

Environment Southland Strategy to action



Strategy to action

Strategy is about making choices

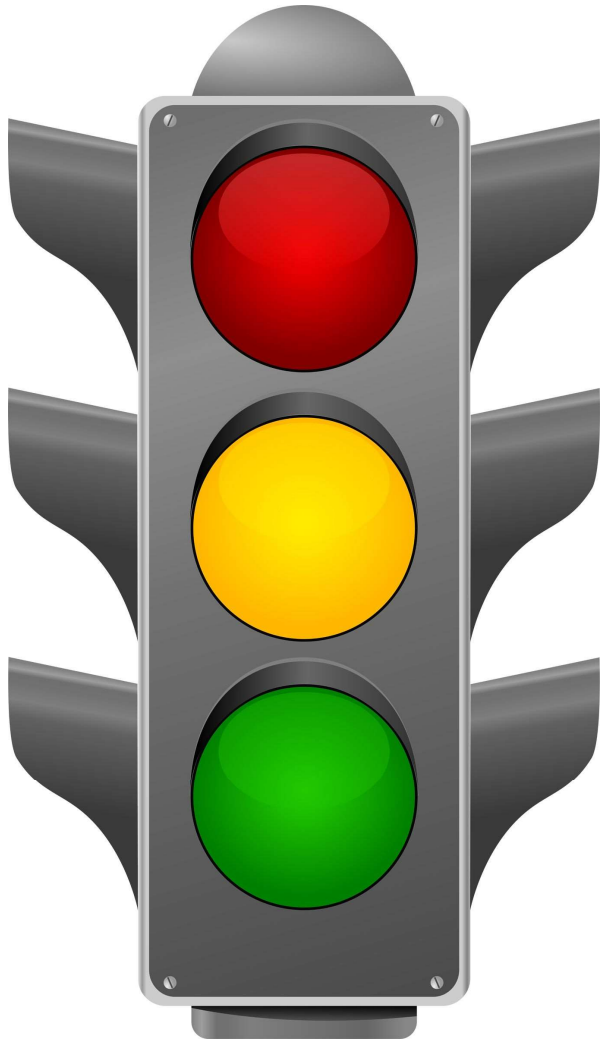
It is about increasing our odds of success, not guaranteeing it.

We need to develop an agreed framework to support prioritisation and making trade offs

Outputs

- Prioritised list of activities
- Business plan and budget
- Tools for measuring performance and supporting future decision making





What can we stop doing?



What should we keep doing?



