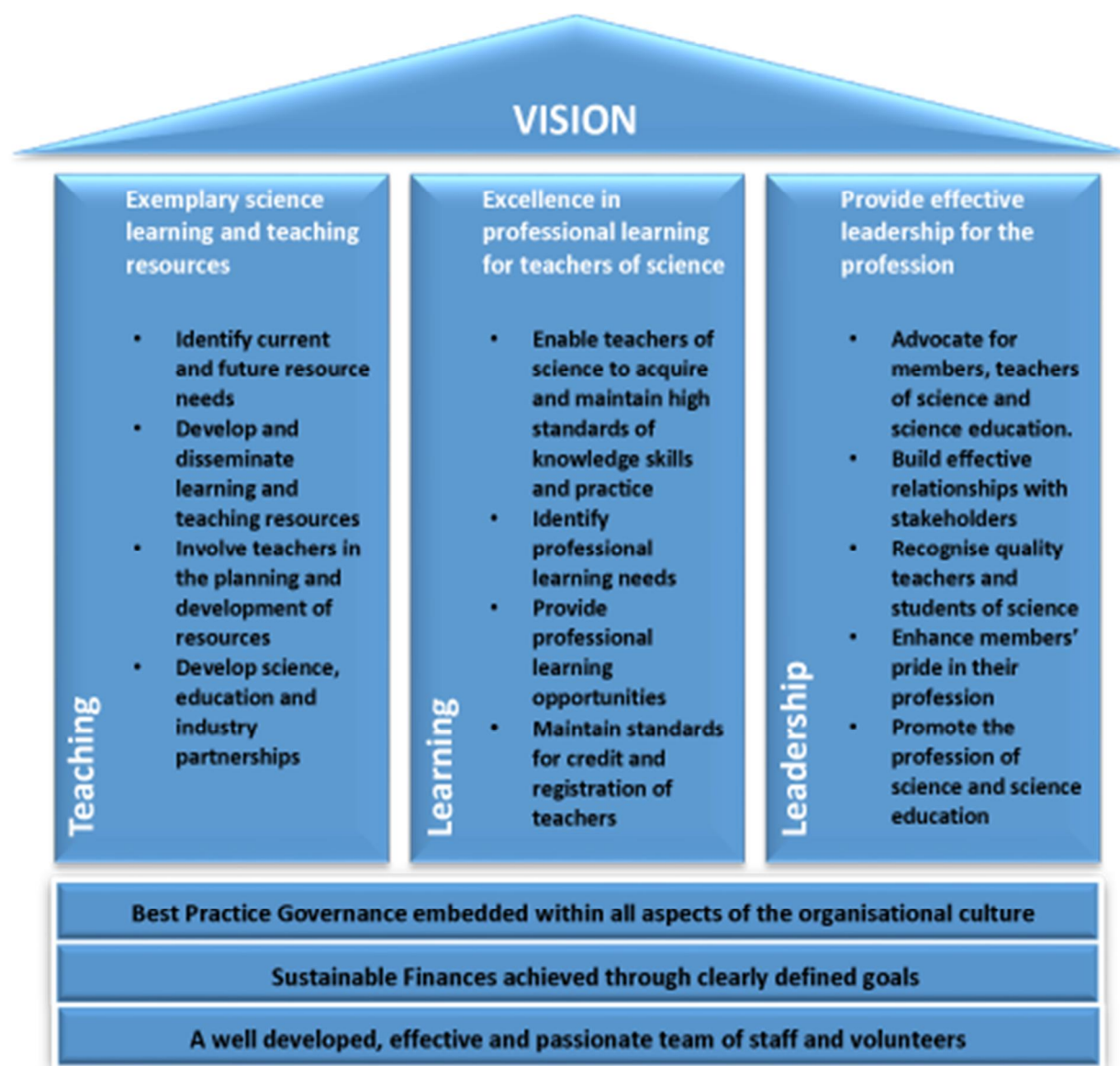
Our Purpose

To achieve excellence in science learning and teaching, support high professional standards and provide effective leadership for the profession of science education.

