

BOARD PAPER

Agenda Item Title:	Strategic Planning Guidance – Supporting Plans
Paper Type:	For Noting
Sponsor:	Governance domain lead – Robert Morrison
Recommendation:	The Board <u>note</u> that all MCF Supporting Plans should flow from, and link back to, the MCF Strategic Plan

Purpose

To guide the Board on AICD best practice when developing strategic planning documentation.

Background

Our Board deliberations are informed by the MCF Governance Framework, and the MCF Governance, Leadership & Operating Model (GLOM). Both the Framework and the GLOM purport that an integrated set of key governance documents (plans, policies and procedures) are to be used in facilitating effective Board oversight of the MCF organisation.

MCF's strategic direction is articulated in the MCF Strategic Plan (rolling 3-year horizon, website and internal versions). This Plan details the MCF vision, mission, core values, and overarching MCF strategic objectives (goals) and related KPIs aligned to designated strategic pillars.

Discussion

Our Strategic Plan is the lead document from which all MCF direction should follow.

To assist with effective oversight, each of our designated Strategic Plan pillars are informed by more comprehensive “supporting plans” which draw on elements specifically relevant to that pillar. These supporting plans typically include initiatives, and the necessary checks and balances needed to achieve our overarching MCF objectives.

MCF Pillar	Supporting Plan	Responsibility	Status
Governance & Risk	MCF Risk Overview & Action Plan	Domain lead / CEO	In Use
Finance	MCF Business Plan	Domain lead / CFO	In Use
Education	MCF Education Plan	Committee Chair / CEO	TBD*
Fundraising	MCF Fundraising Plan	Domain lead / CEO	TBD*
Operations	Various working docs	CEO / CFO	In Use

* To be developed

The level of detail in these supporting plans has predominantly been at the discretion of those responsible for developing them, subject to Board approval.

MCF Education Plan. While there have been some excellent outcomes to date with Raising Happy Kids, IMHO, the absence of a descriptive MCF Education Plan makes it difficult at times to follow

where we are heading in the education space and how we are going to get there. It's the main game for the MCF organisation.

I suggest the MCF Education Plan, as a minimum, should have a reminder of Bob Masterman's philosophy/intent and our 2022 understanding of it, and include an appropriate mix of initiatives (programs/projects/ideas) and the resources needed to implement them for the next 12-24 months. A digital transformation initiative/s should be part of the mix. The MCF Education Plan should be approved by the Board and reviewed annually at a face-to-face meeting.

MCF Fundraising Plan. In addition to fundraising strategies, the MCF Fundraising Plan should also include a campaign plan. MCF grants (application intent and possible sources) could also be part of this pillar.

Most importantly, all our supporting Pillar plans should flow from, and link back to, the overarching MCF Strategic Plan with sufficient self-explanatory detail to enable effective Board oversight of the organisation.

"By failing to plan, you are preparing to fail" – Benjamin Franklin

Many purists say, *"if it's not in our Plan, then why are we doing it"!*

Prepared by / Date: Robert Morrison, 13 Nov 22