

Application	The Board and employees
Standards	QIC Standards 7 th edition 2.1 Management Systems
Associated policies/procedures	BPM-001 Code of Conduct and Board members' Responsibilities Policy BPM-003 Board and CEO Relationship Policy Performance Development and Review Procedure
Thorne Harbour Health	The Victorian AIDS Council Inc (VAC) and the Gay Men's Health Centre Inc (GMHC) are separate legal entities and 'incorporated associations' for the purposes of the <i>Associations Incorporation Reform Act 2012</i> (Vic). Each of VAC and GMHC is overseen by independent volunteer Board members, elected or appointed under the Constitutions for each entity. The entities operate under the trading name of Thorne Harbour Health. Each of VAC and GMHC is registered with the Australian Charities and Not-for-profits Commission. A reference to 'the Board' refers to the collective or committee of Board members of both VAC/GMHC.

1. Purpose

The purpose of this document is to lay out the approach that Thorne Harbour Health utilises to create and review its *Strategic Plan* on a regular and ongoing basis. The document is not intended to be utilised in a prescriptive manner but rather as a guide that seeks to incorporate current best practices.

2. Strategic Planning

Strategic planning is a management activity that is used to assess, monitor, and adjust the organisation's direction in response to an ever changing environment. It should be both proactive in articulating the future aspirations of the organisation and reactive to the needs of the community that Thorne Harbour Health serves.

The strategic planning activity should set priorities, establish agreement around intended outcomes and/or results, and focus energy and resources by ensuring that employees and stakeholders are working toward common goals to advance the aims of the organisation.

Strategic planning is a disciplined effort that produces agreement around the fundamental decisions and actions that shape and guide what the organisation is, who it serves, what it does, and why it does it.

Strategic planning focusses on the future and articulates not only where the organisation is going and the actions needed to make progress, how it will know if success is achieved, and also how such success will be measured.

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3. Strategic Plan

A *Strategic Plan* is a communication and planning tool used to articulate the outcomes of the strategic planning activity. Thorne Harbour Health utilises a *Strategic Plan* to communicate its:

- Vision
- Mission
- Values
- Strategic goals

4. Approach

Thorne Harbour Health utilises a common four stage approach to strategic planning. Each stage has a set of outcomes and learnings that drive the next stage of the approach.

1. Determine Current Position	2. Refine Strategy	3. Refine strategic goals	4. Manage
<ul style="list-style-type: none"> •Identify Strategic Issues Faced •Identify Opportunities and Threats •Identify Risks and Roadblocks •Gather employee input •Gather key stakeholder input •Develop SWOT 	<ul style="list-style-type: none"> •Refine Vision •Refine Mission •Refine Values •Develop Long term objectives •Develop success strategies 	<ul style="list-style-type: none"> •Determine strategic goals •Determine how goals are to be measured •Consult with stakeholders 	<ul style="list-style-type: none"> •Rollout communications •Operations Planning •Measure achievements against targets •Review •Adjust

5. Management

For a *Strategic Plan* to be successful it must be properly managed following its creation and implementation. This means it must be properly resourced, aligned with the organisation's values, have appropriate and realistic timeframes associated with each measure, and be tracked to ensure that success is measurable. Delivery against and monitoring of the progress of the Strategic Plan shall be operationalised through aligned operational plans established by the CEO and senior management. If measures are identified as falling behind schedule, appropriate action should be taken to remedy this.