

Institute for Archaeologists STRATEGIC PLAN

February 2010

IfA Strategic and business plan
© Institute of Field Archaeologists 2010
Approved by Council **30 March 2010**
prepared for Council by IfA staff

Institute of Field Archaeologists
University of Reading
SHES
Whiteknights
PO Box 227
Reading
RG6 6AB

www.archaeologists.net

CONTENTS

Preface	3
Part one: the Strategic Plan 2010 – 2020	
Our vision and objectives	5
How we plan to get there	6
Our strategies in detail	7
O1 strategies: understanding the role of archaeologists in society	7
O2 strategies: inspiring excellence	8
O3 strategies: strengthening relationships	9
O4 strategies: strengthen and promote membership	10
O5 strategies: influencing policy	11
O6 strategies: managing the institute	12
Objectives with targets	14
Part two: the business plan	15
Business Plan 2010/2011	
Appendices	
Appendix 1: Measuring success: 2000-2010 Strategic Plan review	
Appendix 2: IfA profile comparison 1982 and 2009	
Appendix 3: Organisational diagram 2009/2010	
Abbreviations	
The following abbreviations are used in this document	
NOS	National Occupational Standards for Archaeological Practice
NVQ	National Vocational Qualification (in Archaeological Practice)
CPD	Continuing Professional Development
HEREC	The Historic Environment Review Executive Committee
NIAF	The Northern Ireland Archaeology Forum
TAF	The Archaeology Forum
BEFS	The Built Environment Forum Scotland
HEG	The Historic Environment Group (Wales)

PREFACE

This Strategic Plan has been prepared by IfA staff in consultation with IfA members and Council. It provides the IfA with a clear sense of purpose for the next 10 years, as well as guidance for an annually reconstituted Council and for its staff. It provides a framework within which to increase and deploy the IfA's limited resources through an annual business plan and ensures that all parts of the Institute work in an efficient, coordinated and effective way. Progress on the Plan will be reviewed regularly, to inform business plan targets and to ensure that the Plan is still relevant. All IfA projects, initiatives and activities will be focussed on delivering this Plan.

The IfA's Strategic Plan for 2020 has been developed using the current Strategic Plan (2000-2010) as a starting point¹. A review of our performance against the 2000-2010 Strategic Plan can be found in Appendix 1. Appendix 2 provides a short summary of the IfA's profile now, in 2010, compared with our profile in 1998. Our current Organisation Chart is in Appendix 3.

The Strategic Plan has been developed with a clear understanding of the nature of professions, and the role of professional institutes in society and in the lives of their members.

Professions are disciplines whose members, whether paid or voluntary, agree to be bound by an ethical code, have demonstrated necessary technical and ethical competence, and are subject to the oversight of their peers.

Professional institutes provide that code – our *Code of conduct* and supporting by-laws and standards – and promote good practice through the education, guidance and regulation of our professional members. The disciplinary process and its sanctions provide the oversight that underpins an institute's primary function of public and consumer protection, ensuring that clients and society in general receive the best possible service from the profession. Promotion of the interests of its members is a secondary role of a professional institute – though it is an important and valid one where professionals' interests are best served by continual improvement of standards of practice. By remaining focused on this primary function, IfA will seek to strengthen trust in archaeologists at a time when for many professions public trust is lessening..

There are a number of departures from our previous Plan in this new Strategic Plan. These represent a shift in our thinking to reflect a changing world, changing approaches to professional practice and new ways of doing business, and the fact that the IfA itself has grown and evolved over the last ten years. Details of these departures are summarised below with references to the body of the Plan where appropriate.

1. The Plan presents a clear definition of what Archaeologists do and provides a clear identity to promote among the many other disciplines that work in the historic environment.

¹ In contrast to our previous Strategic Plan, we have opted for plain English in the new Plan, talking about 'the role of the IfA' (rather than our 'Mission') 'where we want to be' (in old terms, our 'Vision') and 'how to get there' (our framework of strategies).

