

Sample. Strategic Plan 2010-2015 Project Proposal

This is one of the three completed pilot project proposals that was approved by Age NI for work to commence in February 2010.

Strategic Plan Project Proposal

Project Title	Strategic Plan 2010 - 2015
Project Executive	Chief Executive
Author	PA to the Chief Executive/ Merger Project Director
Date	18/01/2010

1.0 Background to the Proposed Work

Age NI is a new organisation formed in April 2009 as a result of the merger of Age Concern NI and Help the Aged NI. Age NI is an independent organisation with strong working relationships with our sister organisations Age UK, Age Scotland and Age Cymru, to advance ageing and older people's issues within and across the UK.

Following on from the strategic intentions as agreed by the Board and based on a shared governance approach to decision making, a working group should be developed to develop the Five-Year Strategic Plan. A design team was established to examine the viability of using a shared governance approach to preparing Age NI's first Strategic Plan. The team liaised closely with the Chief Executive who led the project.

Definition of Shared Governance

Shared governance is how we make decisions that deliver the vision and mission of Age NI. We achieve it by:

- Demonstrating in practice our values;
- Remaining true to our principles; and

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- Ensuring collaboration, participation and inclusion of all stakeholders in the decision making process;

Principles of Shared Governance

- Openness/trust
- Empowerment/enabling
- Inclusion
- Accountability

Strategic Intentions:

- Support for later life
- Engagement for later life
- Advocacy for later life
- Partnership for later life
- Excellence for later life
- Impact for later life
- Products and services for later life

Preparatory work would be carried out by the design team with draft guidance and reporting templates in place prior to a formal planning group being established. This work would only stimulate the work of the group, and would in no way impinge on the shared governance process within the group which would be under the direction of a facilitator, to be agreed by the group once established.

The overall project would be undertaken as a result of the newly formed Age NI, and flow from the strategic intentions. There is a need for a strategic plan to steer the direction of the organisation with the vision and mission at its core.

2.0 Evidence of Research

Research was undertaken to inform the decision taken around a 'shared governance' approach. The research provided a peer reviewed assessment of the theory and practice behind the approach, helping to allay any misgivings that the Board and SMT may have had in considering the shift in decision making policy. The following documents were consulted as part of the research process:

1. 'From Beside to Board Room - Nursing Shared Governance'.
Robert G. Heiss. Jr., RN. PhD

2. 'Framework for the Development of an Empanicipatory Culture in Nursing – A 3 Year Program'. Professor Brendan McCormack.
3. 'A Journey – not an event – implementation of shared governance in a NHS Trust', American Nurses Association. Vol. 9, 2004.
4. 'Shared Governance: Hartford Hospital's Experience', American Nurses Association. Vol.9, 2004.

3.0 Scope of the Project

It is intended that the strategic intentions would form the boundaries of work for the project. Individual areas of work would flow from these. That said, based on the new shared governance approach, it would be intended that the allocation of work would be decided by the collective working group, once established.

It would be envisioned that the process would be divided into three phases; pre-plan and design, active and post-plan, running from February to June 2010. The size of the group and progression to pre-plan cannot take place until definitive agreement has been given by the Board on the shared governance approach. In the interim a collaborative approach could be progressed, with shared governance slotted in to the process once final decision taken by the Board.

There may also a need for a default fall-back position within the group, in the event that the shared governance approach fails to reach a decision which is approaching deadline. It would be suggested that this would lie with the Chief Executive in her role as leading out the proposed project.

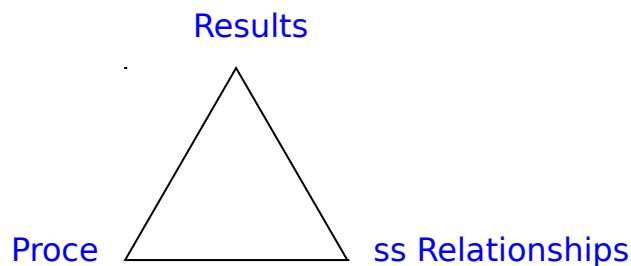
4.0 Success Criteria

The draft template would be used as a tool to draw up the necessary success criteria by the planning group once established.

