



## SUSSEX NEIGHBOURHOOD HOUSE Inc.

### PLANNING POLICY & PROCEDURES

#### POLICY

Planning is an essential activity for meeting an organisations aims and developing organisational success, quality and growth. It also ensures an organisation's accountability and that its processes are transparent.

Key elements of good planning include:

- A focus on establishing clear goals/aims and objectives
- Participation from members and service users
- Setting future directions for the organisation
- Accessing a wide range of information, both qualitative and quantitative data
- A written plan which provides for regular monitoring and evaluating progress.

Strategic planning provides the organisation with medium to long term direction for a 2, 3 or 5 year period. It determines where the organisation is going and how we will know if it gets there. It contributes to a greater sense of purpose and accountability within the organisation and by deepening the base of those involved in developing the plan it increases the amount of commitment offered to it. If most people have input and agree with the plan, they will be willing to work together on it. Staff, Volunteers, service users and Management should be involved in this process. Groups or stakeholders that we network with may be able to provide additional information about needs and may provide an opportunity to work on joint projects.

The strategic plan includes the organisation's vision, target groups, goals and service objectives, strategic performance indicators or outcomes, target area and budget. Once the plan is established, the management group and staff can monitor, evaluate and adjust the plan according to changing conditions and needs.

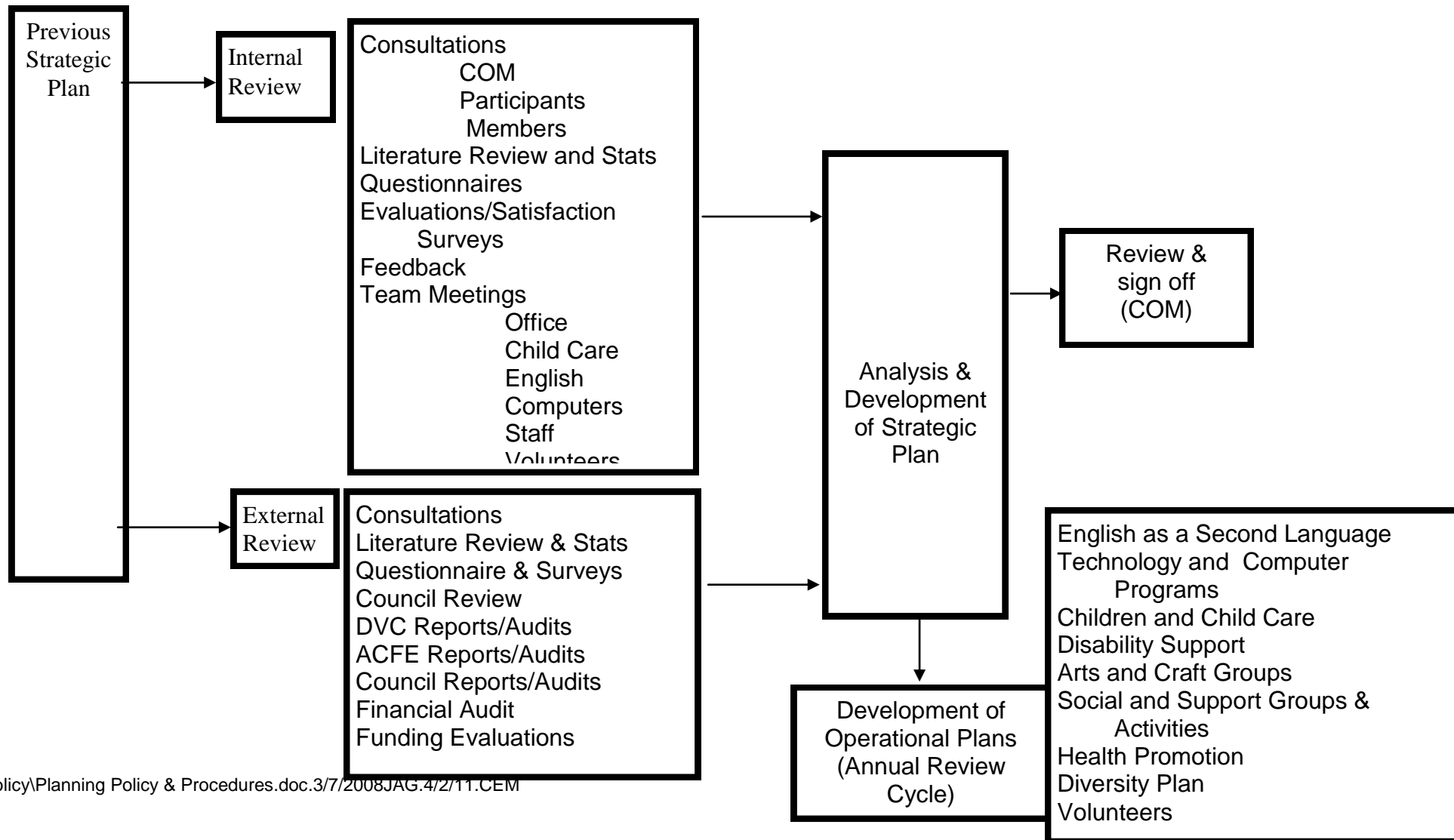
Strategic plans are about the big picture issues that guide the organisation's work. If it is too detailed, large or complicated it may not be read or implemented.

After the strategic plan specific operational plans and action plans are developed and updated annually by the manager and staff to support the implementation of the strategic plan. These plans generally include key objectives, strategies, outcomes and areas of responsibility for particular staff members. These operational and action plans are usually reviewed quarterly to monitor progress.

#### PROCEDURES

See planning diagram.

## STRATEGIC PLANNING PROCESS 2008 — 2011



1. Planning starts with reviewing and evaluating the previous Strategic Plan and progress made against those objectives. A full Review should be conducted at least every 3 years.

1.1 The Internal Review should include:

- Consultations with current users/participants/students, members, paid Staff, Volunteers and Committee of Management.
- Analysis of evaluations, feedback sheets, questionnaires and satisfaction surveys by program participants and programs leaders and staff.
- Analysis of reports and documents related to programs
- Analysis of key items from team meetings
- Internal literature review
- Analysis of House user statistics

1.2 The External Review should include:

- Consultations with stakeholders, including local Networks, interested agencies community organisations, businesses, local and state Government
- Literature Review of Publications and Reports related to neighbourhood houses and learning centres.
- Analysis of ABS and other Statistics, Questionnaires and Surveys
- Reviews conducted by Local Government, State Government and funding bodies
- Analysis of audit Reports
- Information from Funding evaluations

2. Following the Internal and External Reviews there should be enough factual information and learning's based on what has happened in the past to look forward to the future and predicable changes in context and community environment to form a new Strategic Plan. This plan will focus on the bigger picture. This will include a broad financial strategy.

3. From the broader three year Strategic Plan, the operational and action plans can be drawn up for the different sections of the House. These plans are practical and specific with more detailed timelines. Action plans may be developed with a specific cross House focus such as technology, OH & S or diversity, as well as program area plans such as English or Arts and Crafts. Operational/Action Plans are reviewed and drawn up annually by relevant staff and Volunteers. Committee of Management may refine the Key Focus areas annually in order to achieve the broader Strategic objectives.

4. Committee of Management reviews and signs off on the Strategic Plan. The Manager supervises the devising and implementation of the Action plans.

5. The Strategic Plan will be reviewed and renewed every three years.