Planning and Accountability Framework

NSW GOVERNMENT

Mid North Coast Local Health District

Contents

1. Introduction

Mid North Coast Local Health District (MNCLHD) has always had a strong commitment to effective planning, performance reporting and management. The MNCLHD has now taken a further step towards aligning these important activities.

This Framework provides direction to ensure all planning and accountability activities contribute to cohesive strategic management and meet the expectations of key stakeholders.

Why use a Planning and Accountability Framework?

It will help the District to stay on track with delivering the strategy, achieving the vision and meeting obligations.

What is the Planning and Accountability Framework?

The Framework outlines our approach to strategic management based around a cycle that incorporates strategy formulation, strategy execution and performance monitoring. It also provides guidance, outlines responsibilities and identifies steps and standards to support successful strategic management.

Framework objective

The Planning and Accountability Framework addresses the following objectives:

> clearly define the activities, processes and products involved in planning and accountability for the MNCLHD

> ensure effective oversight and accountability for strategy

> ensure the strategy and priorities are communicated widely

> cascade responsibility to all levels of the organisation

> ensure strategy informs decision-making and leads to action

> ensure service delivery is aligned to and influenced by strategy.

2. Our approach

MNCLHD's approach to planning and accountability is based on a Balanced Scorecard which provides a model that guides how we develop, execute and monitor our strategy.

The Balanced Scorecard has evolved over the years and is now considered a fully integrated strategic management system.

Strategic management is the comprehensive collection of ongoing activities and processes that organisations use to systematically coordinate and align resources and actions with vision, purpose and strategy throughout an organisation.

A key benefit of using a disciplined framework is that it gives the organisation a way to 'connect the dots' between the various components of strategic planning and management. There will be a clear connection between the projects and programs that people are working on, the measurements being used to track success (KPIs), the strategic objectives the organisation is trying to accomplish and the vision, purpose and strategy of the organisation. (Balanced Scorecard for Government, webinar, Balanced Scorecard Institute, recorded 26/8/2020).

The cycle of strategic management

Strategic management requires us to develop a strategy, communicate clearly, implement effectively, monitor our progress and manage for continual improvement. It's an ongoing cycle, where we maintain alignment with strategy across all stages.

There are three (3) main components to successful strategic management:

1. Strategy formulation and alignment.
2. Strategy execution.
3. Performance monitoring.

Strategic Management
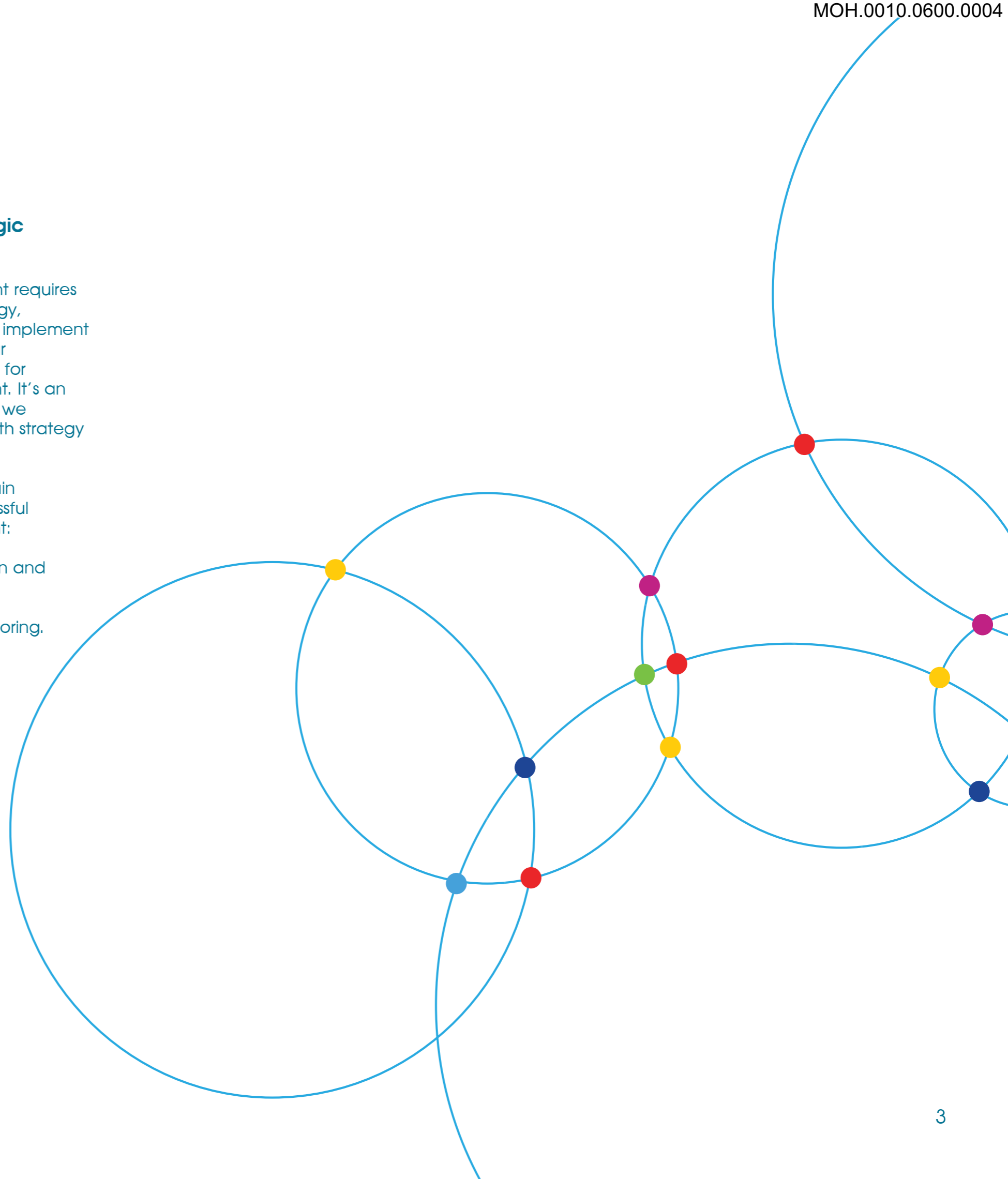
Strategy formulation and alignment

The first component of the cycle is planning – determining the future vision and directions for the organisation and how they are to be achieved.

