

Red Sand Cottage – Strategic Planning Stages

1. Strategies required to achieve our planning goals

Explanation:

- Our vision describes our purpose
- Our Mission supports the achievement of our vision, a statement of our long term purpose and aims. It states what we want to accomplish but doesn't suggest how. That comes later.
- We break down our purpose into a series of objectives to support the achievement of the mission. Objectives and goals are often interchangeable terms, but here we think as objectives as being bigger 'chunks' and goals as being smaller chunks.
- Our strategies support the achievement of our objectives, i.e. how to achieve an objective or goal.
- Then we use tactics to achieve the strategies, i.e. smaller scale actions

2. List of Stakeholders (Relevant Parties)

When we consider the three ethics of Permaculture

- Care of the Earth
- Care of People
- Fair Shares

it is clear that our stakeholders include:

- The Earth (including animals, plants, soils)
- People in our community (including Friends and Neighbours)
- People in World Communities

Stakeholder	Concerned with
Proprietor	Sustainability: Income, Health, Environment
Prospective Employees	Fair pay and working conditions, job security, respect
Customers	Fair price, safe & ethical product, good service, quality
Students	Fair price, quality of education, safety
Suppliers	Regular business and prompt payment
Government	Potential employment for community, taxes, laws
Local Community	Jobs, no noise or disruption, no pollution
Environment	Pollution
Local Charities	Support
Future Generations	Environment and Conservation

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3. Action Plans (Responsibility with proprietor for all at present)

Objective	Goal	Strategy	Tactics	Timescale
Promote Permaculture	Use a variety of techniques to disseminate information about permaculture	Use a variety of techniques to disseminate information about permaculture.	<ol style="list-style-type: none"> 1. Updated Website 2. Open Permaculture Demonstration Site 3. Start Blueberry Project 4. Start Hop Research Project 5. Complete Permaculture Diploma 6. Seek other teachers to begin PDC Training at RSC 7. Workshops 	<p>Apr 2011</p> <p>Jun 2011</p> <p>Jun 2011</p> <p>July 2011</p> <p>Dec 2011</p> <p>June 2012</p> <p>July 2011</p>
Environmental Sustainability	Reduce Packaging & use sustainable consumables	Develop new craft ideas where all components can be resourced sustainably	<ol style="list-style-type: none"> 8. Non Timber Forest Products 9. New supplier sustainable hemp 	<p>Sep 2011</p> <p>Jun 2011</p>
	Conservation Projects	Protect the property and surroundings with a variety of conservation projects	<ol style="list-style-type: none"> 10. Host visit of Island Nature Trust 11. Raise funds for bird and bat houses & Install same 12. Patch Cutting 13. Tree Planting 	<p>May 2011</p> <p>Sept 2011</p> <p>June 2011</p> <p>May 2012</p>
	Coppicing	Produce sustainable craft materials, building materials and firewood	<ol style="list-style-type: none"> 14. Coppice Alder 15. Coppice Poplar 	<p>May 2011</p> <p>Dec 2011</p>
Financial Sustainability	Generate Income	Raise sufficient income to cover costs, living expenses and fund future permaculture projects.	<ol style="list-style-type: none"> 16. Marketing Drive 17. Open Craft Shop 18. Create e-commerce on website 19. Join Windmill Crafts Co-op 20. Develop new ntfps 	<p>April 2011</p> <p>June 2011</p> <p>Aug 2011</p> <p>June 2011</p> <p>Aug 2011</p>
Food sustainability	Produce food	Implement Permaculture Design for sustainable food production	<ol style="list-style-type: none"> 21. Herb Spiral & Mandala Garden 22. Forest Garden 23. Straw Bale Garden 24. Fencing 25. Animals in the system 26. Pond 27. Plant Perennials 	<p>April 2011</p> <p>May 2011</p> <p>June 2011</p> <p>April 2011</p> <p>May 2011</p> <p>July 2011</p> <p>Sept 2011</p>

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			28. Sow Annuals	June 2011
Creative Work from Home	New Crafts	Explore ways to increase the diversity, creativity and sustainability of products which can be harvested and crafted from home.	29. Attend basket weaving course	July 2011
			30. Create craft items from Red Dogwood, baskets, wreaths	Dec 2011
			31. Develop Blueberry growing areas for a potential market	July 2011
			32. Study fungi in the woods	Sept 2011
			33. Tap for birch sap	Feb 2012
			34. Finish Willow coppice	July 2011
Leisure Time	Ensure adequate time off	Avoid the mistakes of the past (burn out!) and achieve more time freedom by seeking assistance from volunteers and by financing an employee position	35. Restrict shop opening hours to afternoons	June 2011
			36. Fund part-time position	Mar 2012
			37. Devise volunteer recruitment program	Sept 2011
Low property maintenance and overheads	Live cheap & easy!	Increase use of renewables over non-renewables for energy	38. Finalise passive solar design	April 2011
			39. Add porch	Nov 2011
			40. Biogas project set up	June 2011
			41. Woodgas/ biochar project set up	June 2011
			42. Outdoor kitchen & eating space	July 2011
Beautiful surroundings	Protect our beautiful home	Commit to woodland conservation projects	43. Pursue Natural Areas Protection Act by hosting visit with NAPA technical advisory committee and Island Nature Trust. Remainder actions as conservation/environment	May 2011
Community Connections	Enjoy being a part of the community	Find ways to make a contribution to community life and encourage community resourcefulness and resilience.	44. Provide free workshops on site	Aug 2011
			45. Become committee member for community schools association & continue to teach at school.	Apr 2011 July 2011
			46. Volunteer for Irish Moss Festival	
Share with others	Let others enjoy Red Sand Cottage	Open Red Sand Cottage to the public and make every effort to provide amenities and information to enhance their enjoyment.	47. Open to the public	June 2011
			48. Create woodland Paths	May 2011
			49. Picnic table & benches on trails	July 2011
			50. Log Cabin (logs from patch cuts leave to season for one year)	June 2012
			51. Information signage permit	May 2011
			52. Information leaflets	Apr 2011
			53. Fire alarms and extinguisher	

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4. Order of Strategic Planning Stages

The above can be reorganised into order of work:

	Tactics
April 2011	1, 16, 21, 38, 45, 52, 53
May 2011	10, 22, 43, 48, 51
June 2011	2, 3, 6, 9, 12, 17, 19, 23, 28, 35, 40, 41, 47
July 2011	4, 7, 26, 29, 31, 34, 42, 46, 49
August 2011	18, 20, 44
Sep 2011	8, 11, 27, 32, 37
Dec 2011	5, 15, 30
Feb 2012	33
March 2012	36
May 2012	13
June 2012	6, 50

5. Key Performance Indicators (kpis) a.k.a. Benchmarks.

Having identified our main stakeholders we need to ensure that our system works efficiently and sustainably to benefit all of them. We need to identify which performance indicators (benchmarks) that are important to the stakeholders.

A Key Performance Indicator (Kpi) is a financial or non-financial measure of our success and progress in achieving our goals and vision at the same time as meeting the needs of our stakeholders.

Kpi	Target	Timescale
Monthly Sales	\$2000	June
Local Community	20 volunteer hours per month	June
Energy Reduction	Reduce to 3kWh per day	Aug
Conservation hours	100 per month	May

6. Review and Revise Plan Brief and Research Topics with reference to strategic planning stages

V 4 April 2011.