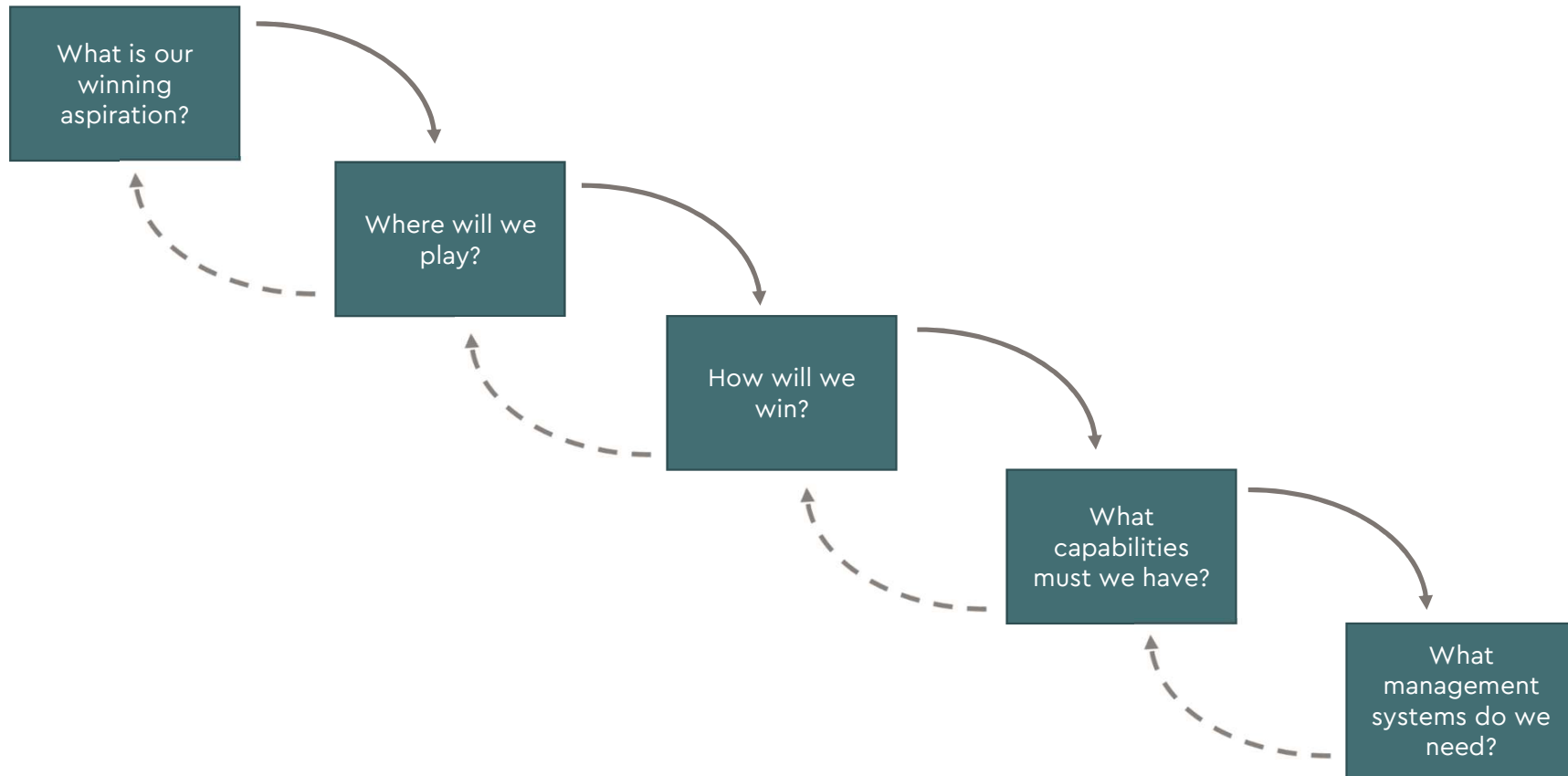
What should we start doing?

