



Strategic Planning Workshop

**9.30 for a 10 am start Wednesday 10 April 2024
Hanna’s Arcade Training Room**

Facilitator: Dr Julian Prior

Board Member Homework (two items):

1. Do the Forces of Change homework outlined on page 2, in preparation for Session 3
2. Review the Southern New England Landcare Strategic Plan, in preparation for Session 7.

Please note staff are invited to join from 12.30 pm onwards.

Time	Item	Details	Lead
9.30		Morning tea available on arrival	
10.00	1	Welcome Acknowledgement of Country Check in	Chair
10.10	2	Introduction 1. Objectives and outcomes for the day a. Board has a clearer picture of risks and opportunities on the horizon b. Board has a clearer understanding of how it can remain relevant to a greater audience in the coming 5-10 years c. Board and staff know each other better d. Board has a better understanding of the skills and abilities within the organisation e. Board understands skills and knowledge gaps with respect to any new roles 2. Agenda for the day	Facilitator
10.30	3	Identifying future roles for SNEL • Forces of change analysis ○ External ○ Internal • What future roles are in the scope of SNEL’s interest?	Facilitator
12.30		Lunch	
1.15	4	Getting to know you Board and Staff	Facilitator
2.00	5	What skills does our organisation possess? Results of Board skills matrix Results of Staff skills matrix and survey Gap analysis (high level)	Facilitator
3.15	6	Succession planning discussion 1. Board 2. Staff	Facilitator
3.45	7	SNEL Strategic Plan Review High level – does it need adjusting? Please review the SNEL Strategic Plan in preparation for this session	Facilitator
4.15	8	Wrap up	
4.30		Check out and close	



Forces of Change Analysis in Strategic Planning

When using situation analysis as a foundation for organisational planning, it is often useful to consider what Forces of Change are operating. Forces of Change are the trends to which we must adapt. Sometimes these trends provide threats and constraints, other times they provide opportunities, or both.

Forces of Change can be internal or external to your operating environment. For example, in the SNEL operating environment internal Forces of Change may be that government funding is becoming more difficult to access, or increasingly has conditions attached to accessing the funding. Other internal Forces of Change might be staffing issues, changes to Landcare groups or networks, or Landcare's relationship with other stakeholders.

External Forces of Change may be climate change impacts, the race to net zero by organisations and governments, the New England Renewable Energy Zone, or rural migration to the cities etc.

Forces of Change might provide constraints or threats to the SNEL business, or provide opportunities to be exploited, or both. In any event, recognising the Forces of Change that are operating enables us to identify and implement adaptation strategies.

Board Member Homework

In preparation for the workshop on 10 April, can each of you please identify the Forces of Change that you think are important to the SNEL business. Please come armed with between 3-5 (each) for internal and external Forces of Change. We will use your contributions to commence our brainstorming session on the Forces of Change that we need to consider in the SNEL strategic planning process.

Whether a particular Force of Change is classified as internal or external is not critical, we simply want you to think about the local context, versus thinking about a broader context beyond the local context, that may have an impact on the local.