Contact Us

To learn more about our Association, contact us at:

Address
Address

Phone:
Web:
Email:

Teaching — Exemplary science learning and teaching resources

- Identify current and future resource needs
- Develop and disseminate learning and teaching resources
- Involve teachers in the planning and development of resources
- Develop science, education and industry partnerships

Learning — Excellence in professional learning for teachers of science

- Enable teachers of science to acquire and maintain high standards of knowledge skills and practice
- Identify professional learning needs
- Provide professional learning opportunities
- Maintain standards for credit and registration of teachers

Leadership — Provide effective leadership for the profession

- Advocate for members, teachers of science and science education.
- Build effective relationships with stakeholders
- Recognise quality teachers and students of science
- Enhance members' pride in their profession
- Promote the profession of science and science education

OUR STRATEGIC PILLARS

OUR FOUNDATIONS

- Best Practice Governance embedded within all aspects of the organisational culture
- Sustainable Finances achieved through clearly defined goals
- A well developed, effective and passionate team of staff and volunteers

Our Values

Excellence

We strive to achieve excellence within our organisation and, by example, promote high professional standards to science teachers.

Credibility

We aim to improve the credibility of our organisation and our profession by earning the respect of our peers and recognition of our quality resources and services

Integrity

Applying the highest standards of ethical behaviour and professional integrity

Learning

Commitment to being a learning organisation, promoting knowledge management and a continuous learning culture to improve what we do

TOOLBOX

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A BOTTOM UP APPROACH

Unlike your Strategic Plan that takes a 'top down' approach, your Operational Plan starts with the building blocks of your organisation—your projects and activities. These projects/activities are then grouped into Programs or Business Units and that are linked to the goals and strategies of your Strategic Plan. TIP! Every organisational activity must link directly to a goal or strategy in your Strategic Plan. If you have an activity that doesn't fit comfortably with your Strategic Plan you should ask yourself "why are we doing this?"

PROJECT PLANS

The basis of your Operational Plan are your Project Plans. These detail every project/activity, what it is, why you're doing it, who's responsible and what you expect to achieve. It also details indicators and targets and should link with your annual budget. Each project plan should contain:

- Name of project
- Project Leader and who they report to
- Links to Strategic Goals
- Links to Funding Agreements (if applicable)
- Resource requirements

- Rationale (reason for the project)
- Project overview
- Outcomes
- Indicators & Targets.

A sample follows that you can use or adapt for your Association:

PROGRAM SUMMARIES

Most projects or activities will be grouped together as part of a larger program. For example, you may have a Sustainable Finances program that includes projects such as the Annual Fun Run, Event Based Fundraising, Direct Fundraising, Bequests, Sponsorship and Grants.

Your Program Summary may include:
- Name of Program
- Program Leader / Manager
- Links to Strategic Goals
- Links to Funding Agreements (if applicable)
- Overview of the Program
- Continuing Projects
- New Projects
- "Blue Sky" Projects

A sample Program Summary follows.

QUARTERLY REVIEW

Plans are good, but results are better! Once your Plan is complete you will use it as a guide and management tool for your Association, but you also need to ensure you are reviewing your Plan regularly and reporting to the Committee on progress and any variance. Generally a quarterly review is sufficient.

Your Project Plan template only needs a minor variation to become a Project Review. **TIP!** Use the 'save as' function in Word!

Similarly, your Program Summary template can be slightly modified to provide review information to your Committee. Using a 'dashboard' can provide a quick, visual overview for the Committee—green means all is OK and going to plan; yellow means that there have been some issues but targets are still likely to be met; and red means that there are some major problems and the project may need attention. Generally only the Program Review summary and more detailed information on 'red' projects need be tabled for the Committee.

