

## Statement of LGEC's Strategic Planning Process

Adopted in LGEC committee meeting 2<sup>nd</sup> April 2001 as a statement of current practice.  
Revised April 2008.

### 1. Roles and responsibilities

Strategic Management of LGEC is the overall responsibility of the management committee. However, everyone who works for the organisation, whether as a member of staff, a committee member, or as a volunteer, is encouraged to be actively involved in the strategic planning process. LGEC will also aim to involve end users and its membership in the process wherever possible.

### 2. Purpose of strategic planning

The purpose of strategic planning within LGEC is to establish a clear long term organisational focus for at least the coming five years, setting out our long-term vision and mission statements, our organisational values and clear organisational milestones for the coming year. The plan is intended to take into account new opportunities and changes in the external environment in which LGEC is working, to build a common focus for the organisation and for this to filter into actual practice, embedding the strategic plan into practical work plans.

### 3. Five Year Planning Process

The process used in developing our strategic plan is participatory to facilitate the active contribution of all staff and trustees, and to give an opportunity to the LGEC membership, service users, partners, funders and other interested stakeholders to contribute to our future direction.

A long-term plan is developed every five years, reviewing our vision, mission, values and strategic objectives in line with internal and external changes. This is supplemented by annual review events to reflect on progress over the last year, review changes in the external environment, ensure our long term priorities are still valid, adjusting where necessary, and to identify milestones for the coming year. This planning cycle is outlined in Appendix 1.

Annual milestones then provide the foundation for an annual operational plan, supplementing the five year plan, to ensure that the strategic plan is a living, breathing, valid document that helps to inform our decisions throughout the year. The operational plan provides a framework for staff, informing quarterly work plans.

### 4. Finalising and approving plans

Draft strategic and operational plans are circulated to all staff and the management committee for comment. They will be presented at staff meetings for any further discussion and then presented to the management committee for final debate and approval. Consensus will be sought regarding the strategic plan. In the event of a lack of agreement regarding the plan, the management committee has the final say, in accordance with its constitutional decision making procedures.

### 5. Implementation and monitoring

The overall implementation of the LGEC Strategic Plan is the responsibility of the Chief Executive. Responsibility for the implementation particular aspects of the plan may be delegated to other members of staff, management committee members and volunteers as appropriate. The Chief Executive will monitor the progress of the plan using a monitoring form summarising specific quarterly progress against annual milestones, using reported information. This information will be shared with staff and management committee members, to help track progress of the plan.

**Appendix 1: LGEC’s Overall Strategic Planning Process**

Stage	Description	Key elements or possible tools	Expected outcomes
Stage 1: Developing a common understanding	Developing a common understanding of strategic planning, learning from LGEC’s past experiences and consultation on the upcoming planning process.	Looking at planning, systems and our understanding of “strategy”, “vision”, “mission”, etc.	A common understanding towards the process.
Stage 2: Environmental analysis	Assessing what’s happening internally and externally now and in the foreseeable future helping us to predict how services might develop.	SWOT (Strengths, Weaknesses, Opportunities, Threats) and/or PEST analysis (Political, economic, social, technological)	A clear picture of the internal and external factors affecting LGEC.
Stage 3: Setting the direction	Reviewing or clarifying where LGEC is going, our desired future and whether this is the right future.	Looking at the big picture.	Vision, mission and values statements developed and understood by all.
Stage 4: Options and choices	Exploring options about how the desired future can be achieved, assessing priorities, feasibility and risk.	Assessing and prioritising options	Establishing several key strategic objectives for the next 3-5 years (to help achieve the mission)
Stage 5: Planning	Taking stock, making choices and establishing plans. Determine the 5 w and the H (Why, What, Where, When, Who and How)	Setting annual goals Writing a strategic plan	Setting annual goals. Indicators of success. A written strategic plan.
Stage 6: Implementation	Putting the plan into action through work plans and systems.	Change management Developing internal management systems Project management systems	Annual milestones are clearly linked to individual work plans. Regular collection of evidence to monitor implementation. Setting of staff objectives
Stage 7: Annual review and evaluation	Annual assessment to ensure progress is on track, adjusting as necessary.	Assessment and reporting using monitoring information and indicators	Ensuring our strategic objectives are still valid. Revised annual priorities where necessary.