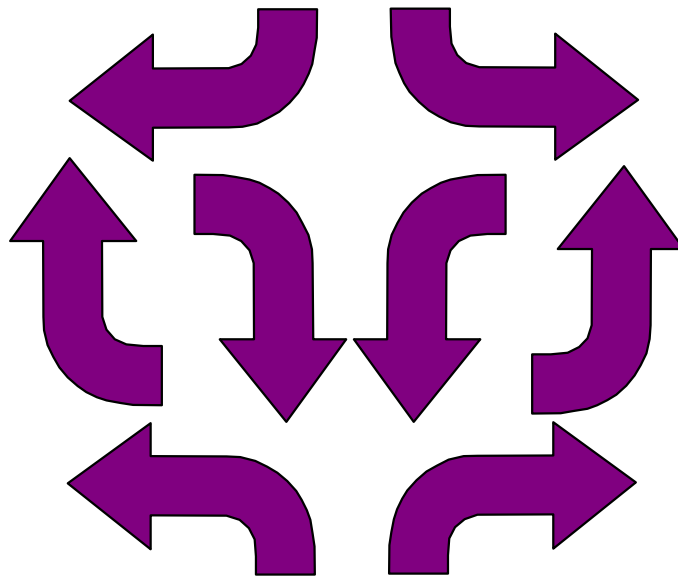


MANAGEMENT PLANS



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A PLAN FOR YOUR ORGANISATION

1. Putting a plan together, including the thinking you put in before writing, forces you to take a critical, unemotional look at your entire organisation.
By taking such a look you can identify weaknesses and strengths, pinpoint needs you might otherwise overlook, spot problems before they arise and plan for success.
2. The finished plan is a tool which properly used will help you manage your organisation and its success.

The plan helps to establish reasonable objectives and how to achieve them. It also helps you to recognise problems and where they come from, thus suggesting ways to solve them. It may even help avoid them altogether.
3. The completed plan helps you communicate your ideas to other board members, community, funding sources, Government Departments and other agencies.
For this reason it is important that your organisation does the plan itself. A plan prepared by someone else won't do you any good unless you understand it completely. Such understanding comes from being involved in it from the start.
4. **Remember:** No plan, no matter how carefully thought out or understood will be of any use **UNLESS YOU USE IT.**

DEVELOPING A PLAN WILL NOT:

- Guarantee success
- Remove all risks and uncertainties
- Always provide a "go ahead" answer
- Guarantee funding

DEVELOPING A PLAN WILL:

- Identify weaknesses and strengths
- Help establish objectives
- Help communicate your ideas
- Spot problems before they arise
- Give your organisation credibility
- Strengthen your case for funding
- Assist with funding application

THE PLANNING PROCESS

CREATING THE VISION

Decide on a mission statement:

1. Focus on the results *for the consumer*
2. Be *outward* looking
3. Be *future* orientated : where are we going
4. Must be clearly understood
5. Must be brief, easily remembered almost a catch phrase

Most important point : *focus on outcomes for consumers.* eg. “Empowered Women” (YWCA)

Ways of finding a Mission Statement:

- Have a brainstorm for important *words* that describe the organisation.
- Select the words that encompasses what your members gain from your service
- Write a sentence, preferably a phrase.

Use this on all your paper, newsletters, publications to reinforce your image and your service to your members, your funders, statutory bodies and the general public.

Outline the Purposes

Purposes are the reasons for the existence of the organisation and fulfil you Mission Statement. They are most easily expressed in the form of *services*.

1. What are your services?

- Networking among voluntary organisations
- Newsletter to share information
- Forums for general discussion
- Seminars for discussing particular topics
- Workshops for training of staff, members

2. Include who your services are for - who are your members?

3. Include your range - eg. Your geographical, and interest area.

Write your philosophy

Ask your committee to complete this sentence 5 times:

“ believes.....”

Combine the ideas to write your statement of beliefs which will underpin your services.

A GROUP PLANNING METHOD

Plans have a greater chance of success if the ideas of members are worked into the overall plan. One method could be:

1. Invite all members to a meeting , forewarning them of the purpose and asking them to bring ideas on the chosen project, such as a Management Plan.
2. Provide the background as an introduction.
3. Ask each member to write down (individually) all the factors necessary to make the plan successful. Set a time limit.
4. Gather all the ideas together and assemble on a master sheet (large blackboard). This generally ensures that any particular area is not overlooked.
5. Arrange all the activities into a chronological order of:
 - points requiring further investigation
 - tasks needing no further investigation
6. Break down the investigation into small responsibilities with accepted deadlines and allocate to various members.
7. Arrange a reporting-back time. Each finding should be submitted and decisions made accordingly. A course of action should be determined with deadlines for completion of each stage established.
8. **START THE PROJECT**
9. After the project is concluded, a “de-briefing” meeting should be held to discuss the project and how things could be improved on further occasions.
10. Check the points on the original master sheet to find out, if any, factors which emerged during the project that were not envisaged originally.
11. Prepare a report for the future project-planning teams.