EVALUATION

At the end of your Plan period, all Programs and Projects should be evaluated to assist in the preparation of your next Operational Plan. Again, only a minor modification of the original template is required. A preliminary evaluation can generally be done after the end of the third quarter. By this stage, you can predict final outcomes fairly confidently.

Evaluation information is used to determine which projects should continue, which should be modified and which should be dropped from your program. Sample Review and Evaluation summaries follow.

A RECORD OF ACTIVITY

One of the great things about the Operational Plan and the Project Plans in particular, is that they form part of a record of activity for your organisational memory. Committees change from year to year so it's good to have a complete record of how projects have been managed in the past.

You can collate all the project materials together with the Project Plan to achieve this. Using the example of the Annual Fun Run, you might keep a copy of all promotional materials, registration information, fundraising information, media stories, print-outs of social media activity, project financial reports etc. so that the next person organising the event is not starting with a blank page. If you do this for all projects you'll have a complete record of activity for the year for reference.

WHERE TO START?

If you haven't done one before, putting together your Operational Plan can seem a daunting task. Here are some steps you might take to get your first Operational Plan off the ground:

Step 1

Draw up a Big Strategic Plan on butcher's paper or on a white board. Include the main headings but don't worry about all the detail.

Step 2

Get three different coloured pads of sticky notes. Write everything you currently do on sticky notes of one colour and stick them onto the Big Strategic Plan where you think they best fit. Some of your current projects / activities will cross over strategic areas and that's fine. Just put them where they make the most sense and you can include reference to other strategic areas in your plan.

Once you have everything you currently do placed on your Big Strategic Plan, go through the same process on a different coloured sticky note for those things you're not doing now, but MUST do in the coming year.

Once these are placed on your Big Strategic Plan, you can take your last coloured sticky notes and write down all the things you are not currently doing but would LIKE to do in the coming year.

All the things written on your sticky notes are your **PROJECTS**.

Step 3

Have a look at the sticky notes and see which ones belong together. While you may have some stand-alone projects that don't fit with anything else, you'll find that the majority of projects can form groups of related activity.

These groups of projects are your **PROGRAMS**.

Step 4

Assign responsibility for each of the Programs you've identified. Some of them will sit comfortably within the scope of existing subcommittees. Some may need you to form a new subcommittee or working group or may be added to the role of an existing subcommittee. Any stand-alone Projects should also be allocated to a sub- committee or working group.

Step 5

The subcommittees or working groups responsible for each Program area should then decide who is going to take ownership of each Project. It's not good enough to just say the Project is the responsibility of the subcommittee as a whole. You must nominate individuals to be Project Leaders so that there is clear accountability.

Step 6

Project Leaders use the templates provided to write up a first draft of each Project Plan. Give a reasonable timeline for this to be done, but make sure there's a clear date for all drafts to be completed. The Subcommittee can then review, amend and sign off on each Project Plan and prepare a Program Summary using the template provided.

Step 7

All of the Program Summaries and Project Plans are presented to the Committee for final review and endorsement.

And there you have it! Your first Operational Plan!

FINISHING TOUCHES

This collection of Program Summaries and Project Plans forms the essence of your Operational Plan. However, there are a few extra things you will want to add to bring it all together.

- Cover Page - with your organisation's name and logo and the period of the Operational Plan
- Index - for ease of reference (a sample index is included below)
- Short Summary - that outlines how and why you have developed your Plan
- Strategic Plan - your one page strategic plan should be included for reference
- Organisational Chart - to show the structure of your organisation
- Program Summaries and Project Plans - the bulk of your Operational Plan
- Budget - as your Operational Plan is linked to your budget this should also be included.

Sample O perational Plan

XYZ ORGANISATION OPERATIONAL PLAN	
Index	
	Page
Summary	3
XYZ Strategic Plan	4
XYZ Organisational Chart	5
PROGRAM 1	6
Project 1	7
Project 2	8
Project 3	9
PROGRAM 2	10
Project 1	11
Project 2	12
Project 3	13
Project 4	14
PROGRAM 3	15
Project 1	16
Project 2	17
FOUNDATIONS*	18
Governance	19
Capacity	20
Capability	21
Budget	22

* Note that there may be a number of specific projects being undertaken in your foundation areas. Just add these as required.