By carefully aligning all the different plans and cascading strategy throughout the organisation, we ensure collective efforts contribute to taking forward the LHD's priorities.

Section 3 of this Framework describes in more detail our approach to planning and alignment.

Strategy execution

While having meaningful plans is a key component to strategic management, it's critically important that the plans are translated into meaningful actions that help deliver on the vision, purpose and objectives set out in the plans.

This requires communication, investment and effective change management.

Section 4 of this Framework sets out how MNCLHD will approach strategy execution.

Performance monitoring

By aligning our performance reporting with our strategy and having robust and regular review of performance, we are best able to track our success in executing the strategy and inform ongoing decision-making for execution, as well as checking and adjusting our plans over time.

Section 5 of this document outlines our approach to performance monitoring.

Figure 1:
Strategic Management Cycle

Figure 1: Strategic Management Cycle
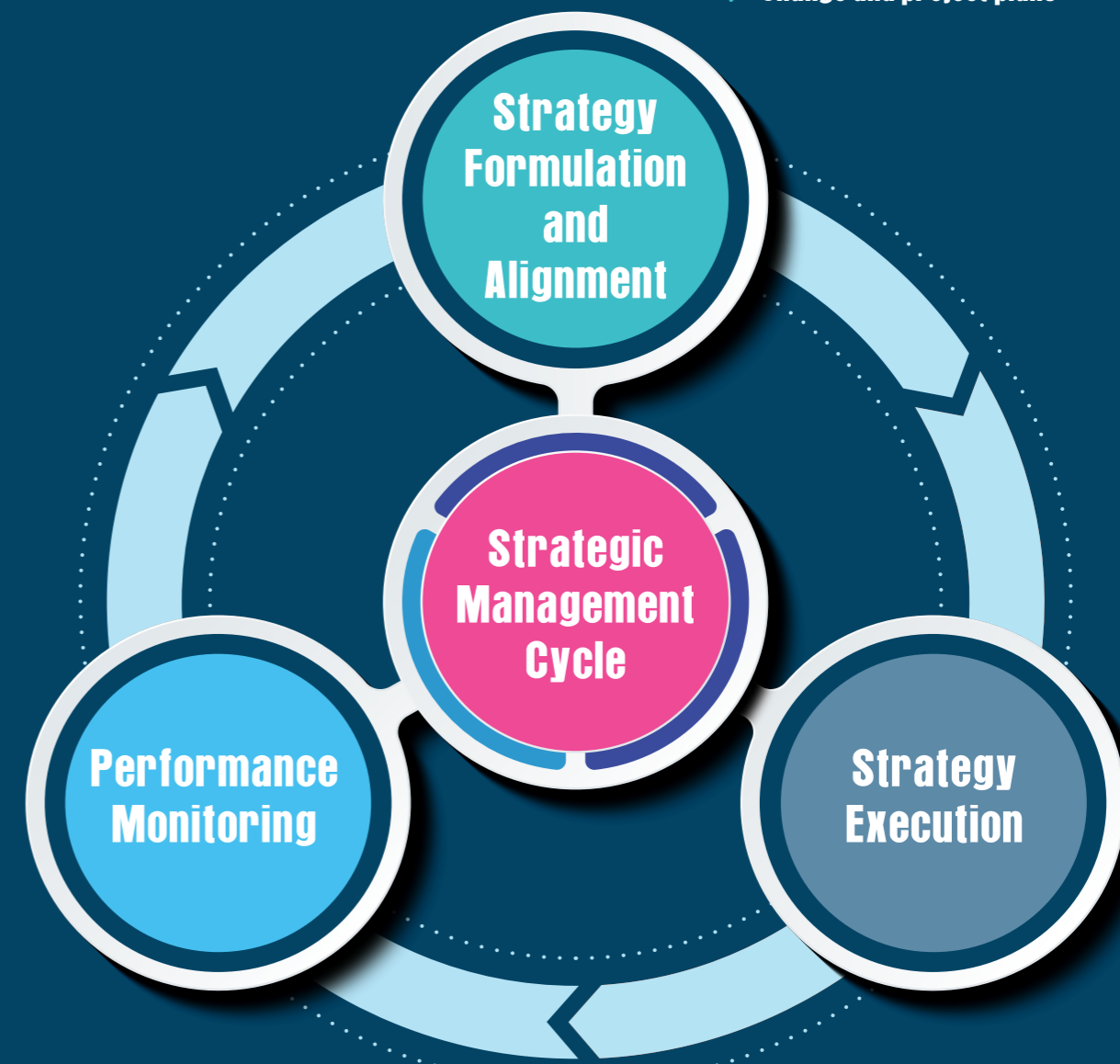
- Strategic Plan
- District enabler plans
- Operational plans
- Personal performance plans
- Change and project plans

- Strategic and operational success
- Measures and KPIs
- Progress of initiatives
- Evaluation findings
- Detailed analysis
- Projections and scenario modelling
- Regular reporting, review and response