SETTING THE GOALS

Brainstorm the goals, or objectives that will deliver the services within the framework of your philosophy.

Areas that need goals:

1. Services : for your members - be specific.
community links
any other services
2. Support : for committee, staff.
Management, facilities, finances
Organisational standards.

MAKING THE PLAN

A **THREE YEAR PLAN** is preferable.

It should *not* be dependent on availability of funding.

Part of the plan is to get the resources needed to implement it.

It will take longer and cost more than you plan for!

ADDRESS THE BLOCKS:

External: eg. Funding, government policy, other community needs.

Internal: eg. Committee agreement, staff allocations, other work on hand.

It may be necessary to change the plan to fit some of these circumstances.

THREE YEAR PLAN:

Break the *goals* into *3 year objectives*.

Plan a *budget* for each goal.

Break each goal into a *one year objective*

Allocate the *tasks* in an annual **MANAGEMENT PLAN**.

Set boundaries for annual *evaluation*.

Show lines of *accountability* for each task.

A timesheet for a monthly action programme for each task is prepared (allowing time for crises and interventions).

RESULT

When the 3 year plan is designed, the flow down from the vision through the annual and monthly programmes should be seen.

As the tasks are completed each month, the steps towards the annual plan are realised. There is a flow up to the vision which can be checked out regularly.

INFORMATION NECESSARY TO 'MAKE YOUR PLAN'

Data collection and Analysis

The first major phase of preparing a organisation plan is the collection and analysis of data relevant to your organisation. The information that you find should help you decide if you want to continue offering the services you are currently offering, expand the operation, or look for opportunities. A second purpose of this phase is to provide you with enough information to decide how to best operate your organisation successfully.

1 General Description of Service

In this section of your Organisation plan you need to research and analyse the climate that you are operating in. Capturing this broader view of what's happening outside the target market area is the purpose of the industry analysis. A definition and history of the may be necessary for people not familiar with your organisation. The following information should be included in this section.

Size You should determine how large the organisation is. How many people used your service last year and the number of services provided. How much competition do you face and how secure your funding is.

Trends You should determine if the need for the service you provide is growing, declining or stable.

Characteristics Determine the important characteristics of the sector and list those relevant to your organisation. List those characteristics which could have an impact upon your organisation, beneficially or otherwise such as Government policy, funding etc.

Sector Outlook Try to find out what is expected to happen within the sector in the future

2. Description of the Organisation/Operation

This section provides background information and a historical profile of how your organisation was started and how it is presently doing. For an existing organisation the following topics should be covered.

Name of organisation: Legal name and commonly known name

Date and place of incorporation

Date actual operations began

Key people such as your auditors, accountants, solicitors and if you are in the area of specialist service provision the qualifications of say child care workers or counsellors.

Brief History Discuss the type of organisation and a brief outline of your growth and development through the years including major events and discuss the results.

Names of major stakeholders include funders, sponsors, contractors key stakeholders.

3 SWOT ANALYSIS

A SWOT stands for strengths, weaknesses, opportunities and threats. This is a valuable exercise to carry out and you should list some of the things you excel at and the opportunities for improvement that you identify. If you commit these to paper you will then be able to monitor your progress.

Strengths - these are the things you do best. They are most likely to be the things you are achieving as well as or better than others. Examples include quality services, high demand for services, quality staff, community support, sound financial base.

Weaknesses - these are the things that are causing problems. Examples include lack of awareness amongst your community (target audience) inadequate premises, lack of skilled staff, inadequate systems such as financial systems, lack of resources.

Opportunities - these are things that offer you opportunities to do better. Examples include improved service provision, better marketing, staff training, more appropriate premises, volunteer programme, improved systems.

Threats - these are things that could prevent you from achieving what you want. Examples include a declining need for your service, Central or Local Government policies, competition, resources.

4 YOUR PURPOSE

You needs to state clearly your statement of purpose/kaupapa of the organisation. This is a statement that describes the reason you exist and it should be short, clear and self explanatory.