The predicated success of the project would lie in the agreed results required at the outset of the project. If the results agreed are achieved then it should be assumed that the project was successful. Some suggested results for the planning group may include:

- That the design and planning of the strategy is completed to timescale.
- That the shared governance approach works - evidenced by the above and evaluation.
- Production of an individual evaluation tool for the project, to be used for future project groups within the new shared governance approach.
- Production of a Strategic Plan document that is reflective of the Age NI strategic intentions, and meets the original agreed objectives.

An emphasis should be placed on the dynamics of success and how it flows from one step to the next. The processes rely on successful relationships within the project and from these come the results.



5.0 Outline Timeline

(Sent separately)

6.0 Resources

- Time - it would be expected that the planning group commitment would be 2 hours every 2 weeks until final draft is written for Board approval.
- Space.
- Expert knowledge/new thinking from non-expert knowledge.
- Evaluation tools
- Budget - £Xk inclusive of printing, examine viability of additional budget through branding budget.
- Collective shared governance approach to decision making.

It would be intended to populate the group with members by an expression of interest across the organisation, trustees and older people.

7.0 Cost Benefits

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As one of three pilot projects for the new shared governance approach to working within the organisation, the learning benefits to be gained will be considerable for future project management across the organisation.

8.0 Constraints

- Using shared governance as an approach for the first time could prove time consuming and constrain the progress of the project; given the project is one of three pilots for the approach.
- Close attention needed in relation to communication.
- The level of understanding of shared governance, or the purpose of the project.
- Individual time management - prioritisation of workloads.
- Production timescales - need for liaison with Marketing Department.

9.0 Dependencies

Within the project there should be an element of interdependency with the development of the brand, and a simultaneous framework to use of the brand in the development of the strategy.

There should also be a strong dependency on the communication team linking in with production of Intercomm and other flows of communication across the organisation both internally and externally.

10.0 Risks

The management of risk should be carried out on an ongoing basis throughout the project, with greatest value being derived by identifying risks before implementation and putting in place control measures where possible such as taking action to try and mitigate the risk.

The main risk within the project is that the shared governance approach may not be delivered; this would have a serious impact on the viability of shared governance as an agreed approach for the organisation, which in turn would have further implications. This could come about from waning enthusiasm, with a control being that clearly led out plans with roles and responsibilities put in place could counteract this.

Communication is also a risk consideration. It is important that all communication and information is available to all stakeholders, as is expected under a shared governance approach.

A facilitator needs to be identified for the meeting. This is something that the group would need to consider. This does not deviate from standard shared governance practice, and could prove useful so as to guide the group through their shared meeting process. Again this may be something the group could discuss at their first meeting.

Through the use of evaluation tools, risks need to be recorded so as identify areas that future project groups need to be aware of as potential risks, in relation to either project management or the shared governance approach. It might be advisable for the group to consider undertaking a traffic light system when highlighting risks in the evaluation tools.

Furthermore to the risks around the evaluation of the project as outlined above, is the impact late consultation responses could have on the evaluation of the project. Consideration could perhaps be given to this when dealing with the consultation period and tying in with the timescales agreed by the group.

A template for the probability of each risk is provided below, and would allow the group to possible risk impacts and scores.

Determine how likely the consequences are to happen:

Likelihood of Occurrence

Risk Score	Frequency	Probability
1 Rare	Not expected to occur for years	The event may occur only in exceptional circumstances
2 Unlikely	Expected to occur at least annually	Unlikely to Occur
3 Possible	Expected to occur at least monthly	Reasonable chance of occurring

4 Likely	Expected to occur at least weekly	This event will occur in most circumstances
5 Almost Certain	Expected to occur at least daily	Most likely to occur than not

Calculate the risk by using the scoring matrix:

Risk = Consequence x Likelihood = Low; Moderate; High; Extreme

Risk Scoring Matrix

	1	2	3	4	5
1	1	2	3	4	5
2	2	4	6	8	10
3	3	6	9	12	15
4	4	8	12	16	20
5	5	10	15	20	25