

# What can we do?

## Basic steps in strategic planning

There are some practical ways to start building a culture of strategic planning in your organisation. Here are some issues and questions to consider in a collective discussion within your organisation.

Area of focus	Steps to consider	What can we do?
Preparing to plan	<ul style="list-style-type: none"> <li>• Decide on the individuals who will be involved at each stage.</li> <li>• Decide on the resources and information required at each stage.</li> <li>• Assess organisational readiness and openness to the planning process.</li> <li>• Identify decision-making stages.</li> </ul>	
Environmental scan	<ul style="list-style-type: none"> <li>• Decide on the environmental issues to be considered.</li> <li>• Evaluate how well the organisation is currently working.</li> <li>• Consider views and feedback from community members, agencies and other stakeholders about what the organisation should be doing.</li> <li>• Consider factors in the organisation's environment that may be critical in the future.</li> </ul>	

<p>Vision and purpose</p>	<ul style="list-style-type: none"> <li>• The vision statement should reflect the values of the organisation and what the governing body and community members would like it to do in the future, including the intended impact on the community.</li> <li>• A purpose statement should define the basic purpose of the organisation—its reason for being. It should explain in one or two sentences what the organisation does, and for whom.</li> <li>• Deciding on the vision and purpose of the organisation is a fundamental role of the governing body, but it should be developed collaboratively with input from management and staff members, for ultimate approval by the governing body.</li> </ul>	
<p>Strategic goals</p>	<ul style="list-style-type: none"> <li>• Identify the specific priorities the organisation will focus on during the period covered by the strategic plan.</li> <li>• Describe the desired directions or outcomes for each of these goals.</li> <li>• Define how success will be evaluated for each goal.</li> <li>• The plan can span up to five years, but make sure it is reviewed annually.</li> <li>• Make goals consistent with the vision and purpose statement.</li> <li>• Focus on what the organisation wants to achieve in five years.</li> </ul>	
<p>Operational objectives</p>	<ul style="list-style-type: none"> <li>• Describe how the organisation will implement each strategic goal.</li> <li>• Each objective should describe how the organisation will meet the strategic goal.</li> <li>• State specific, concrete results.</li> <li>• Make sure the objectives are short term and measurable.</li> <li>• Develop new objectives and goals annually.</li> </ul>	

Allocate resources	<ul style="list-style-type: none"> <li>• Ensure that there are human, financial and other resources available to implement action plans. Actions will be determined by the availability of resources.</li> <li>• It may be necessary to allocate resources to priority action items at times.</li> </ul>	
Action plans	<ul style="list-style-type: none"> <li>• Develop an action plan for each strategic goal.</li> <li>• Each plan must include the set of actions required to implement the strategic goal.</li> <li>• Include the timeline for all actions.</li> <li>• Detail who is responsible for each action and who will support that person.</li> <li>• Provide details on the resources required (including materials, money and information).</li> <li>• Identify the decision points in the process.</li> <li>• Monitor and evaluate the achievement of the strategic goal.</li> </ul>	
Monitor, evaluate and re-assess	<ul style="list-style-type: none"> <li>• The governing body is responsible for monitoring the implementation of the plan.</li> <li>• Evaluation should include the impacts and outcomes of the activities on the community members and stakeholders.</li> </ul>	