5 YOUR GOALS AND OBJECTIVES

Once you have worked out your statement of purpose you will need to break it down into goals. Organisation goals are quite specific but they have a time frame attached to them. You will probably find that your goals stay pretty much the same year after year. Everything you do should be judged against your purpose and your goals. If you are considering whether or not to do something, whether it be changing premises or adding a new service measure it against your purpose and your goals. If it doesn't fit then you probably should not do it. "Stick to your knitting" as the saying goes.

OBJECTIVES

Objectives take goals a step further by being very specific. They should include a performance measure and a deadline so you know whether (or not) you have achieved them. It can be helpful to prioritise objectives and they should be read and updated regularly. (See notes for examples).

6 STRATEGIES AND ACTION PLANS

These are detailed plans explaining the hows and what's you will do to meet your objectives. How much information you include is up to you but it should have:

- an overview of how you will meet the objective (the strategy).
- what you will do to implement the strategy (the action plan) including timings, deadlines, who is responsible and budgets.
- How you will monitor and evaluate your strategy and action plan.

7 LONG RANGE PLANS

Though you may be preparing your organisation plan to cover only a relatively short period of time it is important that you also consider your long term plans for the organisation. There are a couple of reasons why some planning should be done. One a long term plan helps you to exert some control over the situation that will exist several years from now. You may not know at present what you would like your organisation to be in five years from now. By planning though you can determine what you would like your organisation to be in five years and insure that the organisation is operated in those years in a way that increases the chances of the organisation being what you would like. The long range plan provides a goal to shoot for and benchmarks against which progress can be periodically measured. A long range plan can prevent all sorts of specific problems.

MARKETING PLAN

Creating a organisation plan takes commitment and hard work. But once you have completed the exercise the next step is a marketing plan. Marketing is the process of identifying and satisfying your clients' requirements. It is important to understand who your clients are, what they want, what they can afford and how and where they want to use it. Marketing is all about meeting client needs within a particular environment (usually competitive).

Once you have completed your organisation plan and your marketing plan you have a blueprint for your organisation.

Adapted from

North Shore Community and Social Service Council seminars

ANZ Business Partnership - Your business Plan

Data Collection and Analysis readings - author unknown

NOTES TO ASSIST YOU PREPARE YOUR PLAN

1 Description of programmes and /or services

Explain what it is you are providing. Be specific the reader should have more than a vague idea about your programmes and/or services.

Status of Programmes and/or Services Are your programmes and/or services available now. If not what needs to be done to develop them. Is more research or development required.

Competition/exclusivity Do your programmes and/or services have any competitive advantage and how long is those advantage going to continue (is anyone else offering a service in your area?)

Comparison to competitive Programmes and/or services Identify those programmes and/or services which you think will be competing with yours. List the advantages and disadvantages of your products vis a vis your competition.

Clients The first step in researching your clients is usually to determine who is your target market. Who are your clients? Information can be found from previously published sources, from others currently involved in similar services. Other possibilities include the undertaking of primary research yourself ie interviewing potential users, you could talk to “experts” in the field and see if there is consensus about who their clients are. Or you may have enough expertise in the field that you can adequately pinpoint the primary clients without any additional research.

Once the likely clients have been identified/determined the next step is to collect information about those clients. In which locations are they found. How many are there in each of these locations. Is this group of clients increasing or decreasing in size. What other characteristics of these clients may have an effect on the success or failure of your services.

To this point you have determined who your clients are, where they are, how many there are and what trends or characteristics within this group are likely to effect your services. The next step is to determine why these clients will or will not use your programmes or services, why they will or will not buy from our competition and what they expect from our organisation. Following are some specific questions you may want to answer. Why do people need/use or educational, social benefit, recreation, programs and services. What factors are important in the clients decision?

Considerations could be cost, quality of service, appearance - aesthetically, culturally appropriate, or size, standards of services, programmes offered such as creche, support groups.

Organisation Considerations could be location and facilities, accessibility, reputation method(s) of marketing, time services are provided, advertising and promotion, variety of programmes and services offered, appearance and/or attitude of staff and/or volunteers, capability of employees.

Demographic considerations for example any shifts in population, income, age, sex, ethnicity, physical changes in the area, economic, social or demographic changes. Changing customer attitudes or lifestyles eg of parents working, high percentage of beneficiaries

Obviously the more that you know about your potential clients the better off you will be. It is suggested that as a minimum you have an understanding of the following:

- Who your clients are likely to be. Determine in as much detail as you think appropriate the income, sex, ethnicity, age, education etc characteristics of your potential clients, ask yourself how can I use this information?
- What do the potential clients think of your programmes and/or services. What do they see as the weak points. Can you use this information to make your services appealing to the potential clients.
- The outlook for your organisation, based on your customer research - will we have enough/too many clients to make the service viable.

