

PLAN FOR ICA the Membership organisation

STRATEGIC CONTEXT

- Reflect the reality of the membership in terms of numbers, age, guild and federation size (See appendix for more detail)
- Aim for stability
- Ensure organisational support to nurture the organisation as it is
- Focus development activity on those areas with potential for new membership
- Develop an advocacy strategy which builds on the reputation and legacy of the ICA, reflects the interests of members, and utilises the strengths of members to ensure that the ICA is an influential voice in shaping public policy at local and at national levels

KEY GOALS

Membership support and development

- 1. Supporting and nurturing current ICA membership**
 - Develop a programme with Federations to support and nurture small Guilds
 - Develop national information, support and activities which support Federations and Guilds,
 - Develop the ICA national activity programme which engages Federation and Guilds
 - Establish guidelines for all national activity so that the purpose and impact is defined and their impact can be measured for effective use of resources
 - Address the challenges for small Guilds in relation to the current requirements of the Constitution – review the Committee requirements with the aim of enabling small Guilds to function
- 2. Promoting ICA to potential members through a targeted approach**
 - Identify the locations where growth is a realistic possibility, either in existing Guilds or through new Guilds
 - Develop a way of assessing the factors which lead to sustainability where new Guilds are being set up based on experience in recent years and plan accordingly
 - Develop a marketing plan which supports the ICA, its membership strategy and its role working on behalf of women through advocacy

Advocacy

- 1. Effective influence**
 - Identify the priority issues and areas of interest for the ICA with reference to:
 - a. Relevance to members
 - b. ICA voice is saying something unique and/or adding value
 - c. Capacity of ICA to participate and in what role
 - d. ICA reputation and membership size can play a role in advancing an issue
 - e. Legacy of engagement on issues – eg women's rights, equality, the family....
 - Identify issues affecting the ICA where the organisation must influence policy – eg the emerging regulation of charities and voluntary organisation
 - Define the best course of action on each – advocacy as a specific ICA initiative or in collaboration with others

- Define the criteria for collaboration to guide which groups/partnerships are appropriate - re relevant to members but where other voices are more expert/compelling, with ICA partnering/backing campaigns, rather than competing
- Ensure ICA is engaged with the key partnerships/social movements relevant to the priority issues (eg currently NWCI; the partnership in relation to pensions)

KEY GOALS Membership support and development

1. Supporting and nurturing current ICA membership

Action	Steps	Target	Who leads
Small Guilds: Develop a programme with Federations to support and nurture small Guilds	Survey a sample of small Guilds to identify their issues and needs Identify national, Federation and Guild supports which would support small Guilds Develop an action programme	Actions in place by end Q3 2018 and reviewed/updated annually Impact assessed annually	Manager Consultation with NAC and adoption of action programme by NEB
Federation and Guild support: Develop national information, support and activities which support Federations and Guilds	Review supports/activities annually with NAC Agree supports and methods of delivery (website, publications, training) with an annual programme of work	Relevant and useful information available and reaches Federations, Guilds and members when required	Manager with NAC Annual work programme – Manager proposes for adoption by NEB
National activity: Develop the ICA national activity programme which engages Federation and Guilds	Identify existing effective and potential new activities in consultation with NAC and plan accordingly Prepare an Annual Calendar of events Review annually for engagement/impact	Programme agreed and in place for Guilds reopening Sept each year	Manager in consultation with NAC Annual programme agreed by NEB
Guidelines for decisions: Establish guidelines for all national activity defining the purpose and impact, and measured impact for effective use of resources	Review current national activities – purpose; engagement; cost; impact Identify measures of effectiveness for all nationally managed activity Apply checklist to all decision-making	Guidelines agreed by Q4 2018 and used to inform all national activity planning and assess impact/ value	Manager in consultation with NAC Guidelines adopted and used by the NEB
Organisation structure: Review Constitution requirements for small Guilds	Set up task group to review requirements and identify options to alleviate pressure on Guilds and deliver a structure for small Guilds which is achievable and meets governance requirements	Report to NEB by November 2018 If required, proposals to ADC 2019.	NEB establishes sub group, ToRs, timescale for report. NEB proposes change if req.

KEY GOALS Membership support and development

2. Promoting ICA to potential members through a targeted approach

Action	Steps	Target	Who to lead
Targetting locations: Identify the locations where growth is a realistic possibility (existing and new Guilds)	Review Guild trends in last five years Identify indicators for growth Develop a planned approach with Federations where growth a realistic possibility Set clear targets for set up and sustainability Identify supports which help deliver growth Support Federations involved through the Marketing plan	Planned and targeted growth which is effective and sustainable	Review – NEB sub group with relevant Federation Presidents
Sustainable Guild development: Assess the factors which lead to sustainability where new Guilds are being set up based on experience in recent years and plan accordingly	Review Guilds established in last then years which have continued to function Identify factors supporting their sustainability Based on the research, develop materials/training to support Federations setting up new Guilds	Planned and targeted growth which is effective and sustainable	Review – NEB sub group with relevant Federation Presidents Adoption of work programme - NEB
Marketing: Develop a marketing plan which supports the ICA, its membership strategy and its role working on behalf of women through advocacy	Based on the research outlined above and on specific information about ICA involvement in current campaigns (local and national) develop with professional assistance a marketing campaign with targets and milestones	Measurable increase in: ICA membership ICA media coverage Achievement of goals	Officers with Manager Board adopts strategy and annual plans

KEY GOALS Advocacy - Effective influence

Action	Steps	Target	Who to lead
<p>Priorities: Identify the priority issues and areas of interest:</p> <ul style="list-style-type: none"> - of ICA members - where the organisation must influence policy 	<p>Survey members</p> <p>Identify ICA voice on priority issues – the unique perspective/ building on legacy issues</p> <p>Identify how ICA will participate effectively</p> <p>Plan involvement (see below)</p> <p>Allocate resources (time and funding) in line with partnership agreements</p>	<p>Ensure that ICA advocacy is reflecting member interests/ concerns and builds on ICA legacy</p> <p>Identify three-year priorities</p> <p>Develop annual action plans for Board adoption</p>	<p>Officers with NAC</p> <p>Board agrees plan and resourcing</p> <p>Manager</p>
<p>Collaboration: Define the criteria for collaboration to guide which groups/partnerships</p>	<p>Develop possible criteria in consultation with NAC, and agree criteria</p>	<p>Apply criteria consistently in decision-making on advocacy</p>	<p>NEB</p>
<p>Commitment: Ensure ICA is engaged with the key partnerships/social movements working at national level and at Federation/Guild level</p>	<p>Ensure effective relationships in line with priority issues:</p> <ol style="list-style-type: none"> a. Existing – NWCI; Ageing Partnership; Rural Partnerships b. New 	<p>ICA is a visible force working in partnership with others to achieve change</p>	<p>Officers with Manager</p>