2. The Plan reflects our strong belief that the primary benefits of IfA membership are recognition and respect as professionals. This is where the focus of the Plan lies (O1, O2). We believe that a key to increasing reward for archaeologists lies in Improving the status of archaeologists and by ensuring accredited, high quality, ethical and businesslike working practices. It continues to be our aspiration that pay for archaeologists will increase, commensurately with the level of skill and service they provide (see S1.5).

3. The Plan places the duty of IfA firmly in the context of the role archaeologists play in society, and in protecting the public interest (standards and ethics). Strategies for developing understanding of this duty are included under our primary objective (O1).

4. Our plan, and our *Code of conduct*, emphasise that the resources of the historic environment are to be put to work responsibly to achieve common benefit, while sustaining those resources for future generations (What archaeologists do p.5). We consider that understanding the role of the historic environment in creating a sustainable world is fundamental to the archaeologist's job. We will support this message through our projects (S1.1), our Standards and guidance and *Code of conduct* (S2.1), through our accreditation process (S4.1) and through partnership working (S5.1).

5. Consideration of chartership, either for individual members, or for the IfA as a whole, will be a priority in this Plan period under O1, through which we aim to establish our status in society better.

6. Another priority will be to communicate better the role of the IfA in maintaining standards and ethics, as well as excellence in the working practices of our members, both within the sector and beyond. A good Communications Strategy (O6) will provide a vital framework for achieving this objective and for ensuring the quality of our products and services, including our publications and events.

7. The new Strategic Plan defines the focus of our role in lobbying and policy work strategies are included (O5) to ensure that we focus our efforts on the promotion of policy that supports accreditation and the need for standards, leading to an environment in which self-regulation of the profession will work.

PART ONE: THE STRATEGIC PLAN 2010 – 2020

OUR VISION AND OBJECTIVES

WHAT ARCHAEOLOGISTS DO

Archaeologists study – and care for – the past through its physical remains. These remains whether built, buried, on land or underwater, extraordinary or everyday, magnificent or mundane all contribute to our historic environment. The resources of the historic environment, like those of the natural environment, are for the benefit of everyone in society, today and in the future, and need to be treated with care and expertise. Archaeologists have a unique set of skills to tap into these resources – to find them, to explore them, to manage them and to realise their full potential for education and research, the improvement of our environment and the enrichment of people's lives. We have a duty to society to fulfil this role.

WHAT IfA DOES

We promote high professional standards and strong ethics in archaeological practice, to maximise the benefits that archaeologists bring to society, and to bring recognition and respect to our profession.

WHERE WE WANT TO BE IN 2020

In 2020 all professional archaeologists will have the skills, integrity and versatility to ensure that the study and care of the historic environment brings real benefits to people's daily lives.

To achieve this, we will need to meet the following objectives

- O1** increase understanding of the role of archaeologists in society and improve our status
- O2** inspire excellence in professional practice
- O3** strengthen the relationships between archaeologists across the historic environment and other sectors
- O4** make IfA membership and registration essential demonstrations of fitness to practise
- O5** develop a stronger influence on historic environment policy
- O6** give archaeologists a credible, effective and efficient professional institute

HOW WE PLAN TO GET THERE

The following strategies (grouped with the objectives to which they relate) provide the structure for our Strategic Plan. The aim of all IfA activities and projects will be to contribute to one or more of these strategies.

- O1 increase understanding of the role of archaeologists in society and improve our status**
 - S1.1 discuss the role of archaeologists in society
 - S1.2 explore the desirability and possibility of chartership
 - S1.3 promote exemplary practice and publicise innovation
 - S1.4 form partnerships with other professional bodies
 - S1.5 achieve parity of respect and reward with comparable professions

- O2 inspire excellence in professional practice**
 - S2.1 define and promote standards and ethics
 - S2.2 encourage intellectual rigour and a research ethos
 - S2.3 advocate training and professional development

- O3 strengthen the relationships between archaeologists across the historic environment and other sectors**
 - S3.1 stimulate knowledge exchange
 - S3.2 broaden our membership to include archaeologists from all parts of the sector
 - S3.3 develop partnerships across historic environment and cognate sectors

