



Strategic Planning Policy (Board)

Policy Number:	BO-035		
Date Approved:	February 2014	Approved By:	The Board
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Version 1			

1. Aim

The Board is responsible for planning for the future of the organisation while ensuring its present development.

The purpose of this document is to set out the roles and responsibilities of the Board and the GENERAL MANAGER to implement this policy.

2. Scope

This policy applies to employees and volunteers of Breakaway including members of the Breakaway Board.

3. Policy

The strategic planning process enables the Board and staff to translate the mission into specific directions that can be accomplished and measured.

3.1 Breakaway Strategic Plan

- The Board develops the strategic plan and reviews it annually.
- The GENERAL MANAGER and senior staff are to contribute to the development of the strategic plan in collaboration with the Board.
- The strategic plan is signed off by the Board.
- Regular reporting to the Board by the GENERAL MANAGER informs the Board of progress of the implementation of the strategic plan, and explains major variances and actions taken to ensure the planned outcomes are achieved.

3.2 The Operational /Business Plan

- The GENERAL MANAGER, with the staff, formulates the operational/business plan to achieve the strategic plan.
- Staff contribute to the goals within the operational/business plan annually through the organisational goal setting framework.
- The operational/business plan contains an annual budget that forms the resourcing expectations of the strategic plan.
- The operational/business plan is presented by the GENERAL MANAGER at a Board meeting for the Board to sign off.
- The GENERAL MANAGER is responsible for the implementation of the operational/business plan.

- The GENERAL MANAGER will provide regular reporting to the Board and staff about the progress of the implementation of the operational/business plan is presented by the GENERAL MANAGER at a Board meeting for the Board to sign off.

4. References

Corporate Governance Principles and Recommendations ASX Corporate Governance Council
 'It's Your Business' NSW Department of Ageing, Disability and Home Care
 Associations Incorporation Act 2009 (NSW)
 NSW Disability Service Standard 6

5. Persons Responsible

All employees and volunteers are responsible for:

- Compliance with all Breakaway policies and procedures.

GENERAL MANAGER is responsible for:

- Ensuring the implementation of efficient and effective procedures and systems to ensure the implementation of this policy
- GENERAL MANAGER is responsible for communicating matters to the Board as required by this policy

Board are responsible for:

- Approval of this policy
- Implementation of this policy

6. Definitions

Breakaway – all Breakaway Incorporated services and programs

Board – the governing body of Breakaway, comprised of elected or appointed members who jointly oversee the activities and legal responsibilities of the organisation

Manager – refers to the GENERAL MANAGER

Staff – refers to employees and volunteers of the organisation

Due diligence – the degree of care and caution required by the circumstances of a person

Fiduciary duty – the highest standard of care imposed at either equity or law. The duty of caring for another's money.

Governance – is the legal authority of a Board to establish and be accountable for policies that will affect the life and work of the organisation.

Constitution – the name given to the memorandum and rules of an organisation

Risk – the likelihood and consequence of something happening that will have an impact on objectives

Risk management – the process of identifying, assessing and judging risks, assigning ownership, taking actions to mitigate or anticipate them, and monitoring and reviewing progress

Duty of care – the obligation to take reasonable care to avoid causing harm to another person

Conflict of interest – situations where a conflict arises between public duty and private interest which could influence the performance of official duties and responsibilities

Pecuniary interests – financial interests or other material benefits or costs

Non-pecuniary interests – political, religious, recreational, family or other interests

Vicarious liability – situation in which an employer can be found liable for wrongs committed by employees in the course of the employer's work

Ethics - The basic concepts and fundamental principles of right human conduct. It includes study of universal values such as the essential equality of all men and women, human or natural rights, obedience to the law of land, concern for health and safety and, increasingly, also for the natural environment.

Strategic business planning – a process to map how an organisation can use its resources to successfully achieve its objectives over a period of time (usually 3-5 years)

Strategic directions – the parameters for defining what an organisation will do, based on an analysis of its operating environment and its internal capacity

Vision – where an organisation wants to be at the end of the planning period

Values – the core principles that guide an organisation's service delivery and management

Document review history

<i>Date</i>	<i>Section</i>	<i>Change</i>