



Healesville Community Renewable Energy Inc Governance02 - Strategic Plan Policy

Policy Id	Governance02	Version	1.1
Policy Type	Governance	Subject	Strategic Plan Policy
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1 Introduction

Healesville Community Renewable Energy Inc (Healesville CoRE) has a Strategic Plan that identifies what the organisation would like to achieve and how it will get there. The Strategic Plan is a management tool that provides focus and direction for the organisation to follow and use to measure how well it is progressing towards achieving the goals that it has set for itself. The current Strategic Plan is for 2018-2021.

2 Purpose

The purpose of this policy is to outline the key components of a strategic plan so that Healesville CoRE members

- understand why a strategic plan is critical for organisation success,
- how to use the strategic plan in ongoing operations of the organisation,
- why there is a need to review the strategic plan at regular intervals, and
- what topics should be looked at when doing the strategy review.

3 Strategic Plan components

Strategic planning consists primarily of three components:

- Where is the organisation now,
- Where does the organisation want to get to, and
- How will the organisation get there?

Each component has certain elements that show how and where things fit in. When Healesville CoRE reviews the Strategic Plan, they should address these components as guided in this policy.

3.1 Where is Healesville CoRE now?

When reviewing the Strategic Plan, Healesville CoRE must think about where the organisation is at review time. They must look at their foundational elements (mission and value) to make sure there has not been a change. These two areas are not revised very often because they are the basis of why the organisation was established. The Mission describes the organisation's purpose. This is the purpose of why the organisation was founded and why Healesville CoRE exists.

The Values are the guiding principles of the business. They are the core values and beliefs of Healesville CoRE and they guide the organisation in its daily business.

The operational position of the organisation is assessed. This is done by preparing a SWOT analysis. SWOT is an acronym for strengths, weaknesses, opportunities and threats. Healesville CoRE held a Strategic Plan workshop in August 2018. A SWOT analysis was done by the participants. This is documented in the appendix "Situational Analysis Summary (August 2018)" of the Strategic Plan 2018-2021.

3.2 Where does Healesville CoRE want to be?

The current Healesville CoRE strategic plan has identified five priority areas to focus on between 2018 and 2021.

These five priorities are Key Result Areas (KRAs) defined as:

- Furthering the implementation of current renewable energy projects and planning for longer term projects
- Developing and implementing a robust governance framework that supports effective management and operations within the organisation
- Securing sufficient financial resources to ensure a viable organisation into the future
- Increasing stakeholder engagement through marketing and promotion
- Boosting human resources for effective workload management and increased organisational reach

3.3 How will Healesville CoRE get there?

Healesville CoRE has set up short-term goals that convert the Key Result Areas into specific performance targets. Each goal is measurable, has an end date and a responsible person appointed.

The short-term goals are documented in an Action Plan for the current calendar year. The progress of reaching the short-term goals is reported to the Central Committee each month. The monthly report lists each goal with details of the Responsible Person, Due Date, Status and Issues/Completion comments.

The Central Committee reviews the monthly reports as a mechanism to identify and monitor how the long-term strategic objectives are being delivered.

4 Strategic Plan Revision

4.1 Purpose of Revision

There may be changes in business opportunities, environment situation, authority regulations, financial opportunity, volunteer availability, delivery capability and other factors. Any change in our operational sphere may lead to a change of the business long-term goals and how to get there.

An organisation must ensure that it continues to operate as described in the Vision & Mission Statements. These two areas are underlying principles of why the organisation was established. They should be revised if necessary but are not expected to be revised very often.

The Annual Plan is the process that explains how the business will move from where it currently is, towards where the business would like to be. The progress in achieving these short-term goals is reviewed every month.

4.2 Frequency of Revision

4.2.1 Strategic Plan

Healesville CoRE must review their Strategy at least every three years. This will confirm the strategic direction and current priorities that the business has been working towards. A Central Committee nominated person facilitates the Strategic Plan review.

4.2.2 Annual Plan

Healesville CoRE have an appointed Governance Officer who will liaise with Central Committee members and review the Annual Plan at least once every year. There may be ongoing adjustment of task detail through the year.

4.3 Method of Revision

This section is a suggestion and an optional method for the review and revision. *“Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity”* (Ref: General George S. Patton).

Healesville CoRE should build on its strengths, shore up the weaknesses, take advantage of its opportunities and recognise any threats. The business strengths, weaknesses, opportunities and threats were considered when the Strategic Plan 2018-2021 was established. (Ref: end of section 3.1, “Where is Healesville CoRE now?”, above).

When Healesville CoRE reviews what it has achieved over the past 12 months, the SWOT analysis should be referenced. It may be more accurate to move a strength to a weakness or vice versa. The Risks and Opportunities should be similarly reviewed. Additional items may be included in the analysis and items that are no longer valid should be removed from the SWOT analysis.

The reviewers should look at the current Annual Plan. The Annual Plan has tasks for each Key Result Area (KRA) and each task supports the priority of that KRA. Review each task and determine whether it is still relevant and should be adjusted or removed. Similarly, additional tasks may be added.

Make sure every task (short-term goal) supports a priority goal (KRA) of the strategic Plan.

Any Strategic Plan revision must be accepted by the Central Committee.

5 Related Documents

Value01 – Vision & Mission Statement