- O4 make IfA membership and registration essential demonstrations of fitness to practise**
 - S4.1 strengthen our membership validation and registration processes
 - S4.2 promote the importance of membership and registration
 - S4.3 increase the proportion of archaeologists who are IfA members
 - S4.4 promote the credibility of our disciplinary and complaints procedures

- O5 develop a stronger influence on historic environment policy**
 - S5.1 establish the historic environment agenda more securely within general environmental and other policy
 - S5.2 contribute to a wide range of policy initiatives affecting the historic environment

- O6 give archaeologists a credible, effective and efficient professional institute**
 - S6.1 clarify our image and purpose
 - S6.2 develop and implement a communications strategy
 - S6.3 improve our organisational structure
 - S6.4 enhance our administrative systems
 - S6.5 develop our staff
 - S6.6 generate and manage our resources

Each strategy has been broken down into a number of tasks. These are set out in the following 7 pages. Part 2 of this document provides the Business Plan for year 1 (2010-2011), which provides a schedule for carrying out those tasks considered to be of highest priority.

OUR STRATEGIES IN DETAIL

O1 increase understanding of the role of archaeologists in society and improve our status

S1.1 discuss the role of archaeologists in society

- commission papers to raise the debate about the boundaries of the profession present and future and expand the vision for archaeology in the modern world (providing clear definitions of the profession, the sector, and the discipline)
- develop thinking (paper or larger research project) on the current role, market need and future of archaeology in society, focusing on the value of archaeological knowledge

S1.2 explore the desirability and possibility of chartership

- carry out research to establish the implications of four options for chartership (IfA as chartered institute, forming a chartered body with other institutes, becoming part of or buying into an existing chartered institute, remain unchartered)

S1.3 promote exemplary practice and publicise innovation

- develop criteria for excellence in archaeological practice and identify 'beacon' Registered Organisations
- identify exemplary individuals, organisations and practice through daily IfA business and at Conference ('Excellence' list)
- develop relations with exemplary individuals and organisations, encouraging them to get involved in IfA business
- develop IfA's editorial policy to focus on innovation and research as well as on current best practice

S1.4 form partnerships with other professional bodies

- develop a list of comparable professional bodies across cognate sectors and internationally
- identify the strategic direction of a selection of bodies most likely to welcome links with archaeology and determine how joint working would help us deliver common objectives
- develop Memoranda of Understanding with other bodies as appropriate

S1.5 achieve parity of respect and reward with comparable professionals

- research our professional image, using other professional bodies and a range of external organisations and stakeholders
- review the way IfA makes salary recommendations, and their effectiveness through comparison with other professional bodies
- promote our profession, aspiring to achieve the profile of eg RIBA, RICS or similar comparable organisations (through a Communications Strategy see 6.2)

O2 inspire excellence in professional practice

S2.1 define and promote standards and ethics

- promote professional ethics through a campaign publicising the role and purpose of the *Code of conduct*, in particular our duty to the environment, economy and society
- clarify options and decide whether to pursue accreditation of Standards with BSI
- review and develop IfA standards (including current and new *Standards and guidance*, the *Code of conduct* and by-laws)

S2.2 encourage intellectual rigour and a research ethos

- explore the nature of relations between the commercial and academic sectors leading to a plan and models for brokering future academic/commercial partnerships
- actively publicise our new journal
- develop (within our Communication Strategy) a campaign to promote the connection between high quality academic research, innovation and commercial archaeological practice, both within the sector and to buyers of archaeological services outside the sector
- find out what members expect and want from the conference
- develop criteria for the conference success in liaison with both commercial and academic members (to include academic objectives, targets for the profile of speakers and subject material) and market more effectively to all, including to members, non members and those from outside the sector (see S6.6, S3.1)
- examine the role of IfA Groups in taking practice forward over the last 10 years, and develop proposals for alternative ways of drawing on specialist knowledge to inform IfA policy and training initiatives (such as discussion fora)

S2.3 advocate training and professional development

- decide how to market Continuing Professional Development (CPD) more effectively
- review the CPD scheme and develop it from an input to an output based scheme
- roll out the Workplace Learning model across the sector through current and additional initiatives for marketing and championing best practice
- produce, implement and review a full business plan, including marketing strategy, for the NVQ Assessment Centre
- ensure that IfA leads involvement in development of the National Occupational Standards (NOS), initiating discussion with those responsible
- establish a system for accrediting courses and other opportunities that contribute to NVQ attainment

