

# Evolution 2025 Plan

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## WHY

**In 2025 ASP will be 20 years old.**

Significantly, in the past 4-5 years in particular, ASP has undergone a rapid evolution as new members from a wide variety of different backgrounds, practices, generations and countries have found and joined our community. This has enriched the conversations and learning, with new perspectives and communication capabilities.

### **Recent changes in ASP's activities and community development**

- A new, clearer vision and purpose, in response to the need to move “beyond sustainability”, is emerging.
- Commitment to creating 3-4 free, on-line learning [events](#) per month, plus a monthly Member's Check-in.
- A focus on [Action Research](#) with events to both raise awareness and use the practice of AR.
- The introduction of eldership as a way of sharing learnings and experience, wisdom between generations.
- The practice and principles of Council adopted for all meetings, e.g. every voice is heard, every perspective respected and speaking from the heart.
- Creation of the [Pay-It-Forward](#) scheme, requested and defined by members who wish to support other members financially.
- Establishment of the [Community Coaching](#) scheme to support members through difficult periods.

### **Organisational changes**

- A new Chair, [“T” Sansome](#), who has brought new perspectives, insights and skills to the leadership team
- The introduction of the Guardian role for the Community, each with their own focus to complement the legal/fiduciary responsibilities of the Directors
- The expansion of the [operations team](#)
- The start of “special interest groups” e.g. the “Creativity & Innovation Group”, convened by T.

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We have been continually sensing and responding to these changes and the latest global developments.

We now recognise the need to take stock and begin a more focused review of everything we do; *what, how and why*. This we call “ASP Evolution 2025”.

The aim is to ensure ASP Ltd. provides for ASP Community an environment that facilitates and enables the maximum possible impact of its members and ASP Ltd. itself for the foreseeable future. This will be achieved through a process of enquiry and evolution of ASP Community’s and ASP Ltd.’s governance and operations to facilitate more Connection, Challenge and Support for our members, and ultimately more impact. The duration is not fixed but will certainly span months, sensing and responding and adapting to the emerging needs and initiatives as we go. Allowing what needs to emerge to do so.

This plan is how we intend to do this.

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## WHAT

We're embarking upon an inquiry into what ASP could become. One that is inclusive, based upon the members' views, needs and ambitions.

### The desired outcomes of this process

1. Information to be used to inform considerations about all options regarding the strategic aims, purpose, vision, governance, operations of ASP Ltd. and ASP Community
2. A revised purpose and vision for ASP
3. Enhanced impact of both ASP and its Members
4. Greater alignment with the needs of our members and increased member benefits
5. Revised governance and organisational structures for the ASP community and the ASP organisation
6. A more resilient and effective operational framework and infrastructure to support the work, including, where necessary, tools to support more collaborative working and connection between members
7. Revision of the website and other social media and communication tools
8. Exploration of different possible "aligned" funding models

### Member Benefits

1. More capability to connect and collaborate
2. More opportunities for collaborative learning by experiencing other members' practices and facilitation methodologies on a real project – Evolution 2025
3. Experience of a collaborative, emergent organisation evolution process

### Scope

- ASP Members' Impact
- ASP Community's Impact

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- ASP Culture, ethos, heritage
- ASP Community Culture, ethos, heritage
- Community support systems e.g. community platform for members, repository for learning resources, member directory with search facilities
- Tools and systems (Project, Community and Operations, Website)
- Operations (activities, Value-add, people)
- Finance & Funding
- Governance

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## HOW

### Structure

We have run all the inquiry activities within the “[Three Horizons Framework for ASP Evolution](#)” developed by Tim Frenneaux.

The whole enquiry is a facilitated process designed to listen and respond to the views of the members. Rather than lead from the front/top, the Directors and Guardians will create the space in which the enquiry is conducted and conclusions and recommendations documented, and eventually acted upon.

These activities are concluded in January 2026 and the analysis and sense-making process is starting.

### Key words

- Emergent
- Responsive to members’ needs and perspectives
- Collaborative learning
- Facilitated
- Inclusive
- Representative
- Courageous
- Responsible
- Adaptive
- Sense and respond
- Purposeful
- Lenses: Connect; challenge and support
- Listening
- Enquiry

### Perspectives

- Members - both long-standing and new
- Guardians (of ASP Community)
- Directors (of ASP Ltd.)