ANNUAL FUN RUN

Project Leader		Sue Smith
Reports to		Events Subcommittee
Contributing to Strategy		Sustainable Finances; Community Awareness; Member Engagement
Contributing to Funding Agreement		Nil
Resources	Funding	Income generating
	Physical	0.2 FTE, Volunteers

Rationale

Our annual Fun Run raises funds for the Association while also raising community awareness and engaging our members in a popular activity.

Overview

The Fun Run will be held this year on Saturday 21st September along the banks of the Torrens River over a distance of 5 kilometres. Participants can run or walk the course and will raise money for each kilometer completed from friends, family and supporters. Participants must register by Friday 13th September to participate. There will be a barbeque and picnic held at the completion of the Fun Run in Rymill Park for participants, family and friends with significant sponsorship achieved for both the Fun Run and picnic. We aim to attract significant media attention and will encourage high profile participation to maximise publicity.

Outcomes

This year we are aiming for 150 participants to raise $10,000 through direct or online donations and to get TV coverage from all the major networks, plus state and local press and social media coverage. We aim to achieve a further $10,000 through sponsorship.

Indicators	Targets
Registration packages printed and distributed to members	by 30th June
Online registration and donation facility live	by 30th June
Social media presence established	by 31st May
All permits secured	by 31st March
Number of participants	150
Amount raised by participants	$10,000
Number of Sponsors	10
Amount raised through sponsorship	$10,000
Number of media stories	4 TV; 4 Press; 500 social media
Feedback rating of 4 or better	90%

Name of the project.

Name of the person responsible for the project and who they report to.

Goals/strategies from your Strategic Plan and funding agreements (if applicable).

Whether the project is income generating/self-supporting/cost centre; and any grant funding; any specific physical resources (eg car / computer); and the HR requirements.

Just a short statement giving the reason for the project.

A short overview of the project explaining what it is, who will be involved, what will be happening. Include enough details so that someone reading it will get a good sense of what the project is all about.

A brief statement summarising the expected outcomes of the project.

Targets should be either dates, numbers, dollars or percentages. Targets must be specific and quantifiable. Dollar amounts will be reflected in your annual budget.

Indicators are all the things that you need to achieve for your project to be a success. They must be specific and quantifiable because they are the performance measures against which the success of the project will be assessed. Remember to be conservative! There's no reason you can't have higher 'stretch' or management targets, but make sure the indicators and targets in your Plan are realistic and achievable.

ANNUAL FUN RUN - Q2 REVIEW

Project Leader	Sue Smith
Reports to	Event Subcommittee

Contributing to Strategy	Sustainable Finances; Community Awareness; Member Engagement
Contributing to Funding Agreement	Nil

Resources	Funding	Income generating
	Physical	Nil
	Human	0.2 FTE, Volunteers

With 4 weeks to go before the event we are tracking well. All preparations are complete and participant numbers are increasing steadily. We expect a big jump in registrations in the week before the event. We have already received some donations but do not expect to see the majority of this income until after the event. Most pleasing are our Sponsorship results to date. While we have not yet reached our target numbers, we have already exceeded our financial target due to a key partnership with a major supporter.

Two high profile participants have been secured and media releases about their involvement will be distributed in the week prior to the event to maximise interest.

Outcomes

We expect that we will reach all targets and may well exceed our financial targets for the event.

Indicators	Targets	Q2 Results
Registration packages printed and distributed to members	by 30th June	Complete
On-line registration and donation facility live	by 30th June	Complete
Social media presence established	by 31st May	Complete
All permits secured	by 31st March	Complete
Number of participants	150	104
Amount raised by participants	$10,000	$10,830
Number of Sponsors	10	6
Amount raised through sponsorship	$10,000	$12,000
Number of media stories	4 TV; 4 Press	Pending
Feedback rating of 4 or better	90%	Pending

All details in the section remain the same as the original project plan.