O3 strengthen the relationships between archaeologists across the historic environment and other sectors

S3.1 stimulate knowledge exchange

- obtain feedback on all publications from members
- use feedback to review the form and content of IfA publications, including the possibility of guest editors for *The Archaeologist* and encouraging contributions from outside the sector
- consider how to improve the conference to attract delegates from industry and other sectors (see S2.2, S6.6)

S3.2 broaden our membership to include archaeologists from all parts of the sector

- through the Communications Strategy (6.2), develop a wider network of potential members
- re-market IfA Affiliate grade to attract non-archaeological professionals
- establish where there is direct 'read-across' from other professional accreditation processes that could provide a fast-track to membership
- make the application process for membership web-based
- market membership using professional bodies identified in S1.4, and our network in other sectors (see S3.3)
- develop a pool of professional Affiliates as IfA 'ambassadors' in other sectors

S3.3 develop partnerships across historic environment and cognate sectors

- identify ambassadors for the IfA through the IfA's network (including from organisations identified in S1.4)
- invite ambassadors to the conference and to Council meetings as appropriate
- use ambassadors to market IfA membership at appropriate levels
- consider ambassadors for a 'blue skies committee' (see S6.3)
- consider an programme of job exchanges within the sector, and encourage the take up of academic fellowships for senior commercially based archaeologists
- promote and pursue synthesis projects, drawing professional and academic participants together, with external funding

O4 make IfA membership and registration essential demonstrations of fitness to practise

S4.1 strengthen our membership validation and registration processes

- pursue options for chartership of individual members (see S1.3)
- map the IfA competence matrix to the NOS
- review validation procedures and develop options for improvement
- implement a system of assessors to take a key role in validation
- produce new application forms and handbook to reflect new procedures
- develop the Registered Organisation registration processes, including combining current documentation into a single inspection pack
- obtain input from Registered Organisations across the sector to ensure that the registration and inspection processes apply to all relevant organisations
- expand the pool of Registered Organisation inspectors and ensure appropriate inspectors are allocated to inspections
- develop the Registered Organisation registration criteria
- develop a system for distinguishing Registered Organisations ('beacon Registered Organisations' see S1.2) with a history of excellent performance against registration criteria, and promote them beyond the sector through our Communications Strategy
- publicise Registered Organisation performance in the annual report

S4.2 promote the importance of membership and registration

- draw the results of Strategies S1.1 – S1.5 into marketing and recruitment
- plan an approach to local authorities to promote the Registered Organisation scheme in the light of recent legal advice and the requirements of planning, historic environment policy and guidance
- publicise the importance of MIfA-level membership (or chartered membership, see S1.4), including the range of expertise it represents (see S6.2) using high profile members for endorsement

S4.3 increase the proportion of archaeologists who are IfA members

- clarify the IfA's membership recruitment 'pitch'
- plan and carry out an effective programme of recruitment activities in line with the Communications Strategy
- market to new areas (see S3.2) as identified through the Communications Strategy
- rationalise the offer of subsidiary membership benefits (health, legal etc) using member feedback and a cost analysis, and market as a formal package

S4.4 promote the credibility of our disciplinary and complaints procedures

- publicise the disciplinary process, making clear the importance of clear, supported allegations
- provide better instructions to disciplinary process participants to increase confidence – provide training for panels based on legal advice
- consult past disciplinary investigators to develop guidance to clarify and promote the investigator role
- train an internal Disciplinary manager or outsource disciplinary management

O5 develop a stronger influence over policy affecting the historic environment

S5.1 establish the historic environment agenda more securely within general environmental and other policy

- facilitate debate/research (through the conference and other fora) about the contribution of the historic environment to wider agenda
- help to review and redefine the sector's 'policy script' with The Archaeology Forum (TAF), the Historic Environment Review Executive Committee (HEREC), the Built Environment Forum Scotland (BEFS), the Historic Environment Group (HEG) and the Northern Ireland Archaeology Forum (NIAF), defining how the historic environment has the potential to contribute to wider agenda
- make the case through a programme of publicity that professional archaeology has a way to realise this potential and to protect public interest