- Assess the change requirments
- Assign responsibilities
- Allocate resources
- Communicate
- Implement and manage change
- Monitor and adjust
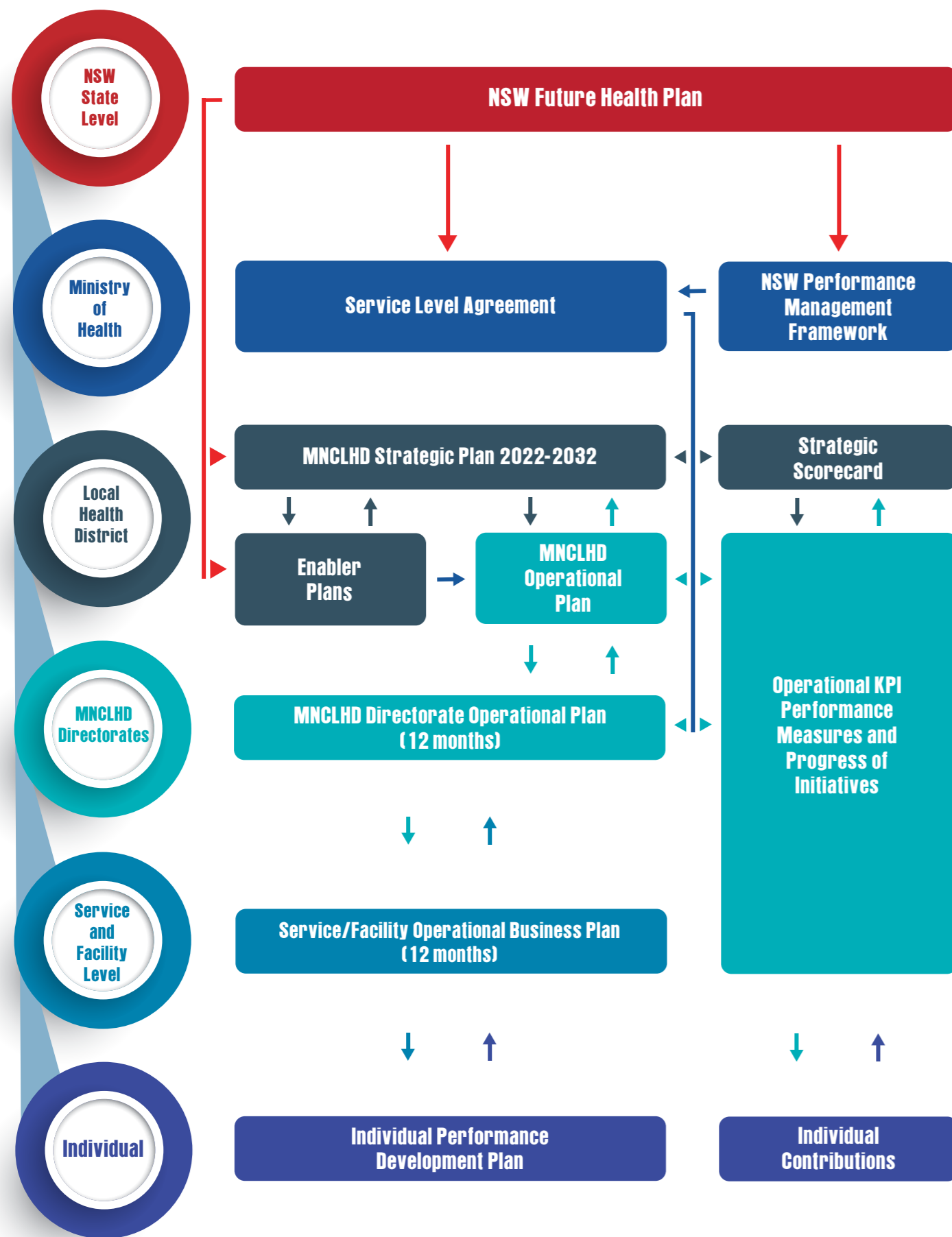
Figure 2: MNCLHD strategy formulation and alignment, execution and performance monitoring

MNCLHD Planning and Accountabilty Framework overview

MNCLHD sits within the broader NSW Public Health system and is guided by NSW Ministry of Health (MoH) key plans and policies, which in turn operates within the NSW Premier's Priorities and legislative requirements and Commonwealth reforms.

In addition to aligning our LHD plans with State (and National) plans, we also strive to achieve alignment within MNCLHD's internal plans, by cascading and relating the different plans.

Overarching this alignment is MNCLHD's Strategic Plan. All other plans are aligned with the Strategic Plan. There is a range of District level enabler plans, which provide a more detailed plan for a particular aspect of the strategy.

We translate MNCLHD's Strategic Plan into annual operational plans cascading through all levels of the organisation – including to individual performance development plans for employees, as outlined in figure 2.

While cascading down from strategy to operations is important, it's also necessary to note the corresponding upwards flows, showing that ideas and achievements at each level translate upwards and throughout, contributing to the overall delivery of the strategy and achievement of objectives.

Cascading strategy focuses the entire organisation on strategy and creating line-of-sight between the work people do and high-level desired results. As the strategy is cascaded through the organisation objectives become more operational and tactical, as do the performance measures. Accountability follows the objectives and measures as ownership is defined at each level.

During strategy formulation and while identifying strategic objectives, it's important to consider not only what will be done to achieve the objectives but also how success will be measured, by way of strategic success measures.

For the MCNLHD's Strategic Plan, we use our Strategic Scorecard as a way to track progress.

Operational plans must also identify the success measures (KPIs) that are most relevant for each strategic objective for that organisational unit.

Strategic management roles and responsibilities

The responsibilities for strategic management span across the entire organisation, from individual team members to the Governing Board and reflects a collaborative approach with strong alignment. Figure 3 lists key responsibilities at each level, across strategic management components.

Figure 3: Roles and responsibilities for strategic management components

	Strategy formulation and alignment	Strategy execution	Performance montitoring
Governing Board	• Governance and oversight • Inform strategic priorities • Approve strategic directions	• Governance and oversight	• Monitor Strategic Scorecard • Monitor high level operational KPIs • CE Performatnce Review (with Secretary of Health)
Chief Executive	• Lead development of strategic priorities and plan • Lead and approve District Operational Plan • Approve Directorate operational plans • Ensure Performance Development Policy implemented • Develop individual plans with direct reports	• Oversight, empowerment, change leadership • Communicate priorities, provide direction, inspire • Allocate resources • Recognise, reinforce, remove barriers, troubleshoot	• Ensure effective performance monitoring and management across the organisation • Performance reviews of direct reports • Monitor and respond to strategic, operational and individual performance to deliver outcomes
Senior Executive	• Inform and implement strategic and District operational priorities • Develop Directorate operational plan • Approve and oversee portfolio operational plans • Develop individual plans with direct reports	• Oversight, guidance, empowerment, change, leadership • Communicate priorities, provide direction, inspire, support • Allocate resources • Recognise, reinforce, troubleshoot, remove barriers	• Ensure effective performance monitoring and management across the directorate • Performance reviews of direct reports • Monitor and respond to strategic, operational and individual performance to deliver outcomes
Managers (Service/Facility Managers, Clinical Leads, Coordinators, Team Leaders	• Contribute to strategic thinking • Contribute to District and Directorate operational planning • Develop portfolio operational plans • Develop individual plans with direct reports	• Guide implementation, manage change • Manage resources • Empowerment and change management • Support and troubleshoot, recognise, reinforce	• Monitor and manage team and individual performance to deliver outcomes • Ensure accurate data collection and meaningful reporting • Provide advice and support
Individual Team Members	• Contribute to strategic thinking and operational planning • Inform initiative planning • Develop individual plans (PDR) with line manager	• Implement plans and initiatives • Champion change, collaborate and communicate • Provide feedback and advice	• Contribute to data collection • Monitor and manage own performance to deliver outcomes • Provide feedback and advice