Remove the "Rationale" section as it isn't required for the review.

The project overview becomes a Progress Report that gives a short summary of how the project is coming along.

Note any changes to the expected outcomes.

Indicators and targets remain the same, but an additional column is added to the right with actual results for the quarter. These should be cumulative for the life of the project.

ANNUAL FUN RUN - EVALUATION

Project Leader	Sue Smith
Reports to	Events Committee

Contributing to Strategy	Sustainable Finances; Community Awareness: Member Engagement
Contributing to Funding Agreement	Nil

Resources	Funding	Income generating
	Physical	Nil
	Human	0.2 FTE, Volunteers

Project Evaluation

The Annual Fun Run was a great success this year. Participation exceeded expectations, as did fundraising results. Sponsorship was also ahead of targets. Participant feedback was very positive and everyone enjoyed the event.

We managed to get stories on 3 networks, plus State and Local newspaper coverage and significant social media activity.

Outcomes

172 participants raised $13,420. 10 Sponsors donated $15,000. Total fundraising results were $8,420 ahead of budget. Media coverage was positive.

Indicators	Targets	Final Results
Registration packages printed and distributed to members	by 30th June	Complete
On-line registration and donation facility live	by 30th June	Complete
Social media presence established	by 31st May	Complete
All permits secured	by 31st March	Complete
Number of participants	150	172
Amount raised by participants	$10,000	$13,420
Number of Sponsors	10	10
Amount raised through sponsorship	$10,000	$15,000
Number of media stories	4 TV; 4 Press	3 TV; 6 Press
Feedback rating of 4 or better	90%	92%

Recommendation

The event was a success and should continue next year. No major revision required.

Add "evaluation" to the project title.

All details in the section remain the same as the original project plan.

Note final outcomes.

Indicators and targets remain the same, but progress results become final results.

You should include a recommendation on whether the project should continue, needs review or should be abandoned.

SUSTAINABLE FINANCES

Program Manager	Jenny Jones

Contributing to Goals	Sustainable Finances
	Community Awareness
	Member Engagement

Grant/Service Agreements	Nil

Overview

We recognise that Sustainable Finances are essential to the viability of our Association. With limited Government and other Grant funding, we must look to members, supporters and sponsors to contribute to the financial well-being of the organisation.

This can be achieved through major and small event based fundraising, our Sponsorship program and pursuing appropriate grant funding for specific projects.

This year we are also going to put resources into direct/online fundraising through sites such as Everyday Hero and MyCause and through direct giving campaigns.

Should resources become available, we are also planning to start development of a bequests program.

Continuing Projects	Annual Fun Run
	Event Based Fundraising
	Sponsorship
	Grants

New Projects	Direct/Online Fundraising

Blue Sky Projects	Bequests

Name of the Program.

Name of the person responsible for the program.

Goals/strategies from your Strategic Plan and funding agreements (if applicable).

An overview of the Program, what it is for and what it hopes to achieve.

A list of projects you've run in previous years that are continuing this year.

Use a separate section to list new projects that are being undertaken for the first time this year.

For most Associations there are always more things that you'd like to do than you have the resources to do in any particular year. Blue Sky projects are just that - the things you'd like to do but can't afford to do just yet. Including a few of these in your Operational Plan flags future directions and also means that should circumstances change, you have some projects ready to go!

TOOLBOX

SUSTAINABLE FINANCES - PROGRESS REVIEW

Program Manager	Jenny Jones

Contributing to Goals	Sustainable Finances
	Community Awareness
	Member Engagement

Grant/Service Agreements	Nil

Progress

Most projects are progressing well and are expected to achieve target. Our Event Based fund-raising got off to a slow start, but has gained momentum and is expected to recover sufficiently to reach target. However, our Grants project is not performing as hoped. Several grants that we were expecting to secure have not been awarded and new grant opportunities are limited.