Market Trends and Outlook

While historical data and market size is important, it is not correct to merely project from that data into the future. Other factors may cause the market to change drastically. One way to estimate the outlook for the future is to analyse trends that are occurring or are expected to occur in the market. The analysis of these trends is important not only to determine market size but also to determine how you can best operate in the market..

Your research may require primary or secondary sources depending upon your market. If your market is a large one you may find the information from published sources. For small or specialised markets however it may be necessary to list all the organisations providing similar services and compare them.

Determining the trends in the market is also done through a combination of primary and secondary research. There may be a lot of things happening in your market but do they all effect you in the same way. Consider whether there are significant changes in the outlook, opinions or behaviour of people in the market. Non demographic trends may also be found in secondary sources such as opinion polls found in your local newspaper. You should talk to service providers and community leaders to get their opinions about changes. Following this you may want to undertake a survey or series of interviews with a small sample of people in the area.

Competition

A very important part of your market is the investigation of your competitors. When undertaking this research don't think of the service providers as enemies, consider them as sources of information. Look at how the various organisations operate and see if there is a correlation between the methods of operation and success. Determine if there are possibilities that are being overlooked.

Description of competitors - list any expected or potential competitors and their approximate size and stability. This exercise can be helpful to you in ensuring that the individual components of your marketing strategy are complementary. Sometimes components of your service that make sense when considered individually do not make sense when viewed as parts of your overall strategy.

One useful way of setting your overall strategy is to think of it in terms of the image that you want your organisation to portray. For your business plan you should include a one paragraph statement of your overall marketing strategy. For many of the groups that Council is involved in this is probably contained in their incorporation aims.

A MARKETING PLAN

HOW DO PEOPLE VIEW OUR ORGANISATION

It is useful to review the data you have collected for your business plan and try to visualise your general approach to marketing your services. Marketing plans should not be used in isolation but as an integral part of a your planning process.

Advertising and Promotion

You should discuss your planned advertising is it by a newsletter, community newspaper, flyers.

Decide on the purpose/s of your programme Are you trying to increasing awareness of your services, facility or programmes.

Decide who the advertising will be directed at from your market research and knowledge of the organisation you should already know who your potential clients are likely to be. Will your advertising be directed towards the general population, your entire target market or a portion of that market. This will be influenced by whether you have too many/not enough clients.

Determine the amount to be spent the frequency of the advertising, the contents of the ads and how you will measure their effectiveness such as responses.

COST OF SERVICES

In this element of your business plan, you're asked to discuss your policy on costs. Some factors to consider are your contracted service, consumer perceptions what are other people charging, what the market will tolerate.

Method of Promoting your services

You should first explain how you will promote your services. Will you use your own staff and volunteers and if so what qualifications do you require, will you have a training programme. Do your staff actively promote the facility and programmes.

Adequacy of premises is the property large enough to allow for future expansion, is the property too large resulting in high costs, is accessible, is the parking area sufficient -Physical standard, maintenance are the facilities conducive to an running an efficient programme.

Length of lease Is the length of lease appropriate to your needs?

Government regulations Is the zoning and other regulations of governmental bodies satisfactorily met, are you able to operate the services you want.

Key personnel and Supporting professional services

In this element of your organisation plan you are asked to identify the key people in your organisation. Include an organisational chart and the duties of key personnel.

Identify the various services that you expect to use for advice such as your accountant, lawyer, auditor, bank, advisers.

STATEMENT OF PURPOSE AND YOUR GOALS AND OBJECTIVES

Once you have worked out your statement of purpose you will need to break it down into goals. Every service you offer should be judged against your purpose and your goals.

Example:

Kids' Programmes

Statement of Purpose - "Kids' Programmes will focus on educational programmes for 5 - 10 year olds".

Goals

- 1 Achieve an income better than 1996
- 2 Provide a return that adheres to our policy (maybe the service is part/fully subsidised and you only need a minimal/nil return)
- 3 Concentrate of providing programmes that are popular and minimise programmes that are poorly attended.
- 4 Concentrate on positive programmes that are educational.

Business Objectives

- 1 Achieve a gross income of ?
- 2 Achieve a net profit ? this financial year
- 3 Achieve a minimum of 12 participants per programme.
- 4 Build awareness of Kids' Programmes' philosophy of 'wholesome positive' programmes that are educational to 60% of parents of 5 - 10 year olds that live within 10 km of the organisation.