S5.2 contribute to a wide range of policy initiatives affecting the historic environment

- script the IfA's message to policy makers
- develop our network of politicians and advisors to target with this message (review the list regularly)
- maintain an active role in TAF to increase our effectiveness in Westminster
- develop our role in BEFS, NIAF, HEG and other lobbying bodies across the UK's devolved governments
- explore the development of an influential profile in Brussels
- develop and pursue a 'reform wish-list' identifying legislative reform and new guidance required for policy and implementation changes within current legislation
- publicise the IfA message, criteria for responding to consultations, and 'reform wishlist' to members
- develop criteria for selecting which government consultations to invest time in responding to

O6 give archaeologists a credible, effective and efficient professional institute

S6.1 clarify our image and purpose

- establish the IfA 'message' for image promotion and marketing, taking into account debate on the boundaries of professional practice and chartership (see S1.1)

S6.2 develop and implement a Communications Strategy

- use the IfA 'message' (see S6.1, above) to to develop a Communications Strategy,
- consider, within marketing initiatives, new methods of delivery
- ensure publications are transmitting the Communication Strategy effectively

S6.3 improve our organisational structure

- review IfA organisational structure to ensure delivery of the Strategic Plan and succession planning
- review governance, including the role of staff, and consider moving to the Professional Associations Research Network (PARN) recommended model
- consider the potential benefits of a 'blue skies committee' (in accordance with the PARN model) with a remit for cross-sectoral working and policy development, in particular
- review the effectiveness of all IfA committees in delivering strategic objectives

S6.4 enhance our administrative systems

- upgrade our financial and quality management systems to enable better document control and review the information management disaster plan
- review our financial and IT service providers on a regular basis for effectiveness and value
- review the information management Disaster Plan

S6.5 develop our staff

- carry out a regular skills needs analysis and audit for Council and staff
- recruit to any new positions identified by the review of the organisational structure
- develop proposals for attracting, motivating and maintaining staff, including the use of financial and other incentives based on performance

S6.6 generate and manage our resources

- review the risk analysis of IfA's current financing, considering in particular the balance of subscriptions/fees and other income in the financing of core (non-project based) activities
- develop business plans for all strands of IfA business including :
 - membership recruitment
 - conference
 - projects
 - NVQ assessment centre
 - course accreditation
 - publications and other services
- consider diversifying income sources by introducing additional business strands (eg other events, products and services, grants, sponsorship, investments)

OBJECTIVES WITH TARGETS

O1 increase understanding of the role of archaeologists in society and improve our status

Targets

- 1) a minimum of 3 published papers/research on the role of archaeologists in society, directed towards at least 3 different audiences
- 2) feedback is positive on published papers (opinion to be solicited from members and groups)
- 3) exemplary practice is publicized regularly within the profession and beyond through The Archaeologist and in at least three other trade publications each year
- 4) active working partnerships are held with at least two other professional bodies
- 5) stakeholder surveys to be carried out in 2011, 2015 and 2020 show an improvement in professional image and in understanding of the role of archaeologists in society
- 6) by 2020, archaeologists' remuneration is equivalent to those of comparable professionals

O2 inspire excellence in professional practice

Targets

- 7) our Standards cover a wide range of practice and are acknowledged at high level (eg. in government policy or guidance) as industry benchmark
- 8) we have actively supported more than ten new commercial/academic partnerships (projects or working relationships)
- 9) the journal is recognized and subscribed to by over 750 across the sector
- 10) there is an increase of 100% in conference delegates employed in academia (based on Torquay figures)
- 11) workplace learning is a core principle of 90% of Registered Organisations (proven through the registration process)

O3 strengthen the relationships between archaeologists across the historic environment and other sectors

Targets

- 12) results of stakeholder surveys 2011, 2015 and 2020 show cross sectoral relationships are improving
- 13) attendance at conference of non-archaeologists is trebled on Torquay figures
- 14) professional affiliates from outside the sector are up by 50
- 15) Council seeks advice at least twice a year from experts outside the sector
- 16) at least 10 requests per year for advice on policy and practice received from outside the sector (requests to be logged)

