



STRATEGIC PLAN

2013-2014

CONTENTS



Bar Manager

VISION STATEMENT	3
KEY STRATEGIES 2013-2014	4
Strategy 1	
Diversification of Business and Revenue Streams.....	5-6
Strategy 2	
Develop Strategic Alliances To Enhance Business Capacity	7
Strategy 3	
Align Organisational Resources with Strategic Plan	8-10

We've got you covered
for all your recruitment needs

VISION STATEMENT

*People with disadvantage,
mental illness or disability
have the opportunity and support
to take control of their lives.*



KEY STRATEGIES 2013-2014



Tradie

Strategy 1:

Diversification of Business
and Revenue Streams

Strategy 2:

Develop Strategic Alliances
To Enhance New Business Capacity

Strategy 3:

Align Organisational Resources
with Strategic Plan

STRATEGY 1

Diversification of Business and Revenue Streams

Action Plan 1.1 – Develop and agree key criteria for business decision making

Scope: Investigate how other organisations do this, develop draft criteria, test with specialists/outside corporates, run a potential opportunity through criteria to see if it adds value, present to Board for approval, utilise for at least two potential opportunities.

Resources:

Start Date: February 13

Complete Date: July 13

Project Manager: General Manager

Success Measures: Board rate the decision making criteria as adding commercial and strategic value to their decision making.

Ethics: Make sure the criteria take into account the vision.

Risks: Slows decision making down, focus becomes too narrow.

Action Plan 1.2 – Review relevant existing projects against agreed criteria

Scope: Review relevant existing projects against agreed criteria, identify ways to add extra value to meet the key criteria, further develop project to add value. Ensure community support for changes.

Resources:

Start Date: July 13

Complete Date: December 13

Project Manager: Executive Manager, Corporate Services

Success Measures: Board agree criteria have added value to existing projects.

Ethics: Community backlash against any changes.

Risks: Damage to brand, financial impact of no action and diminish capacity to achieve strategic intent.

STRATEGY 1

continued from overleaf

Action Plan 1.3 – Identify potential new opportunities

Scope: Utilise agreed criteria to identify and develop business case for new opportunities.

Resources:

Start Date: July 13

Complete Date: June 14

Project Manager: General Manager

Success Measures: At least two new opportunities are agreed by Board that adds at least cumulative \$200k revenue to the budget.

Ethics: Revenue growth placed ahead of program/service quality.

Risks: Lack of skill in new business

Action Plan 1.4 – Identify potential takeover opportunities

Scope: Agree criteria for takeover opportunities, develop process for takeovers, ensure staff are skilled at managing potential takeovers especially HR, identify opportunities and present to Board.

Resources:

Start Date: February 13

Complete Date: July 13

Project Manager: General Manager

Success Measures: At least one takeover opportunity is analysed and Board agree process has been robust.

Ethics: Manage perceptions of rights, ensure stakeholders' perceptions are managed.

Risks: Incomplete due diligence.

STRATEGY 2

Develop Strategic Alliances To Enhance Business Capacity

Action Plan 2.1 – Develop Strategic Alliances to enhance existing business

Scope: Develop gap analysis that identifies existing strategic alliances and how they are enhancing existing business, identify new strategic alliances that will further enhance existing business, develop outcome measures. Identify barriers to staff/Board developing and maintaining alliances. Ensure accountability of staff/Board to achieve agreed outcomes within agreed timeframes. Ensure this is an ongoing process.

Resources: Meetings/travel

Start Date: February 13

Complete Date: May 13

Project Manager: Executive Manager, DES/PHaMs

Success Measures: All existing business has formal plan to develop strategic Alliances.

Ethics: Alliances are of mutual benefit and is appropriate use of CHESS financial resources.

Risks: Manage potential for conflict of interest, alliances lead to brand/identity issues over time.

Action Plan 2.2 – Develop Strategic Alliances to enhance New Business Capacity

Scope: Identify and develop Strategic Alliances that will enhance new business capacity. Develop outcome measures. Identify barriers to staff/Board developing and maintaining alliances. Ensure accountability of staff/Board to achieve agreed outcomes within agreed timeframes. Ensure this is an ongoing process.

Resources: Meetings/travel

Start Date: July 13

Complete Date: June 14

Project Manager: General Manager

Success Measures: All new business has formal plan to develop Strategic Alliances.

Ethics: Alliances are of mutual benefit and is appropriate use of CHESS financial resources.

Risks: Manage potential for conflict of interest, alliances lead to brand/identity issues over time.

STRATEGY 3

Align Organisational Resources with Strategic Plan

Action Plan 3.1 – Align Board skills with strategic plan requirements

Scope: Agree required Board skill sets to facilitate strategic plan (eg significant new business development experience, high level finance skills etc.), develop recruitment plan, develop ongoing Board development education to upskill/inform in required areas. Board appoint as casual vacancy and then develop appropriate election process as per constitution.

Resources: Public Officer

Start Date: March 13

Complete Date: July 13

Project Manager: Chair

Success Measures: Board appoints new Board member/s to meet identified skills gap.

Ethics: Ensure policy and procedures developed are best practice in corporate governance.

Risks: Change in board composition leads to loss of organisational history/culture.

Action Plan 3.2 – Develop Board subcommittee structure to support Governance requirements

Scope: Investigate creation of Finance and Governance Board subcommittees, develop TORs, implement. Look at possibility of having non Board members as part of subcommittee.

Resources: Public Officer

Start Date: May 13

Complete Date: September 13

Project Manager: Chair

Success Measures: Subcommittees implemented.

Risks: Not adding value.

STRATEGY 3

continued

Action Plan 3.3 – Develop Board meeting structure to support Governance requirements

Scope: Align Board agenda with strategic plan, investigate what would need to change for Board to meet on a bi-monthly basis.

Resources: Public Officer

Start Date: March 13

Complete Date: September 13

Project Manager: Chair

Success Measures: Board rate new agenda as meeting their requirements.

Risks: Achieving governance best practice.

Action Plan 3.4 – Align staff skills with strategic plan requirements

Scope: Develop organisational structure to support the strategic plan and complete skills gap analysis and relevant recruitment/training.

Resources:

Start Date: March 13

Complete Date: November 13

Project Manager: General Manager

Success Measures: Skills gaps filled.

Ethics: Striving to appoint the best people to each role.

Risks: Change management, loss of key staff.

STRATEGY 3

continued from overleaf

Action Plan 3.5 – Develop and implement required policies and procedures

Scope: Develop and implement required policies and procedures to support organisational operations and support strategic plan. Investigate moving from Associations Incorporation Act to Corporations Act.

Resources:

Start Date: March 13

Complete Date: November 13

Project Manager: Executive Manager, Corporate Services

Success Measures: All identified quality systems are in place and consistently used throughout the organisation.

Ethics: To be applied throughout the organisation.

Risks: Non-compliance with potential for fines and reputational damage.

Action Plan 3.6 – Develop staff performance management processes aligned with strategic plan

Scope: Ensure staff performance management processes include KPIs directly related to strategic plan, required culture/behaviour changes and compliance (eg star rating) issues.

Resources:

Start Date: June 13

Complete Date: August 13

Project Manager: General Manager

Success Measures: All staff have KPIs and are performance managed.

Ethics: All staff are to be accountable.

Risks: Staff morale reduces due to lack of understanding the new KPI's.

STRATEGIC PLAN 2013 – 2014



Horticulturalist



Retail Worker



Child Care Worker