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3. Formulation and alignment

Strategy Formulation is all about planning. There are different levels and types of plans that guide MNCLHD's work. Some are required by the NSW Health Corporate Governance Compendium, others may be deemed appropriate locally by the LHD.

This diagram shows the important inputs to planning, lists some of the key enabler plans and shows the relationship to operational plans and project plans.

Inputs

Strategic visioning

Policy context and planning principles

Population needs analysis and the service environment

Data analysis to indicate current supply and project demand

Consultation to review and confirm models of care, service configuration service enhancement options

Strategic Plan

LHD Plans

Healthcare Services Plan / Clinical Services Plan/s

Workforce Plans

Asset Plan

Aboriginal Health Plans and Frameworks

Information Management and Technology Plan

Research and Teaching Plan

Corporate Governance Plans

Other LHDs enabler plans

Figure 4: Planning inputs and alignment

Operational planning

Change and project plans

Special initiatives

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Annual Planning Cycle

June
Operational
Plan ENDORSED

June - July
Implementation,
monitoring and reporting
of the District Operational
Plan, Strategic Scorecard,
progress reports on
initiatives and actions

Nov - Dec
Review progress and
priorities - feed into
Governing Board
Strategy Day

Feb
Service Level
Agreement (draft) local
priorities considered

April
Operational Planning Workshop with SET
to draft District Operational Plan

Draft Operational Plans (District, Directorate,
teams) aligned with the Strategic Plan

June — July — August — September — October — November — December — January — February — March — April — May

Jan
Governing Board
Strategy Planning Day

March
Local priorities identified
(individuals, teams,
Directorate, District) - aligned
with Strategic Plan

May
Draft District
Operational Plan
reviewed by SET

Figure 5: Annual Planning Cycle for operational and capital investment planning

Regular Strategy review

MNCLHD's Strategic Plan is a 10 year plan that highlights the long-term directions for the MNCLHD. To ensure the Strategy remains relevant over the years, it's important to undertake regular reviews, not only of progress in implementation, but also of the Strategy itself.

This requires an open, collaborative approach that engages and involves stakeholders, including LHD team members, consumers and external partners.

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4. Strategy execution

What is Strategy execution?

The most important aspect of any strategy is how it's brought to reality.

Strategy execution is the systematic implementation of strategy through employee activities, projects and processes that are aligned with the organisation's vision, purpose and strategic objectives.

In Strategy execution we identify, adapt, acquire or develop the tools, processes, systems, policies and activities to make the change happen.

There are also important supporting and reinforcing actions to ensure the desired changes are achieved and embedded.

Strategy execution

Leading and communicating effectively to get important things done in a climate of teamwork, continuous improvement and change.

(Balanced Scorecards Institute, 2015, Strategy Execution and the Balanced Scorecard).

(Adapted from Balanced Scorecard Institute, 2020, The Art and Science of Strategy Execution. https://balancedscorecard.org/bsc-basics/articles-videos/webnar-the-art-and-scence-of-strategy-execution/)

Steps to effective strategy execution

Effective strategy execution requires a concerted effort. The diagram below (figure 6) summarises some of the key steps we will take to ensure strategy effective execution.

Assess the change requirements
- What are we trying to achieve?
- Are we ready and do we have the capacity?
- What has been successful elsewhere?
- What approach will we use?
- Who needs to be involved?
- What barriers and constraints do we anticipate?
- Develop the project/change plan

Review the intent of the initiative, assess and plan around what needs to be done, what further information and level of change is required, what approaches are agreed and consider whether it would benefit from a small agile project team.

Assign responsibilities
- Executive sponsor/s
- Project leader
- Team members
- Advisers
- Champions

Agree on who will do what in implementing the initiatives. Assign a sponsor, a leader, a team, consider whether partners should be involved, the need for advisers and whether external assistance is required. Engaging champions to help drive the change.

Allocate resources human and physical
- Funds
- Equipment
- Time
- Other resources

Determine what resources are required to achieve the intended outcomes. Can existing team members, equipment and other resources be deployed to this activity, or are additional investments required? What is the time impost and how will this be managed?

Communicate
- Communication plan
- Engagement with stakeholders
- Regular project meetings
- Project records, file sharing
- Updates to stakeholders on progress
- Sharing successes, learnings, resources

Throughout the strategy execution process it is important to communicate effectively with all stakeholders. Consider what communication needs to happen, with whom, when and how this will be achieved. Develop and implement a communication plan.

Implement and manage change
- Project coordination
- Actions and tasks
- Tools, processes, systems, policies
- Training
- Troubleshooting
- Evaluation

Effective strategy execution requires attention to many aspects throughout implementation. A coordinated approach that maps out the steps, monitors progress, addresses barriers early and makes use of appropriate tools and processes is required.

Monitor and adjust
- Learning from performance monitoring
- Regular review of KPIs
- Drill into data for deeper understanding
- Progress of implementation plan
- Opportunities, challenges, risks

It's important to monitor the actions being taken, ensure timelines are achieved and assess impact on KPIs that have been determined. This step overlaps with the next section of this Framework - Performance monitoring.

Figure 6: Steps to effective strategy execution

5. Performance monitoring

Why monitor performance?