O4 make IfA membership and registration essential demonstrations of fitness to practise

Targets

- 17) 100 ROs by 2020 and 4500 members by 2020

- 18) membership of the IfA at the highest level is considered to be a guarantee of expertise equivalent to the highest level of membership at RIBA and ICE (to be gauged through stakeholder survey in 2011, 2015, 2020)
- 19) survey of LPAs requiring or recommending use of IfA accredited practitioners shows trebling between 2011 and 2020
- 20) survey of employers requiring or preferring IfA members shows trebling between 2011 and 2020
- 21) survey of clients and their agents requiring IfA accredited practitioners shows trebling between 2011 and 2020
- 22) the disciplinary process shows improvement against recommendations of external auditors

O5 develop a stronger influence on historic environment policy

Targets

- 23) 50% of our reform wishlist adopted as policy by government/national assembly
- 24) legal framework, policy and practice considered to have been improved due to IfA consultation responses and work with policy makers (based on stakeholder survey 2011, 2015, 2020)

O6 give archaeologists a credible, effective and efficient professional institute

Targets

- 25) we have a clear image and identity (as shown through stakeholder survey results)
- 26) staff productivity (to be measured through workplans, timesheets and reviews), is considered good by Council and all projects meet their targets in terms of budget, time and performance
- 27) staff skills audits show roles and responsibilities are appropriate (or being developed) and succession planning is in place
- 28) stakeholder surveys carried out in 2011, 2015 and 2020 show increase in member satisfaction and a greater respect for the work of the Institute

PART TWO: THE BUSINESS PLAN 2010 – 2011

Strategy	Task	Owner	Start date	End date	Output	Cost	Status
						1850	
S1.2	carry out review of options for chartership	TH	Mar-10	Apr-10	Council decision		C
S1.2	feedback to membership on options for chartership	TH	Apr-10	May-10	seminar, mailshot		NS
S1.2	devise chartership implementation plan (as req'd)	TH	Jun-10	TBC	report to Council		NS
S1.3	develop excellence criteria for practice and organisations	KG	Sep-10	Oct-10	paper to Council		NS
S1.3	review editorial policy in light of excellence criteria	KW	Dec-10	Jan-11	revised editorial policy		NS
S1.4	develop list of comparable professional bodies	PH	Jan-11	Jan-11	working list		NS
S1.4	identify strategic direction of those bodies	PH	Jan-11	Jan-11	paper to Council		NS
S1.5	review policy on salary recommendations	KG	Feb-10	Apr-10	paper to Exec		C
S1.5	consult membership on salary	KG	Apr-10	Jul-10	consultation report to Council		NS
S1.5	implement new salary recommendations and publicise	KG	Jul-10	Jul-10	publicity material	200	NS
S2.1	give paper at Conference re Code of Conduct	PH	Jan-10	Apr-10	conference paper		C
S2.1	develop new standards (forensics)	TH	Mar-10	Jul-10	draft for Council		S
S2.1	develop curatorial s&G	KG	Mar-10	Apr-11	draft for Council		S
S2.1	clarify options for accreditation by BSI	KG	Sep-10	Oct-10	options report for Council		NS
S2.1	review DBA standard	KG	Mar-10	Jul-10	draft for Council		NS
S2.1	revise Code of Conduct for EGM	TH	Jan-10	Apr-10	EGM paper		NS