However, better than expected results from our Annual Fun Run and Sponsorship project will make up some of this shortfall, as will the direct/online fundraising project. This new project has attracted a lot of interest and better than expected results are likely.

Continuing Projects	Annual Fun Run	🟩
	Event Based Fundraising	🟨
	Sponsorship	🟩
	Grants	🟥

New Projects	Direct/Online Fundraising	🟩

Blue Sky Projects	Bequests	

Add "Progress Review" to the name of the Program.

All details in this section remain the same as the original program summary.

The Program Overview becomes a Progress Report where the status of all projects are noted.

Add a column and use the green, yellow and red colours of the dashboard to indicate which projects are on track and which are not.

Managing Community & Clubs Workshop Series

Fraser Coast
REGIONAL COUNCIL

Planning

Everything you ever wanted to know:

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Management Committee's Dual Role

Operations – doing the thing your group does

Strategy – why are we here and what are we doing?

1

What's Your Role In Planning?

Great Committee Focus On Their Job
- **Put some planning in place for their tenure**
- Accomplish work in their portfolio
- Innovate new ideas
- Monitor themselves & each other
- Congratulate each other on good work
- Understand everyone is different but everyone cares

Strategic Planning

Strategic Planning Flow

Strategic Plan (3-5 Years)

Operational Plan (1 Year)

Committee Work Plan (Agenda)

Staff Work Plan

Volunteer Work Plan

Sample Strategic Plan

VISION

Our Vision
Leadership in science education: quality in science learning and teaching.
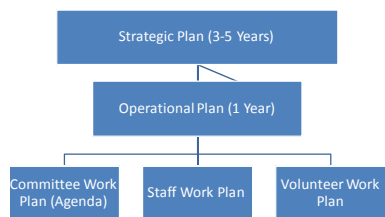
Our Purpose
To achieve excellence in science learning and teaching, support high professional standards and provide effective leadership for the profession of science education.

Contact Us
To learn more about our Association, contact us at:

Address
Address

Phone:
Web:
Email:

Our Values
Excellence
We strive to achieve excellence within our organisation and, by example, promote high professional standards to science teachers.
Credibility
We aim to improve the credibility of our organisation and our profession by earning the respect of our peers and recognition of our quality resources and services
Integrity
Applying the highest standards of ethical behaviour and professional integrity
Learning
Commitment to being a learning organisation, promoting knowledge management and a continuous learning culture to improve what we do

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Strategic Planning

1. Decide/Review On their Organisation's Vision, Purpose & Values
2. Assess The Issues (External & Internal)
3. Make Some Assumptions About The Future
4. Planning Process
   1. SWOT Analysis
   2. Wish List
   3. Prioritize (check their goals!)
5. Agree their Strategic Goals
   1. Write Out Plan
6. Implement The Plan
7. Review

Getting The Plan Done!

Step 1
Draw up a Big Strategic Plan on butcher's paper or on a white board. Include the main headings but don't worry about all the detail.

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Get three different coloured pads of sticky notes. Write everything you currently do on sticky notes of one colour and stick them onto the Big Strategic Plan where you think they best fit. Some of your current projects / activities will cross over strategic areas and that's fine. Just put them where they make the most sense and you can include reference to other strategic areas in your plan.

Once you have everything you currently do placed on your Big Strategic Plan, go through the same process on a different coloured sticky note for those things you're not doing now, but MUST do in the coming year.

Once these are placed on your Big Strategic Plan, you can take your last coloured sticky notes and write down all the things you are not currently doing but would LIKE to do in the coming year.

All the things written on your sticky notes are your **PROJECTS**.

Step 3
Have a look at the sticky notes and see which ones belong together. While you may have some stand-alone projects that don't fit with anything else, you'll find that the majority of projects can form groups of related activity.