Playing to win

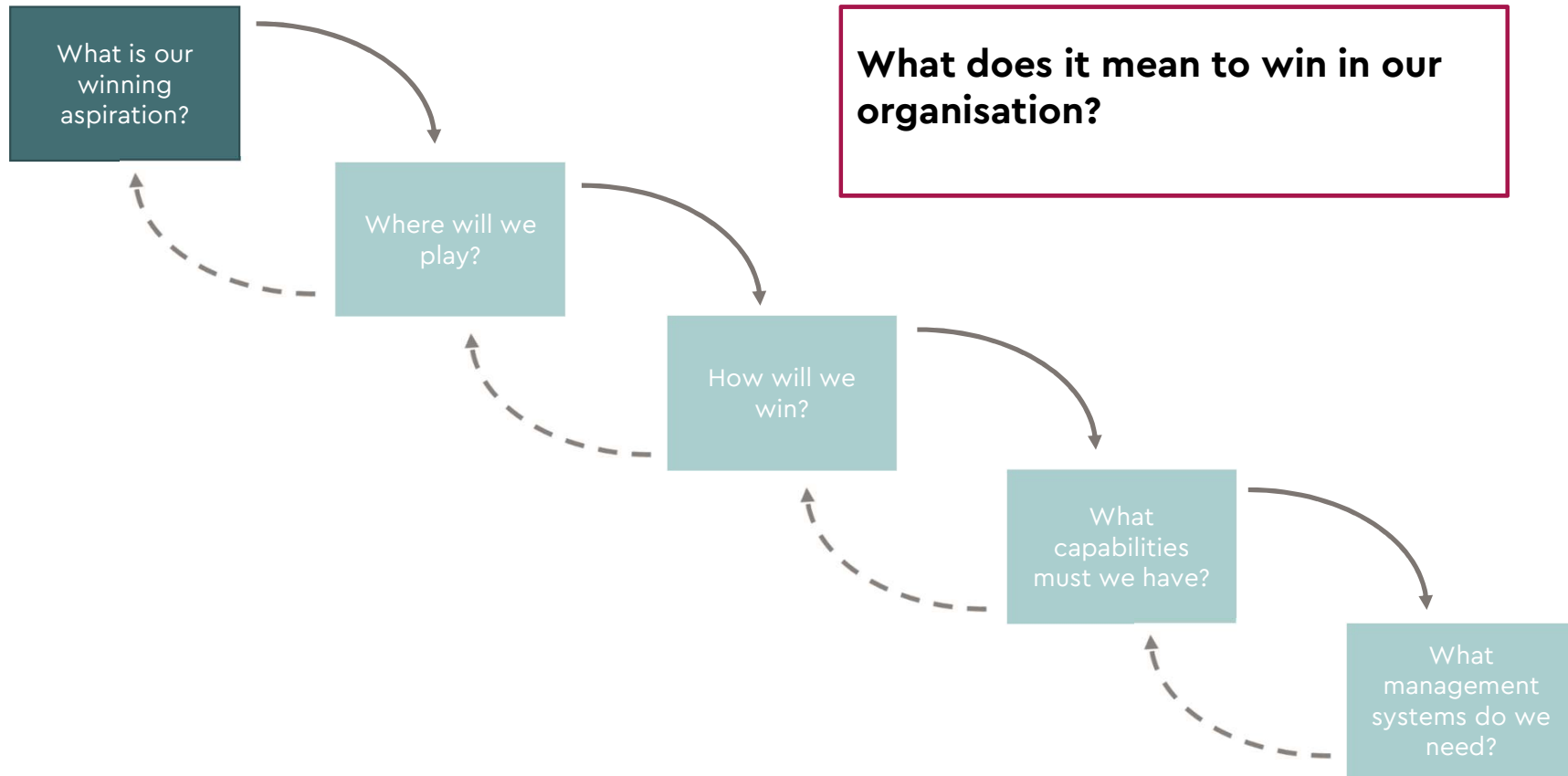
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Strategy is the answer to five questions