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- Operations

## Activities

- Planning
- Events, workshops, threads
- Surveys
- Analysis and evaluation
- Documenting and Communicating
- Recommendations and Proposals
- Approval and implementation of recommendations

## Workgroups

- Oversight (Directors, Guardian and Member representatives)
- Activity planning and coordination
- Event strategy and management
- Comms
- Evaluation & Analysis
- Documentation and Presentation
- Project Tools and Systems
- ASP Tools and Systems
- Funding?

## Participating People & Roles(provisional)

### Directors/Guardians

- Gwyn
- T
- Michelle
- Jane
- Jagdish
- Julia
- Martin
- Helena

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- Alan

## Contributing Members

- [Damien Mulligan](#) (impact, planning, systems, evaluation)
- [Tim Frenneaux](#) (planning, Process)
- [Simon Donovan](#) (evaluation, surveys)
- [Denil Yesadus](#) (surveys)



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## WHEN

### October 2025 to January 2026

We ran all the inquiry activities within the [“Three Horizons Framework for ASP Evolution”](#) developed by Tim.

### Future activities

We will establish a Project Steering Group to oversee and guide future project activities and appoint an overall Project Manager to direct and coordinate the remainder of the project and individual Task Managers to plan and manage the individual tasks.

### Steering Group

This composition of this group may need to change to ensure we have the right perspectives and experience for the range of skills and expertise as the project progresses. This group will liaise with and report to the Directors and support the Project Manager to find resources, provide feedback, information and make the necessary decisions.

Current members are:

- Gwyn Jones - operations, membership, governance and finance
- Tim Frenneaux - 3 Horizons
- Michelle Furtado - alliances, communications, operations
- Julia Sansome - events, operations

### Project Management

Sandra Cummins will be the overall project manager reporting to and liaising with the Steering Group. Sandra will define and plan all activities, identify necessary resources in conjunction with Task Managers and the Steering Group, report on progress and make recommendations to the Steering Group.

### February-April 2026: Analysis and sense-making activities

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We will process the 3H input and consolidate the outcomes using Corinna Klus's Social Impact Playbook using AI tools and Notion.

The aims are:

1. To create the baseline documents on ASP's new Purpose, Objectives, Values, Culture, Activities.
2. To identify operational processes.
3. To assess the potential of using Notion as a platform to support all operational processes.
4. To research and identify other possible system and tools for community and operations

## People:

Project Manager:

Sandra Cummins

Consultants:

Corinna Klus - Strategy Playbook

Tim Frenneaux – 3Horizons

Contributors:

Julia Sansome

??

## March-June 2026

In parallel and coordination with the above activities, we will continue to identify improvements to existing systems using input from the 3H process and experience from current operations.

The following activities are currently identified:

## Website and systems evaluation

We know the current website does not reflect the current or future identity and purpose of ASP. It also comprises elements that would be better provided on a community, members-

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only facility that provides the desired search, communications and resource storage facilities.

Also, the current tools and systems supporting the operations are in-effective, inefficient and sub-optimal.

We need to review our required operations functionality, community and communication needs; identify systems that can support them and plan their development, implementation and management. Cost and funding need to be identified.

## People:

Project Manager: Sandra Cummins

Contributors:

Khandiz Joni - Catalyst inviting members to step forward

Julia Sansome - operations, WordPress

Michelle Furtado - operations, WordPress

James Cummins - WordPress, website design and implementation expertise

Matt Tutt - SEO expertise

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## Community Weaving

There is a need to create more connections and relationships between members. Many members join and do not engage in events or connecting to other members. A result is many are isolated and simply drift away and don't see the benefit to renew membership.

We want to create a process for introducing new joiners to the community, community members and the systems we currently use. In addition, we want to create a role whereby possible 2-4 members actively reach out to existing members on a regular basis and where possible connect them to others and discover new needs and requirements in the areas of "connection", "challenge" and "support".

## People:

Task Manager: Gwyn Jones

Contributors:

Lou Dean: definition of process and required materials