

## Strategic Planning Workshop

### Purpose:

Collaboratively develop a strategic plan for the Organisation to help to position it with confidence and focus for the upcoming five years.

### Outcomes:

- Committee agree with, own and commit to the directions laid out in the plan
- Opportunities for innovation and support are identified and harnessed
- The Plan is regularly used to check progress and map out direction

Time	Task
7:45am	<b>Arrival and cuppa</b>
8:00am  [10 min]	<b>1. Welcome and overview</b> <ul style="list-style-type: none"><li>• Participant welcome</li><li>• Reiteration of Purpose and Outcomes</li><li>• Above the Line model for working together</li><li>• Expectations</li></ul>
8:10am  [30 min]	<b>2. Wave Analysis to review operating context</b> <p>Identify the Organisation's operating context over the next 5 years</p> <ol style="list-style-type: none"><li>What might be the new edges?</li><li>What trends are you starting to see emerge?</li><li>What are some of the established norms?</li><li>What dying practices should we reconsider or let go of?</li></ol> <ul style="list-style-type: none"><li>• Capture responses in workshop template</li><li>• Feedback and group discussion</li></ul> <p>See Appendix 1 for overview of Wave Analysis</p>

<p><b>8:40am</b></p> <p>[40 min]</p>	<p><b>3. Strategic direction – identification of the vision</b></p> <ul style="list-style-type: none"> <li>• Definition: “The change that you want to achieve over the next 5 years”</li> <li>• Review examples of other groups</li> <li>• Use ‘Picture This’ or Climer Card images to help review the vision</li> </ul>
<p><b>9:20am</b></p> <p>[30 min]</p>	<p><b>4. Strategic direction – identification of the mission</b></p> <ul style="list-style-type: none"> <li>• Definition: “The role of the group in achieving the vision”</li> <li>• Examples:</li> <li>• Define and gain agreement on the role (mission) of the Organisation</li> </ul>
<p><b>9:50am</b></p>	<p><b>CUPPA</b></p>
<p><b>10:05am</b></p> <p>[30 min]</p>	<p><b>5. Identification of the focus areas of the Organisation</b></p> <ul style="list-style-type: none"> <li>• Identify focus areas (recommend four max) and develop a key objective for each (based on the outputs from the Wave Analysis; Vision; and Mission)</li> </ul>
<p><b>10:35am</b></p> <p>[85 min]</p>	<p><b>6. Develop Strategies and Actions</b></p> <ul style="list-style-type: none"> <li>• Work in 2 x self-selecting breakout groups</li> <li>• Refer to Wave Analysis</li> <li>• Develop up to 3 x strategies for each Focus Area and 3 x actions for each strategy</li> <li>• Report back, refine and agree on strategies and actions</li> </ul>
<p><b>11:55am</b></p> <p>[5 min]</p>	<p><b>7. Reflections and next steps</b></p>
<p><b>12:00pm</b></p>	<p><b>Close</b></p>

## Appendix 1. Wave Analysis outline

### Purpose

Wave Analysis is a participatory process to help a group analyse its current operating environment in order to plan realistically for the future.

It can be used for reviewing what's going on in your world in a way that prompts participants to consider new and innovative ways of operating, as well as thinking about 'old habits' that they may need to let go of.

### Background

Wave Analysis helps a group to look objectively at what they've been doing and to seriously consider some completely new ways of doing business.

It consists of four components:

- i. *New Edges*. These are new ideas or concepts that we have not even thought of and could really shake our worlds. Currently, they're way out beyond the horizon, however within a few years – well, who knows!
- ii. *Emerging Trends*. These are still experimental and are on the move. You see them where the wave is forming and gaining momentum
- iii. *Established Norms* are the current, standard operating procedures that get us through our day, week, quarter, month and year. They are on the crest of the wave and keep us moving.
- iv. *Dying Practices* are the things we just keep doing even though they're no longer relevant or outdated. We see them where the wave breaks on the shore and has lost its energy.

