
Overview

This standard relates to preparing and producing an implementation plan to achieve organisational strategy. It includes developing and agreeing policies and processes to support the agreed strategy, reviewing and planning optimum organisation strategy and presenting a detailed implementation plan.

There are three elements

1 Develop and agree policies and processes to support achievement of organisation aims and objectives.

This includes identifying and consulting with key stakeholders, both internal and external, to review existing policies and practices.

2 Establish and agree the optimum organisation structure to support achievement of aims and objectives

This includes reviewing existing structure and generating options for alternative organisational structures to meet the future needs of the organisation. It includes identifying financial and other constraints which would influence the choice of structure and preparing proposals for those who will be involved in the decision making process.

3 Produce implementation plan to achieve organisation strategy

This includes prioritising strategic goals and their impact on the organisation, generating options for methods of implementation of organisational strategy, and producing a detailed implementation plan. It also includes presentation of the plan and processes to obtain commitment and ownership from stakeholders.

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Plan implementation of organisational strategy to meet objectives

Performance criteria

Develop and agree policies and processes to support achievement of organisation aims and objectives

You must be able to:

- P1 establish key stakeholders for the development of policies and processes
- P2 evaluate the effectiveness of current policies and processes in achieving organisation aims and objectives
- P3 consult with key stakeholders to establish factors which influence decisions regarding change to policies and processes
- P4 instigate action and reporting structures to review, update and develop policies and procedures
- P5 agree, with relevant stakeholders, the changes required to develop effective policies and processes
- P6 secure support for proposed changes from those responsible for resourcing and implementing new policies and procedures
- P7 determine methods and measures for evaluating the effectiveness of new policies and procedures
- P8 disseminate new policies and procedures to personnel who will be affected by the planned changes

Establish and agree the optimum organisation structure to support achievement of aims and objectives

You must be able to:

- P9 obtain sufficient information from available sources on the effectiveness and efficiency of current organisation structure
- P10 review the effectiveness of current organisational structure
- P11 evaluate the ability of current structure to meet new aims and objectives
- P12 determine the gap between current abilities and requirements of new aims and objectives
- P13 specify the changes required to achieve optimum structure to meet aims and objectives
- P14 identify the financial and other resource implications associated with required changes in organisational structure
- P15 prepare proposals for revisions to structure at a sufficient level of detail for those involved in the decision making process
- P16 agree changes required to establish the optimum organisation structure
- P17 develop measures to review the effectiveness of new organisational structure

Produce implementation plan to achieve organisation strategy

You must be able to:

- P18 prioritise strategic goals and their impact on the organisation
- P19 generate options for methods of implementation
- P20 evaluate options and prioritise according to influencing factors
- P21 determine the methods, timescales and success criteria for short, medium and long-term implementation

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- P22 prepare a plan which ensures synergy with associated policies, procedures, processes and systems
- P23 produce a implementation plan at sufficient level of detail and in a format suitable for intended users
- P24 present and negotiate agreement to the implementation plan with key stakeholders and implementers
- P25 obtain and confirm commitment to the implementation plan from key stakeholders
- P26 generate ownership and commitment from those responsible for implementation
- P27 communicate relevant aspects of the plan to those responsible for its implementation

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Knowledge and understanding

You need to know and understand:

- K1 how to distinguish between strategic, tactical and operational issues and influences
- K2 principles of strategic performance management and methods of implementation
- K3 the requirements, context and significance of the organisational strategy and related planning and reporting
- K4 the range of measures of performance applicable to the organisation and their use at implementation stage
- K5 principles and methods of project management and their application at implementation stage
- K6 principles and models of change management and their application
- K7 the range of stakeholders, their respective interests and the significance of their commitment to implementation plans
- K8 sources and types of information relevant to implementation of strategic plan
- K9 the range, type and use of resources required to meet organisational strategic objectives
- K10 methods and mechanisms of implementation, promotion and gaining commitment to organisational plans
- K11 how to analyse trends, identify future needs and interpret information to assist with planning
- K12 principles of short, medium and long term planning and their application to implementation of organisational strategy
- K13 where and how to obtain specialist advice to support strategic planning and implementation
- K14 principles and methods of effective report writing in relation to planning, reporting and review
- K15 how to present and communicate information to inform, promote and gain commitment to implementation plans
- K16 how to determine measures and criteria for successful implementation and methods for their evaluation
- K17 methods of cost-benefit analysis and the evaluation of options for implementation plans within budgetary constraints
- K18 models of organisational structure and their applicability to organisation goals
- K19 representative bodies, their roles, responsibilities and interests
- K20 methods of procurement and related procedures
- K21 methods and techniques for analysis of data and their application to implementation planning
- K22 research and planning techniques associated with planning implementation of organisational strategy

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Additional Information

Glossary

Stakeholders

Includes those with interest in and influence over the strategic direction and planning for the organisation. This includes those with decision-making responsibility for resourcing, implementation and support.

Factors influencing organisation aims and objectives

Political, social, economic, community, legal, regulatory, environmental issues which impact on the organisation's aims and objectives

Resources

People, equipment, finance, time

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