The third component of the MNCLHD Planning and Accountability Framework relates to monitoring, measuring and understanding performance. MNCLHD has a long history in performance reporting. This Framework builds on this and increases focus on performance monitoring by aligning reporting to strategy.

How we monitor and manage performance

Performance monitoring occurs at all levels of the organisation to meet different needs. It's important to have measures that link our performance from our everyday business activities, our projects and initiatives, right through to our strategic impact.

Of course, effective monitoring of performance requires a mix of approaches. We need to monitor our operations, our strategy and our projects. We need to keep track of inputs, processes, outputs and outcomes and include both quantitative and qualitative measures.

Success measures and Key Performance Indicators (KPIs) are important informants of progress toward an intended result. These measures provide a focus for strategic and operational improvement, create an analytical basis for decision making and help focus attention on what matters most. As Peter Drucker famously said:

"What gets measured gets done."

At the strategic level, we use our Strategic Scorecard and progress reports as key tools for monitoring strategic performance. During strategy formulation we identify success measures aligned to each strategic objective within each plan we develop.

Measuring, analysing and transparent reporting of information then becomes a key part of our strategic management cycle.

Our performance monitoring feeds back into both strategy execution by informing decisions and enabling continuous improvement and into strategy formulation, by facilitating consideration and review of objectives, action areas, initiatives as part of regular review of plans and to inform the development of new plans.

Figure 7: Performance monitoring process

Gathering information
- Evaluate findings
- Routine data collection (activity, finance, risks, incidents...)
- External data and reports
- Progress of initiatives (inputs, actions, outputs, timelines)

Analysing, reporting and interpreting information
- Accountability to team, leaders, community, other stakeholders
- Reporting to funders, policy makers
- Assessing and using to inform further decisions

Acting on information
- Recognise success, celebrate achievements
- adjustments for continuous improvement
- Mitigate risks inform further planning

Performance management

Performance monitoring and management is integral to the work we all do. As well as collecting and reporting information, we need to regularly review performance information, consider its implications and use the knowledge it provides to determine any future actions to be taken.

Performance triggers

A performance concern will be raised when one or more of the performance measures/ indicators do not meet the required target, threshold or milestone. It's important to ensure there is timely escalation and appropriate action taken where there is a risk of indicator performance not meeting the specified targets.

Escalation and de-escalation

The level of concern in each case is determined by the particular indicator(s), the seriousness of the issue in relation to MNCLHD's risk tolerance, the speed with which the situation could deteriorate further, the time it would take to achieve turnaround and whether or not an indicator is on trajectory to meet target within a reasonable time frame. In order to determine the level of response and intervention required,

performance trends will also be considered. For example, a KPI that is not performing in the current period but is trending in the right direction (improving) and the required performance is likely to be achieved within a reasonable timeframe, will require less intervention than a KPI that is showing no improvement trend or is unlikely to achieve the required performance within the required timeframe.

When a performance concern has been triggered, the following actions should be undertaken to escalate and address the issue.

Improvement

☐ Discuss the issue with the appropriate team/governing committee/meeting to assess the severity of the performance issue, including the reasons that led to the performance issue and whether any action is required and if so the intended action and timeframe.

☐ If required, develop an action plan, with a trajectory back to target, timeframes and a mitigation strategy, to address the issue.

☐ Provide regular status updates to the appropriate manager/ senior executive/governing committee/ meeting.

Performance monitoring

Performance monitoring occurs through:
- planning meetings
- team meetings
- meetings with individual staff
- annual performance reviews
- Executive and Board meetings

Under-performance

- Undertake an in-depth assessment
- Identify solutions
- Develop a detailed recovery plan
- Formally monitor by the appropriate senior executive and/or governing committee over an agreed timeframe

Escalation and de-escalation

- Assess the seriousness of the issue and the speed of further deterioration
- Determine the level of response and intervention required
- Provide regular status updates

Performance triggers

- Not meeting required target?
- Timely escalation and appropriate action

Performance management

- Collect and report
- Regularly review
- Consider implications
- Determine future actions

Figure 8: Performance management

Under-performance

If it's determined that the performance of a particular KPI or measure is consistently under-performing and not improving, or that the under-performance is compromising the delivery of the aggregate LHD-wide performance, then the following should occur:

- undertake an in-depth assessment of the problem
- identify solutions to address the problem
- provide a detailed recovery plan and timetable for resolution/trajectory to recovery
- progress on the recovery plan will be formally monitored by the appropriate senior executive and/or governing committee over an agreed time frame.

Performance monitoring for MNCLHD occurs through:

- dedicated performance and planning meetings
- team meetings
- regular meetings with individual staff (e.g., monthly accountability meetings)
- annual performance review meetings with individuals and teams
- Executive and Board meetings.

MNCLHD performance monitoring is also informed by the NSW Health Performance Framework, which sets out the context within which the Ministry of Health (MoH) monitors, assesses and responds to the performance of public sector health services.

The MNCLHD Planning and Accountability Framework supports a culture of continuous improvement and the achievement of performance expectations.

Recognition of good practice and strong performance against measures should be acknowledged in committees and meetings, quality forums, clinical councils, Chief Executive communication and shared across MNCLHD and with our partners and community where appropriate.