AN EXAMPLE OF AN ACTION PLAN

1 Set up a system that will record demographics, research and historic information on past programmes.

Deadlines: Evaluate and refine suitable systems by 31st March

Instigate system 30th April

Responsibility: Research Officer

Budget: \$200.00

2 Review programmes for second half of year to ensure they meet clients needs.

Deadlines: 30th May 1997

Responsibility: Manager

Budget: \$0.00

MONITORING AND EVALUATION

Your business plan is not something you do once and then forget. Now that you have established your targets it is important to monitor your progress regularly and compare your actual performance with your predictions. Are you doing that by research such as satisfaction surveys, public meetings, independent evaluations.

Adapted from:

Seminars conducted by North Shore Community and Social Service Council

ANZ Business Partnership - Your Business Plan

Data Collection and Analysis readings - author unknown

A SUGGESTED FORMAT FOR BUSINESS PLANS

(AJ Associates)

1. **NAME OF ORGANISATION**
2. **LEGAL STRUCTURE OF GROUP** - ie. Whether incorporated, under umbrella of, etc.
3. **MANAGEMENT STRUCTURE** - How organisation is managed, names of committee, chairperson, treasurer, auditor.
4. **ADDRESS**
 - Postal
 - Physical Address (street address)
 - Phone/Fax No.

Vision OR Mission Statement

What is the purpose of your organisation?
What does it exist for?

5. **GOALS** - What sort of service are you going to deliver in the next 3 years?

Who will be the clients? (You probably won't be able to meet every need). Will you target particular groups of clients? The statement of purpose in constitutions often has groups providing services to all clients regardless of the degree of need. Is this realistic? If not, how do you 'fine tune' your clientele?

6. **KEY OBJECTIVES** - What results do you want this year?
Be specific.
Which key areas do you want to focus on?
How will you know when you've achieved these objectives?
If you are successful, what will have changed?
What will be different if you've reached you targeted clients?

7. **TASKS/ACTION PLAN** - Who is going to do what?
By when?
What resources do you need?
What's your time line?
Build in the steps that will allow you to measure how you're doing.
How do you keep track of what you are achieving?

EVALUATION

How are we going to evaluate our progress? Is it to be external - by a PUBLIC MEETING maybe. Is it to be internal - only THE MANAGEMENT?

If you are an Incorporated Society you have a responsibility to your members to allow them to have input.

EXAMPLES

GOAL 1.

To foster a well informed membership and to be responsive to their needs.

<p style="text-align: center;">CHECKLIST FOR GOAL REVIEW</p>	<ul style="list-style-type: none"> * Is this goal one of the main reasons for our programme? * Is this goal a main reason for our agency's existence? * Is this goal related directly to the original need? * How much has the need changed? * Would our relevant target group agree with this goal? * Would we keep this goal if the budget were cut?
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Within each goal there must be objectives.

OBJECTIVES - Fall into two basic groups. Should be clear and measurable, contain criteria for measuring achievement and be subject to a time limit.

EXAMPLES OF OBJECTIVES FOR THE ABOVE GOALS

- OBJECTIVE 1. To survey members on priority needs.
- OBJECTIVE 2. To provide newsletters that are user friendly and encourage contributions from members.
- OBJECTIVE 3. To ensure the organisations has current information on Local and Central Government Policy changes affecting the Welfare Section.

EXPECTED OUTCOMES

Survey members within 3 months and evaluate needs.

Provide a minimum of 10 monthly newsletter to members.

Ability to be more responsive to requests.

RESPONSIBILITIES AND ACCOUNTABILITY OF MANAGEMENT MEMBERS

It is always important to ensure people are accountable and the work is divided evenly. The WORKING COPY of a management plan should clearly indicate who is responsible and when a task can be completed by:

EXAMPLE

TASK	WHO IS RESPONSIBLE	COMPLETION DATE
GOAL 5 (E)	CHAIRPERSON	DECEMBER 1995
GOAL 6 (F)	J JONES/TREASURER	MARCH 1994

ADVANTAGES OF A MANAGEMENT PLAN

- * A mandate for staff.
- * Makes funding applications so much easier.
- * A forum for a management committee to explore the purpose and values of an organisation.
- * Increases efficiency.
- * Keeps an organisation focused.
- * Indicates an organisation is well organised and has a direction.
- * Confirms the direction for new members.
- * A tool for attracting new Executive/Management committee members.

**TRY IT - GETTING STARTED IS THE HARDEST
PART BUT YOU WILL BE AMAZED AT THE
BENEFITS**