These groups of projects are your **PROGRAMS**.

Getting The Plan Done!

Step 4
Assign responsibility for each of the Programs you've identified. Some of them will sit comfortably within the scope of existing subcommittees. Some may need you to form a new subcommittee or working group or may be added to the role of an existing subcommittee. Any stand-alone Projects should also be allocated to a sub-committee or working group.

Step 5
The subcommittees or working groups responsible for each Program area should then decide who is going to take ownership of each Project. It's not good enough to just say the Project is the responsibility of the subcommittee as a whole. You must nominate individuals to be Project Leaders so that there is clear accountability.

Step 6
Project Leaders use the templates provided to write up a first draft of each Project Plan. Give a reasonable timeline for this to be done, but make sure there's a clear date for all drafts to be completed. The Subcommittee can then review, amend and sign off on each Project Plan and prepare a Program Summary using the template provided.

Step 7
All of the Program Summaries and Project Plans are presented to the Committee for final review and endorsement.

Strategic Planning

1. Decide/Review On their Organisation's Mission & Vision, Values etc
2. Assess The Issues (External & Internal)
3. Make Some Assumptions About The Future
4. Planning Process
   1. SWOT Analysis
   2. Wish List
   3. Prioritize (check their goals!)
5. Agree their Strategic Goals
   1. Write Out Plan
6. Implement The Plan
7. Review

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Prioritise

- It isn't uncommon to develop too many strategic goals
- Usually not possible to achieve a long list
- Find common themes and continue to eliminate specifics
- 6 – 10 strategic goals maximum per plan
- Keep going back to their mission for help
  - Eg One of the wishes was to build a car wash to help with passive income (good idea!) BUT the club's mission is to provide activities for an aging population.

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Reviewing Strategic Plans

- Plans should be reviewed regularly throughout the period. At least each year.
- Make review a part of the annual calendar & operational plan.
- Comprehensive planning should take 3 months so begin the next plan well in advance.
- ANY plan is better than none … even a one page agreement of what you are going to do this year will help.

Key Performance Indicators

- Meaningful & Measurable
- Can be quantitative or qualitative (be careful with staff related issues)
- Should be routinely collected & reported on
- Comparable - for benchmarking
- KPI's can be confusing to develop. Keep asking, what are we measuring and how can we measure it?
- Eg: People are enjoying the arts OR 75% of surveyed members rate their satisfaction level with projects as above average.

Build Interest In The Process

Tell everyone about it...
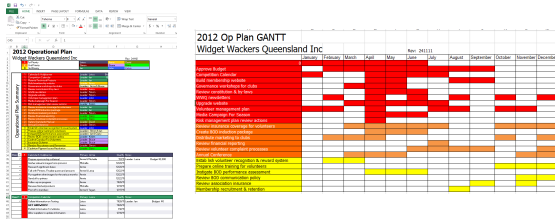

Operational Planning

Basics of Operational Planning

˅ Essentially a list of every job over the next 12 months
˅ Leaders should be identified for each project
˅ Prioritisation can be a helpful tool in work flow management
˅ Individual tasks can be drilled down and allocated to individuals
˅ Budget implications and cash flow should be considered
˅ Due dates for each task should be included
˅ GANTT for better workload planning can be a great tool

˅ Lots of template GANTT charts on google search.
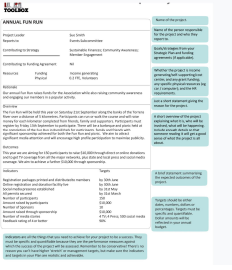

GANTT To Plan Work Flow

Operational Planning Process

˅ Use available resources to develop the task list

˅ Send to key staff and stakeholders for quick review

˅ Amend if necessary

˅ Send to key staff etc for task steps, dates & budgets

˅ Collate & GANTT

˅ Review & amend if necessary

˅ Upload onto cloud & develop calendars & to-do lists

˅ Prepare & collate monthly reports to Operational Plan

The Project Plan

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