By recognising leading performance and practice within MNCLHD and sharing lessons learnt across the facilities and services, MNCLHD can progress our journey of continuous improvement.
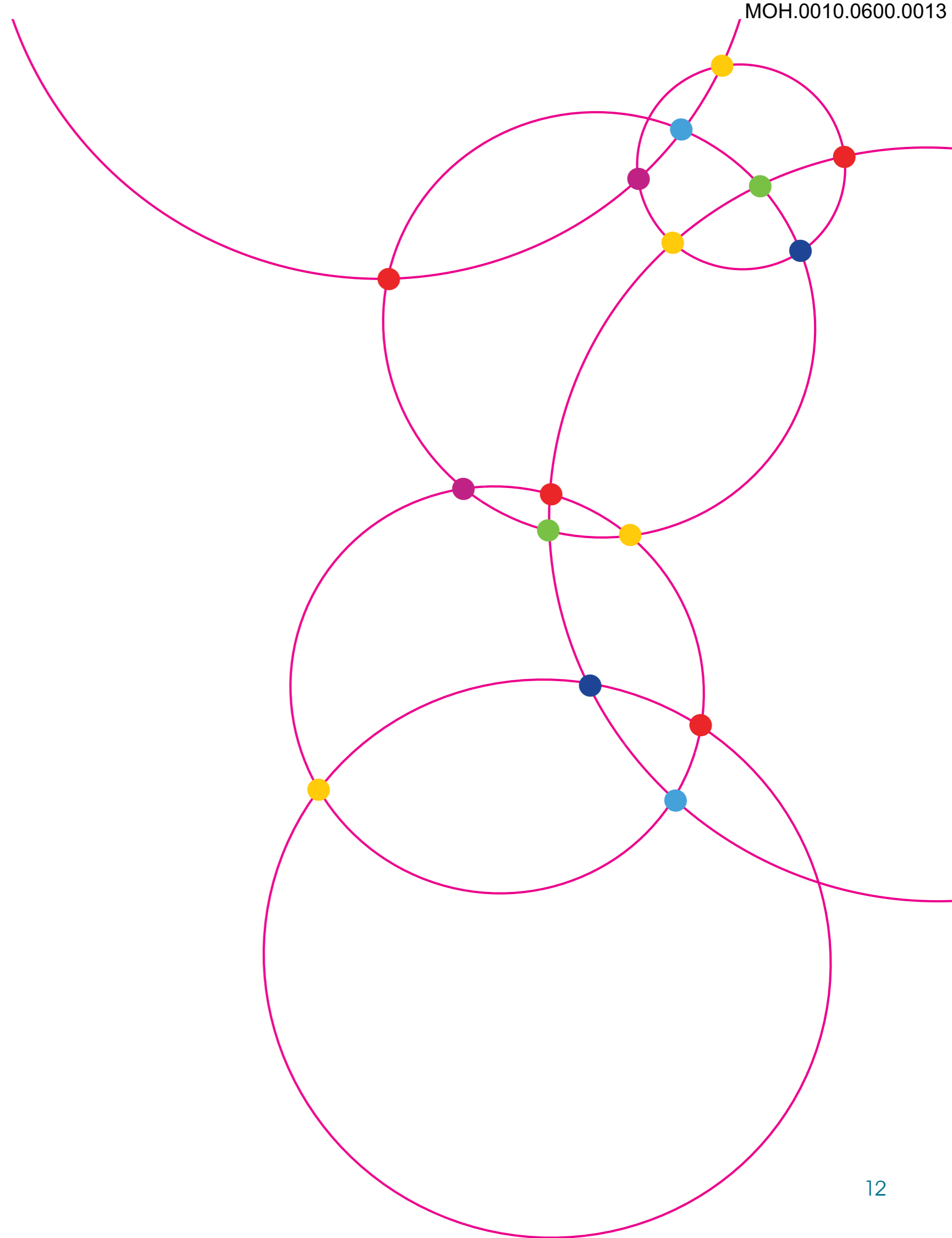
6. Maturing strategic management supporting the Framework as a whole

The Strategic Management cycle informing the MNCLHD Planning and Accountability Framework has three components: Strategy formulation and alignment, strategy execution and performance monitoring. To best deliver on these components and achieve our vision, purpose and strategic objectives, there are critical capabilities and supporting systems and functions that underpin success which are summarised as dimensions of strategic management. There are eight key dimensions of strategic management and important capabilities to be addressed under each dimension:

Figure 9: Strategic management dimensions

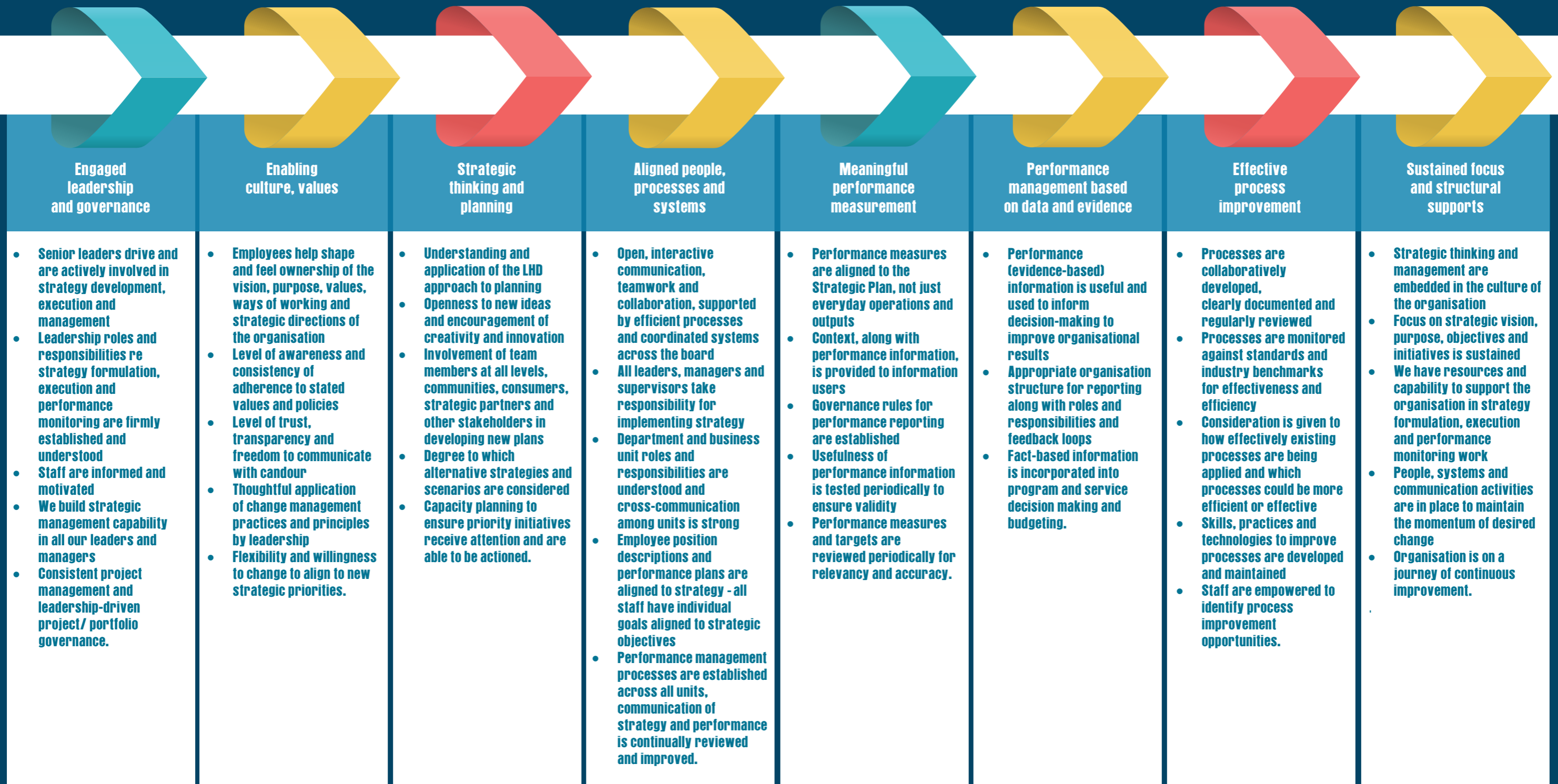| Engaged leadership and governance	Enabling culture, values	Strategic thinking and planning	Aligned people, processes and systems	Meaningful performance measurement	Performance management based on data and evidence	Effective process improvement	Sustained focus and structural supports
• Senior leaders drive and are actively involved in strategy development, execution and management • Leadership roles and responsibilities re strategy formulation, execution and performance monitoring are firmly established and understood • Staff are informed and motivated • We build strategic management capability in all our leaders and managers • Consistent project management and leadership-driven project/ portfolio governance.	• Employees help shape and feel ownership of the vision, purpose, values, ways of working and strategic directions of the organisation • Level of awareness and consistency of adherence to stated values and policies • Level of trust, transparency and freedom to communicate with candour • Thoughtful application of change management practices and principles by leadership • Flexibility and willingness to change to align to new strategic priorities.	• Understanding and application of the LHD approach to planning • Openness to new ideas and encouragement of creativity and innovation • Involvement of team members at all levels, communities, consumers, strategic partners and other stakeholders in developing new plans • Degree to which alternative strategies and scenarios are considered • Capacity planning to ensure priority initiatives receive attention and are able to be actioned.	• Open, interactive communication, teamwork and collaboration, supported by efficient processes and coordinated systems across the board • All leaders, managers and supervisors take responsibility for implementing strategy • Department and business unit roles and responsibilities are understood and cross-communication among units is strong • Employee position descriptions and performance plans are aligned to strategy - all staff have individual goals aligned to strategic objectives • Performance management processes are established across all units, communication of strategy and performance is continually reviewed and improved.	• Performance measures are aligned to the Strategic Plan, not just everyday operations and outputs • Context, along with performance information, is provided to information users • Governance rules for performance reporting are established • Usefulness of performance information is tested periodically to ensure validity • Performance measures and targets are reviewed periodically for relevancy and accuracy.	• Performance (evidence-based) information is useful and used to inform decision-making to improve organisational results • Appropriate organisation structure for reporting along with roles and responsibilities and feedback loops • Fact-based information is incorporated into program and service decision making and budgeting.	• Processes are collaboratively developed, clearly documented and regularly reviewed • Processes are monitored against standards and industry benchmarks for effectiveness and efficiency • Consideration is given to how effectively existing processes are being applied and which processes could be more efficient or effective • Skills, practices and technologies to improve processes are developed and maintained • Staff are empowered to identify process improvement opportunities.	• Strategic thinking and management are embedded in the culture of the organisation • Focus on strategic vision, purpose, objectives and initiatives is sustained • We have resources and capability to support the organisation in strategy formulation, execution and performance monitoring work • People, systems and communication activities are in place to maintain the momentum of desired change • Organisation is on a journey of continuous improvement.

Adapted from The Strategic Management Maturity ModelTM, Strategy Managment Group, 2019.

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Strategic management maturity

