

Document 401	Strategic Planning
What is this?	This is a set of guidelines for preparing a strategic plan for CCS
Governance Code Sections:	1.1 (a) 1.2 (a) 5.1 (a)

Strategic Planning

The Board of Carriglea Cáirde Services will develop a Strategic Plan every five years.

The Current plan runs from 2106 to 2020.

The planning process begins at the beginning of the final year of the current plan and the new Plan should be launched within three months of the commencement of the new five year plan.

Developing strategy involves making judgements about the future based on:

- Where we are now
- Where we want to be
- The needs of stakeholders
- Current and past performance
- Current and potential resources
- Changes in the environment (political, economic, social, technological, natural)
- Assumptions about the effect of various possible actions.

The Strategic Planning Process

Whilst responsibility for strategic planning lies with the governing body, it is vital that all those who will be affected by the plan (staff, volunteers, members, users, partners, etc.) have some sort of input into its development process. Those who will be key to delivery of the plan can provide governing body members with the information they will need to make strategic choices, such as senior staff and service users.

The process is as important as the product and involves these broad stages:

Assessing context	Where have we come from?
Developing/confirming vision/mission	What are we about?
Information gathering/analysis	Where are we now?
Identifying key assumptions/choices	What are our options?
Developing a realistic strategy	Where do we want to be?
Ensuring feasibility	What do we need to get there?
Providing evidence of competence	How can we persuade others?
Implementation	How can put the plan into action?
Monitoring and evaluation	How are we doing?

The governing body should identify a set of strategic aims (usually no more than five or six) that will help the organisation to achieve its overall mission. These aims will be statements about what the organisation wants to achieve over a given period of time. Setting strategic aims allows the organisation to prioritise the main areas for action and to monitor and review progress against them.

For each aim there should be a series of specific objectives setting out in detail the activities that will be used to pursue the aims. Objectives must meet '**SMART**' criteria, that is, they must be:

- **S**pecific
- **M**easurable
- **A**ttainable
- **R**elevant
- **T**ime-bound.

Measurement and Review

During its lifetime the Plan should be reviewed by the Board on an annual basis to monitor progress on delivery of set targets, and ensuring the annual operation plan meets the objectives as set out in the Strategic Plan.