



Strategic planning

Policy name

Strategic planning

References

1	Policy number	
2	Date ratified	
3	Date of review	
4	Reference to evidence guidelines	4 a and b
5	Responsibility	
6	Links to other policies	

Policy

Tropical Housing Company (THC) is committed to periodic strategic planning activities which ensure that the overall direction of the organisation is clear and focussed.

Strategic planning engages key stakeholders such as staff and clients, and is driven by the governing body to ensure a high level, strategic approach with a clear vision, purpose, goals and strategies.

The Strategic plan will be reviewed at least every five years and more frequently depending on contextual factors impacting on the delivery of services and the sustainability of THC itself. The Strategic plan is the framework for other planning documents such as the operational plan and business plan.

Procedures: examples

1. THC will engage staff and clients to understand the needs and perspectives of others in the delivery of services and the pursuit of strategic goals.
2. THC will engage with other external stakeholders to understand the service delivery context, needs, demand for services and an external view of the role the organisation needs to play.
3. THC will involve the governing body and senior staff in a session to distil input from other stakeholders, analyse the task environment and understand threats and opportunities to the agency.
4. THC will develop a highly strategic and focussed plan which addresses key themes such as:
 - a. Excellence in service delivery/tenant and housing services
 - b. Accountability through great governance
 - c. Quality management and administration
 - d. Sustainability and viability
 - e. Community engagement
5. The strategic plan will include elements such as:
 - a. A vision
 - b. Purpose/mission
 - c. Values
 - d. Program areas with corresponding goals
 - e. Strategies corresponding to goals.
6. The strategic plan will be structured to allow a seamless flow on to the operational plan which guides day to day work.



7. The operational plan will be structured to allow for successful measurement of strategic outcomes areas. The following diagram is one example of how a strategic plan fits with an operational plan:

Figure 1: Linkages between strategic and operational planning

Strategic Plan (3-5 years)	Operational Plan (12 months)
Vision	
Mission	
Values	
Organisational history	
Organisation structure	
Current context	
SWOT analysis	
Operating Environment	
Goals (outcomes / objectives)	Goals (outcomes / objectives)
Strategies	Strategies
Broad statement of actions	Actions in detail. Includes: <ul style="list-style-type: none"> • Responsibility • Timeframes • Resource requirements • Performance indicators
Financial forecast	Detailed budget

Source: NSW Federation of Housing Associations – Guide for Strategic and Business Planning

8. The strategic plan will be revised at least every five years or more often if there are contextual factors driving the need for a new direction.
9. The strategic plan will be succinct and visual allowing for easy access by staff and stakeholders. It will be presented in a way that contributes to the promotion of the organisation and to high levels of stakeholder understanding of the core purpose and approach that is taken.

Example evidence sources

- Strategic plan

Links to relevant resources

NSW Federation of Housing Associations Guide for Strategic Planning	Download here
Essential guide to strategic planning Compass Partnerships ACEVO	Download here