It's important for the MNCLHD to regularly assess our level of maturity in each of these eight (8) dimensions based on a strategic management maturity model such as the model outlined here:
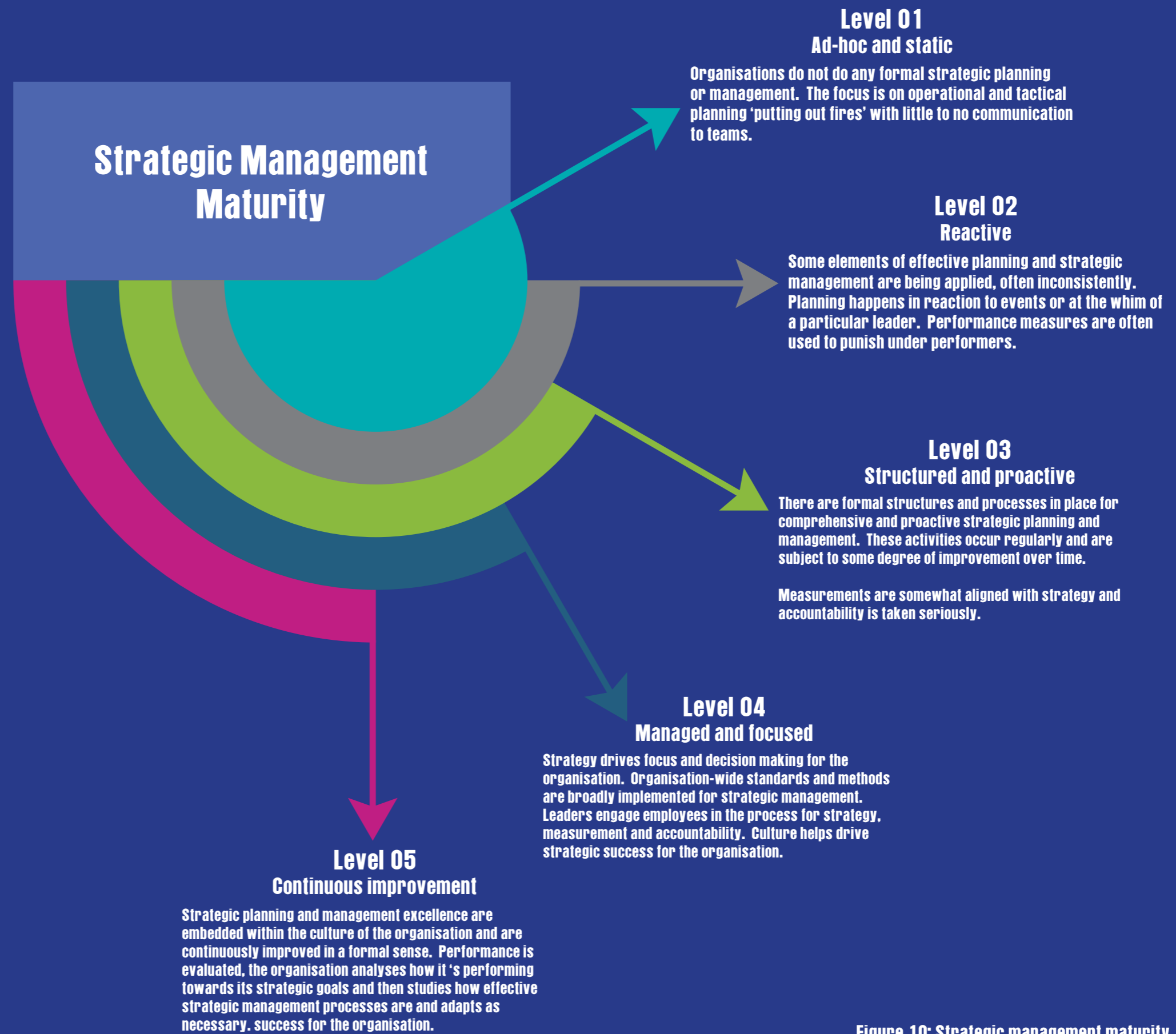
Strategic Management Maturity

Level 01
Ad-hoc and static

Organisations do not do any formal strategic planning or management. The focus is on operational and tactical planning 'putting out fires' with little to no communication to teams.

Level 02
Reactive

Some elements of effective planning and strategic management are being applied, often inconsistently. Planning happens in reaction to events or at the whim of a particular leader. Performance measures are often used to punish under performers.

Level 03
Structured and proactive

There are formal structures and processes in place for comprehensive and proactive strategic planning and management. These activities occur regularly and are subject to some degree of improvement over time.

Measurements are somewhat aligned with strategy and accountability is taken seriously.

Level 04
Managed and focused

Strategy drives focus and decision making for the organisation. Organisation-wide standards and methods are broadly implemented for strategic management. Leaders engage employees in the process for strategy, measurement and accountability. Culture helps drive strategic success for the organisation.

Level 05
Continuous improvement

Strategic planning and management excellence are embedded within the culture of the organisation and are continuously improved in a formal sense. Performance is evaluated, the organisation analyses how it's performing towards its strategic goals and then studies how effective strategic management processes are and adapts as necessary. success for the organisation.

Figure 10: Strategic management maturity

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Strategy formulation

Planning team

The planning team leads the District level planning activities and provides advice and support to planning efforts at other levels. The planning team also keeps a watching brief over all plans to ensure standards are maintained and the strategic management approach is being applied consistently.

Performance team/s

Teams and individuals with responsibility for performance reporting are available to assist with identification and reporting of KPIs relevant to each plan. They bring expertise in data analysis and reporting and are able to highlight gaps and challenges at the operational and strategic levels to be considered during planning.

Process guidelines and templates

The planning team provides a range of guiding documents to assist in planning activities. This Framework is one such document. Others include Operational Planning Guidelines and Template.

Planning Register

A Planning Register tracks the plans from conception and development through endorsement, implementation, monitoring and to completion.

Strategy execution

Strategy execution is a complex field requiring a wide range of capabilities, and different approaches to suit different change initiatives. It's important to build capabilities among our team for effective change leadership and change management, along with resilience and adaptability to participate in and adopt strategic change.

Many simpler changes will be undertaken by relevant parts of the LHD as part of adjustments to their normal business.

In other instances, more structured change management processes will be required to ensure a comprehensive approach. These may be supported by the MNCLHD, the Ministry of Health, or other experts.

Examples of common approaches include:

- accelerated Implementation Methodology (AIM)
- Clinical Redesign Program
- Agile Project Management approach
- Safety and Quality Essentials Pathway.

Performance monitoring

MNCLHD has a distributed approach to performance monitoring with data management, data analysis and preparation of report function spread across the District. Resources currently available to support performance monitoring include:

Performance, finance, business management and workforce teams

Teams and individuals assist with data extraction and reporting of KPIs. They bring expertise in data analysis and reporting and are able to present information at the operational and strategic levels to be considered.

Data quality and data managers

Have a role in ensuring the data used in performance monitoring is of high quality and reliable.

External reporting organisations

External organisations also provide performance data, examples include the NSW Ministry of Health, the Bureau of Health Information, Health Roundtable, Researchers, universities and others.

Data and reporting systems

Data collection and reporting systems are widely distributed in the organisation and present systems are not always well-integrated.

MNCHD is working towards an improved consolidated and strategic approach to information systems and performance monitoring.

Overall strategic management

MNCLHD has many strategies and programs that contribute to developing our strategic management maturity. In particular, we will focus on continually building capabilities and refining our supporting policies, systems and processes across the eight dimensions of strategic management. Many parts of the organisation will contribute to this work. There are, however, some important high-level actions that will have a significant impact on the success of the Planning and Accountability Framework, as follows:

Culture transformation

Strategy and culture need to be closely aligned and mutually supportive. Ongoing work to mature MNCLHD's culture will be an important contributor along our maturity path as an organisation.

Measuring strategic management maturity over time

MNCLHD will obtain access to a suitable tool for assessing the maturity of our strategic management capability and infrastructure and this will become a success measure in the Strategic Scorecard.

7. How we support strategic management components