The strategy cascade



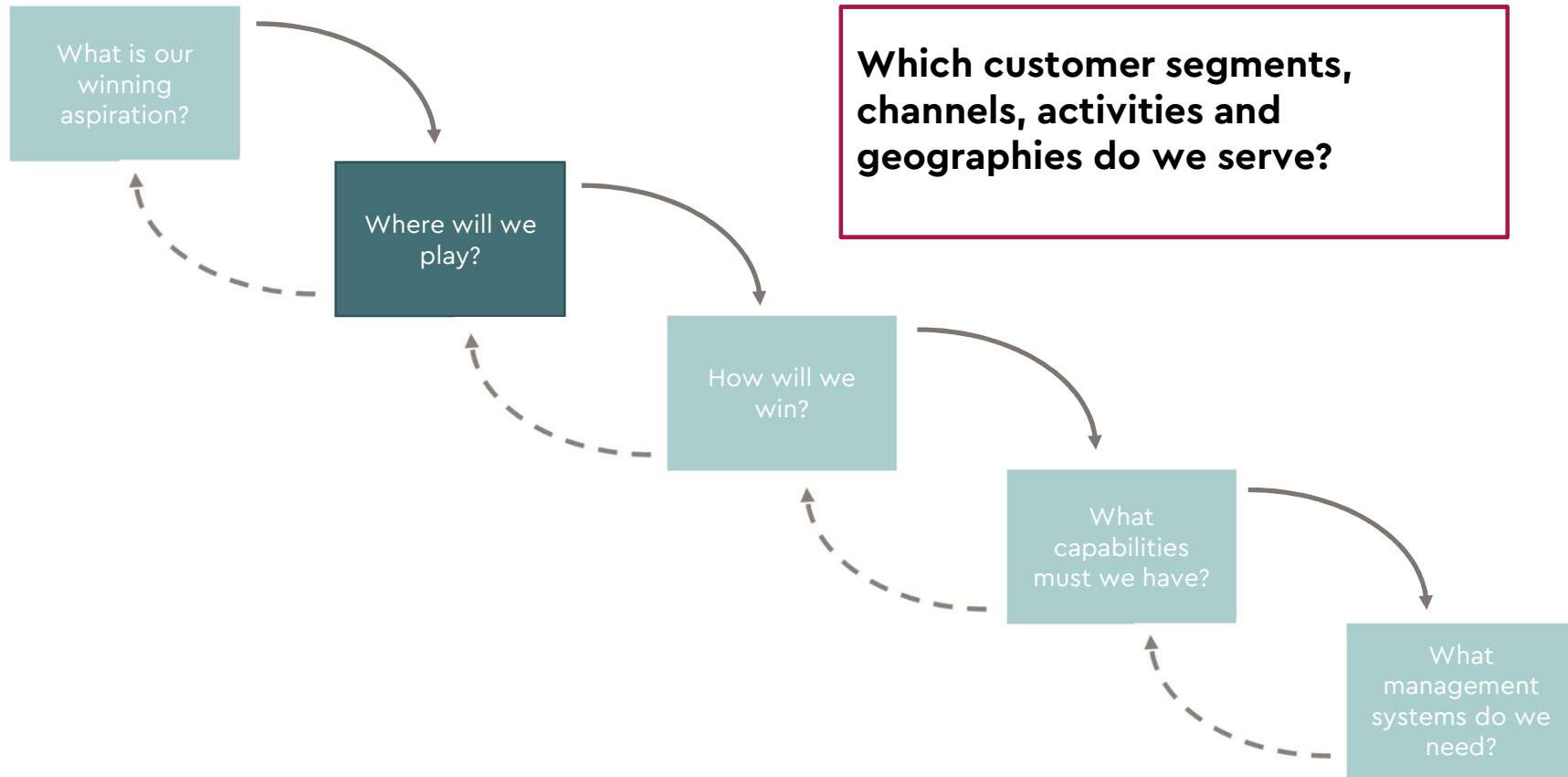
What is our winning aspiration?

A winning aspiration is a future-oriented statement about the guiding purpose of the organisation:

- What does our organisation exist to do?
- What does winning mean for us?
- What does it mean for our community?



The strategy cascade



Where will we play?

This choice defines the playing field on which we choose to compete:

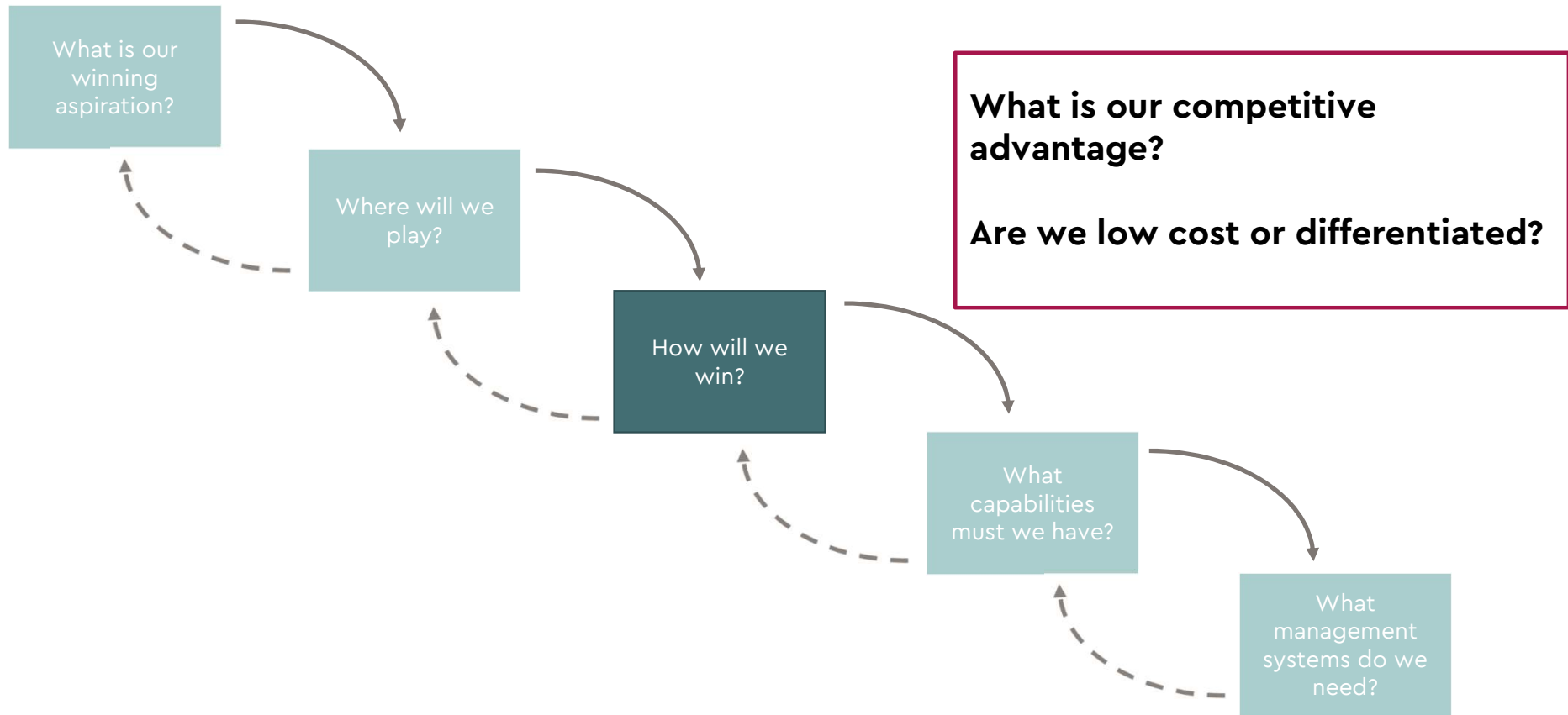
- Which communities do we focus on?
- What activities are most important?

It is also about where **NOT** to play.

- Where can we step away?
- Do we have partners we can rely on to fill the gap (eg DOC)?



The strategy cascade



How will we win?

This choice is about *how* we will win on the playing field we've chosen.

