

## SFJCPS5.2

### Develop a strategic business plan for your organisation



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#### Overview

This standard is about providing your organisation with a clear sense of direction and long- term plans that will help it move in that direction.

Managers and leaders need to focus on the future and provide a clear vision of where the organisation is going and the route it is going to follow to get there.

For the purposes of this standard, an 'organisation' can mean a self-contained entity such as a private sector company, a charity or a local authority, or a significant operating unit, with a relative degree of autonomy, within a larger organisation.

This standard is recommended for senior managers.

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#### Performance criteria

*You must be able to:*

- P1 establish a clear, achievable and compelling vision which sets out where the organisation should be going
- P2 identify and prioritise strategic objectives that are consistent with the vision of the organisation
- P3 balance risk with desired outcomes
- P4 balance innovation with tried and tested solutions
- P5 ensure that your plan is flexible and open to change
- P6 develop policies and values that will guide the work of others towards your vision
- P7 delegate responsibility for achieving goals and allocate resources effectively
- P8 identify measures and methods for monitoring and evaluating the plan
- P9 balance the needs and expectations of key stakeholders and win their support

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#### Knowledge and understanding

*You need to know and understand:*

#### General knowledge and understanding

- K1 the importance of long and medium-term planning to the success of an organisation
- K2 the principles of strategic management and business planning
- K3 what a written strategic business plan should cover
- K4 the importance of creativity and innovation in strategic management
- K5 how to identify potential risks in relation to the achievement of objectives
- K6 how to develop strategic objectives which are SMART (Specific, measurable, Achievable, Realistic, and Time-bound)
- K7 how to delegate responsibility and allocate resources to support a strategic plan
- K8 how to identify sustainable resources and ensure their effective use to support a strategic plan
- K9 the importance of consulting with colleagues and other stakeholders during the development of the plan and how to do so effectively
- K10 how to develop measures and methods for monitoring and evaluating performance against the strategic business plan
- K11 how to take account of unfamiliar cultural practices, expectations and business processes when dealing with overseas companies or customers
- K12 how to use the skills and experiences of staff from different cultures or countries and the business benefits of sharing different perspectives and learning from others

#### Industry/sector specific knowledge and understanding

*You need to know and understand:*

- K13 legal, regulatory and ethical requirements in your sector
- K14 market developments in your sector at local, national and international levels

#### Context specific knowledge and understanding

*You need to know and understand:*

- K15 the market in which your organisation works
- K16 your organisation's actual and potential customer base
- K17 the needs and expectations of your actual and potential customers
- K18 your actual and potential competitors and partners, and their strategies and plans
- K19 new and available market opportunities at local, national and international levels
- K20 your organisation's ability to respond to market opportunities
- K21 colleagues and other key stakeholders, and their needs and expectations
- K22 Processes for consultation within your organisation.

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K23 Sources of information that can aid monitoring and evaluation.

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#### Additional Information

##### Behaviours

- 1 You constantly seek to improve performance.
- 2 You generate and recognise imaginative and innovative solutions.
- 3 You reflect regularly on your own and others' experiences, and use these to inform future action.
- 4 You balance risks against the benefits that may arise from taking risks.
- 5 You balance agendas and build consensus.
- 6 You consider the impact of your own actions on others.
- 7 You take opportunities when they arise to achieve longer-term aims.
- 8 You create a sense of common purpose.
- 9 You find practical ways to overcome barriers.
- 10 You show sensitivity to stakeholders' needs and interests and manage these effectively.

##### Skills

Thinking strategically  
Leadership  
Analysing  
Planning  
Risk management  
Innovating  
Delegating  
Prioritising  
Setting objectives  
Networking  
Involving others  
Communicating  
Decision-making  
Balancing competing needs and interests  
Consulting  
Negotiating  
Influencing and persuading

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<b>Developed by</b>	Skills for Justice
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<b>Originating organisation</b>	MSC
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<b>Relevant occupations</b>	Health, Public Services and Care; Public Services; Managers and Senior Officials; Corporate Managers and Senior Officials
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<b>Suite</b>	Commissioning in the Public Sector
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<b>Key words</b>	Management, Leadership, Communicating, Planning, Prioritising, Delegating, Networking, Innovating, Consulting, Analysing, Negotiating
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