



SOCIAL  
JUSTICE  
IRELAND

*working to build a just society*

# Strategic Planning

Planning to deliver in 2019

# Expectations and Concerns

© Social Justice Ireland

W: [www.socialjustice.ie](http://www.socialjustice.ie) T: @SocialJusticeI F: [fb.me/SocialJusticeI](https://fb.me/SocialJusticeI)

# Agenda

- What is Strategic Planning and Why do we need it?
- Where to Start? Developing your Strategic Plan
- Turning Objectives into Actions
- Putting Strategy into Practice
- Evaluating your Strategy

# What is a Strategic Plan and Why do we need it?

**“Fail to prepare, prepare to fail!”**

- Allows you to ‘take stock’ of where your organisation is now
- Clarifies your Mission and Objectives
- Sets clear, time-specific goals and actions
- Creates the basis of a workplan for the organisation



# What is a Strategic Plan and Why do we need one?

- Who should be involved?
  - Up to individual organisations, but recommend whole stakeholder approach.
  - Who are your stakeholders?
    - Board
    - Staff
    - Members
    - Service Users / Clients
    - Affiliated Groups
    - Wider Community
    - Others?

# What is a Strategic Plan and Why do we need one?

- Organisational SWOT Analysis

Strengths	Weaknesses
Opportunities	Threats

# Where to Start? Developing your Strategic Plan

- Mission

- Does your organisation have a Mission Statement?
- If not, what is the main purpose of your organisation?

- **Example:**

*Social Justice Ireland* is working to build a just society through developing and delivering credible analysis and policy to improve society and the lives of people. We identify sustainable options for the future and provide viable pathways forward. In all of this we focus on human rights and the common good.

We improve the quality of public policy by influencing the public debate to ensure it focuses on what matters most to people who are poor or vulnerable or in need. We focus especially on ensuring the future being developed is one in which all people and the whole person are developed simultaneously and in solidarity.

# Where to Start? Developing your Strategic Plan

- Values

- What is your organisation's ethos / central belief?
- What drives your organisation to achieve its mission?

- **Example**

*Social Justice Ireland* promotes the values of both human dignity and the centrality of the community. The person is seen as growing and developing in a context that includes other people and the environment. Justice is understood in terms of right relationships. A just society is one that is structured in such a way as to promote right relationships so that human rights are respected, human dignity is protected, human development is facilitated and the environment is respected and protected.

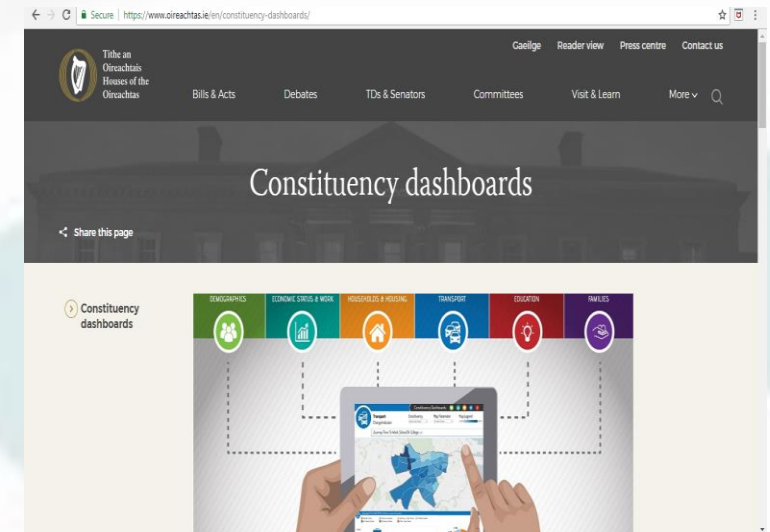
*Social Justice Ireland* speaks for those who have no voice in policy debates. We place a very high value on integrity in all we do and are confident enough to take an uncommon point of view or to propose an unpopular solution.



# Where to Start? Developing your Strategic Plan

- **Analysis**

- What's the current local area environment like for your organisation?
- What are the current issues presenting for the area that your organisation could support / presenting for your organisation?
- Where are the statistics?



# Where to Start? Developing your Strategic Plan

- What do you really want to do? – Your VISION for your organisation

- High-level Goals and Objectives

- PPN Objective:

*Promote effective participation by the local community in local government.*

- Financials – what can you achieve with what you can expect to have to spend?



# Break – 15 minutes please



# Turning Objectives into Actions

- SWOT Analysis

Strengths	Weaknesses
Opportunities	Threats

# Turning Objectives into Actions

- For each Objective identified, what do you need to do achieve it?
- Think SMART
  - Specific
  - Measurable
  - Assignable
  - Realistic
  - Time-based / Timely



[www.PSDgraphics.com](http://www.PSDgraphics.com)

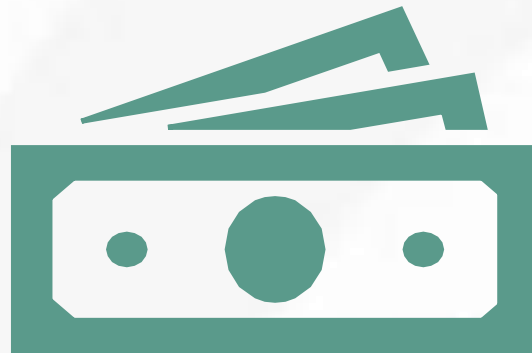
[This Photo](#) by Unknown Author is licensed under [CC BY](#)

# Turning Objectives into Actions

- Key Performance Indicators (KPIs)
  - How will you know if your action has been achieved fully?
  - What does success look like?
  - Is your organisation big enough to need departmental or team KPIs?
  - What are your individual KPIs?
- **Example**
  - Objective: To raise awareness of an issue
  - SMART Action: Communications Team to increase social media presence by 500 followers in the first year of the Strategic Plan
  - KPI(s): 50 new followers in Q1; 100 new followers in Q2; 150 new followers in Q3; 200 new followers in Q4.

# Turning Objectives into Actions

- Budget
  - Look at your financial projections
  - Break this down into an annual Budget, based on the Objectives and Actions
  - Do you need 'line Budgets'?
  - Remember – you may be subject to Public Procurement Rules



# Outline Strategic Plan - Content

- Executive Summary / Intro
- Mission and Values
- Over-arching Objectives
- SMART Actions for each Objective
- KPIs for each Action
- Financial Projections and Budget
- Review Timeframe(s)



# Outline Strategic Plan – Action Plan Template

Objective	Action	Action Timeframe	KPI(s)	KPI Timeframe	Responsibility	Comment
To raise awareness of an issue	1. To increase social media presence by 500 followers in the first year of the Strategic Plan	Year One	1. 50 new followers	End Q1	Person, Communications Team	
			2. 100 new followers	End Q2	As above	
			3. 150 new followers	End Q3	As above	Only 100 achieved, need to improve in Q4 by XX
			4. 200 new followers	End Q4	As above	

# Putting Strategy into Practice

- Who needs to know about your Strategy?
  - How will you communicate it?
  - Do you need others to participate in the roll-out?
- Set out a timeframe for Strategic Plan Reviews – your KPIs will be key here
- As part of the review, consider if the Mission and Values are being carried through the Actions and KPIs

# Evaluating your Strategy

- What is Evaluation?
- What is it for?
- Interim / Final Evaluations
- Using Evaluation Outcomes



SOCIAL  
JUSTICE  
IRELAND

*working to build a just society*

Thank You