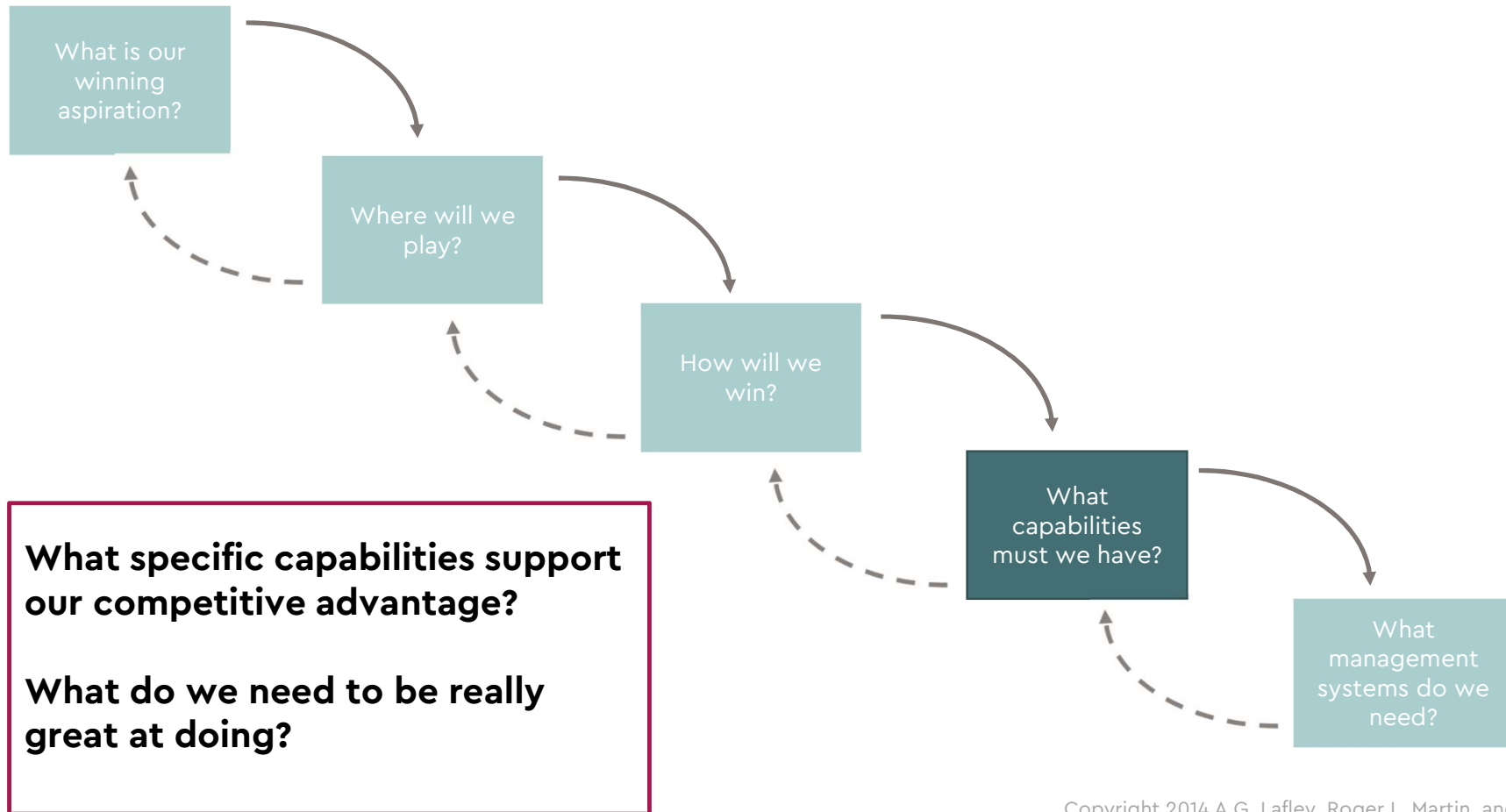
What are our key strengths?

What are our advantages?

Is it in our best advantage not to put effort into certain outcomes?



The strategy cascade



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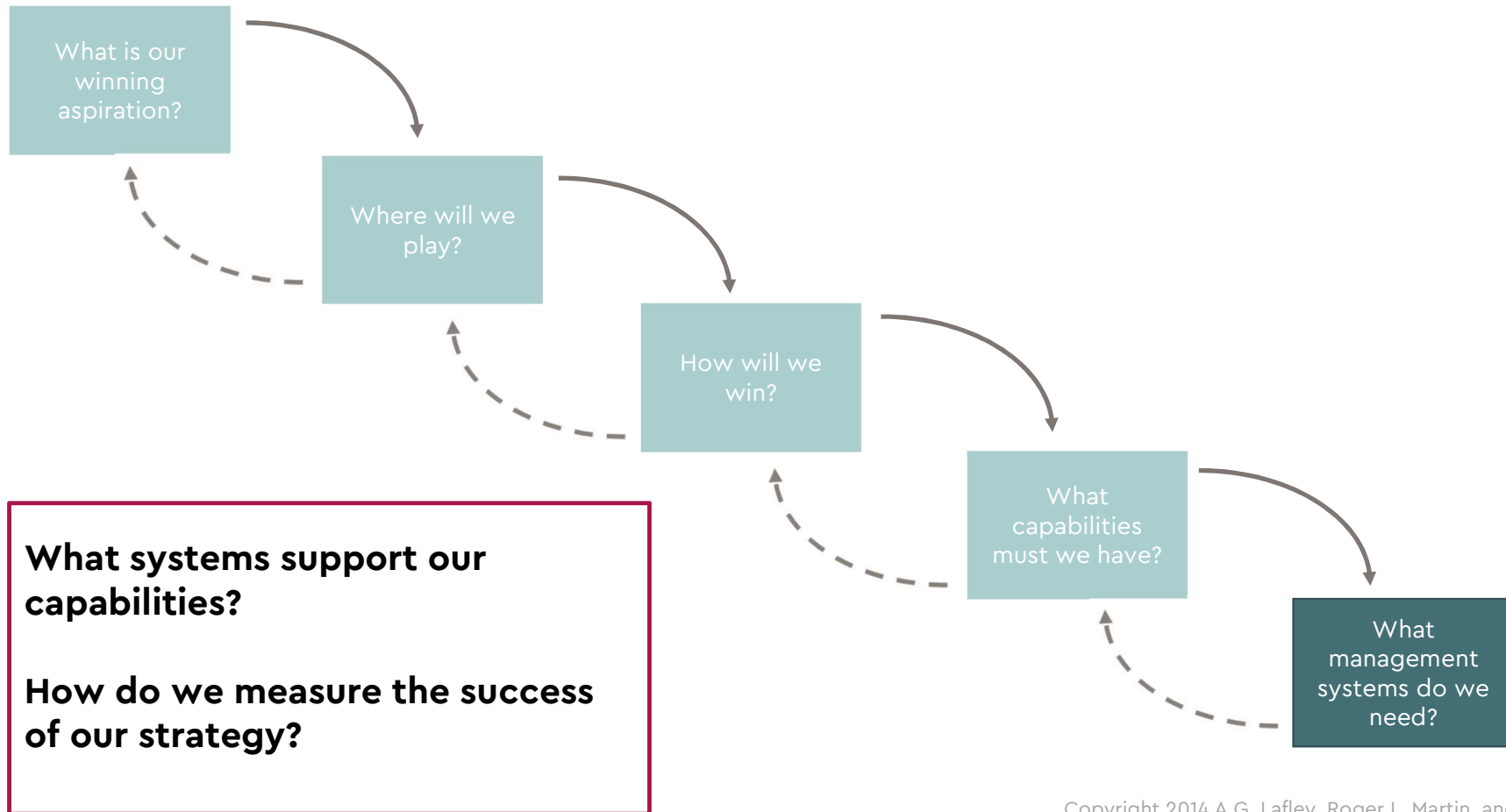


Which capabilities must we have?

Capabilities are the activities that enable our organization to bring the where-to-play and how-to-win choices to life.



The strategy cascade



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What management systems do we need?

Management systems are the processes, structures, and rules that build our capabilities and that reinforce and measure our organization's strategic choices.



Next steps



Next steps

1. **Prioritisation of activities (applying the strategy cascade)**
2. **Collect data (quantitative and qualitative) on prioritised activities**
3. **Develop and refine business case and budget**
4. **Feed into long term plan**
5. **Develop tools and processes to support assessment of performance**
6. **Develop tools and processes to support future decision making**



Close