S2.2	follow up commercial/academic session at TAG	PH	Aug-10	Sep-10	paper with session co-organiser		NS
S2.2	publicise journal	KW	Feb-10	Sep-10	publicity material		NS
S2.2	research reasons for conference (non) attendance	KC	Apr-10	Jul-10	report on consultations		S
S2.3	produce CPD marketing strategy	KA	May-10	Jul-10	paper to Exec		NS
S2.3	produce NVQ Assessment Centre business plan	KA	Mar-10	Jul-10	paper to Exec		S
S2.3	produce proposal for course accreditation	PH	Feb-10	Oct-10	paper to Council		NS
S4.1	review validation procedures	KC	Jan-10	Mar-10	paper to Council		C
S4.1	trial validation procedures	KC	Aug-10	Feb-11	report on trials to Council		NS
S4.1	implement new validation procedures	KC	Mar-11				NS
S4.2	sell RO scheme in light of legal advice	TH	Feb-10	Mar-11	correspondence, meetings and publicity material		NS
S4.3	clarify recruitment 'pitch' (considering wider market) and revise plan	TH	May-10	Jul-10	paper to Council		NS
S4.3	plan and carry out recruitment activities	TH	Apr-10	Apr-11	report to Council		NS
S4.4	organise external review of disciplinary process	AL	Apr-10	Aug-10	report to Council	150	NS
S4.4	publish review of disciplinary processes	AL	Jun-10	Oct-10	TA article		NS
S5.2	script message to policy makers	PH	Dec-10	Jan-11	paper to Council		NS
S6.1	script IfA message for marketing	KW/PH	Jun-10	Jul-10	paper to Council		NS

S6.2	commission advice on communications strategy	KW/PH	Jun-10	Oct-10	scoped strategy	1500	NS
S6.2	prepare draft Communications strategy (costed)	KW/PH	Jul-10	Oct-10	draft to Council		NS
S6.3	review staff structure (?external consult)	PH	May-10	Jun-10	paper to Exec		S
S6.3	review organisational structure	PH	Jun-10	Jul-10	paper to Council		NS
S6.4	finish IT restructure	KC	Mar-10	Jun-10	report to Exec		NS
S6.4	implement findings of financial review	AL	Mar-10	Apr-10	report to Exec		C
S6.4	revise financial review in the light of implementation	AL	Sep-10	Nov-10	report to Council		NS
S6.4	draft new disaster plan	AL	Mar-10	May-10	paper to Exec		NS
S6.4	review arrangements for auditors	AL	Feb-10	Apr-10	discussion with Hon Treasurer		C
S6.5	recruit new staff members	PH	Feb-10	Oct-10	max affordable staff complement		NS
S6.6	review balance of subscription and project income and expenditure and carry out risk analysis	AL	May-10	Jul-10	paper to Council		NS
S6.6	produce new recommendations on reserves limit	AL	May-10	Jul-10	paper to Council		NS
S6.6	produce a business plan for projects	KA	May-10	Jul-10	paper to Council		NS
	NS - Not started						
	S - Started						
	C - Compete						

APPENDIX 1

Measuring success: assessing the achievements of the IfA's Strategic Plan 2000 – 2010

The IfA Strategic Plan for 2000-2010 included targets against which to measure progress towards the six main Objectives of the plan. We review those targets below, discussing whether the type of targets set were capable of providing a measure of our success, how successful we were in meeting them, and what kind of targets will enable us to measure the achievements of our new Strategic Plan effectively as we head towards 2020.

Objective 1

We aimed to measure whether we had achieved 'proper recognition of and respect for archaeologists and their role in society' through feedback from Heritage Counts and other surveys – hoping that they would show an increasing understanding of the contribution of archaeology and the historic environment to our daily lives. Although recent and imminent government publications (for example the Government's *Vision Statement on the historic environment*) may demonstrate a much increased profile of the *historic environment* in policy making, Heritage Counts has not provided the detailed data we had hoped for. Furthermore, it would be very difficult to isolate the Institute's contribution to any changes we could perceive in society's or government's view. A better target might have been 'more frequent acknowledgement by other professions or professionals of the role and status of archaeologists by 2010'. This information would have had to have been actively sought, perhaps through other professional institutes, at the beginning and end of the plan period.

Objective 2

We aimed as an Institute, to 'act as the professional voice of all sectors of the discipline in the UK' by 2010, and to measure the balance of that representation through analysis of our membership and committee profiles. We also aimed to have at least 300 student members by 2010. The IfA does represent all parts of the UK, with active Scotland and Wales groups and 244 student members (all joining since 2004). We do still have a long way to go in terms of wide representation – the IfA represents relatively few archaeologists working in museums, academia, aspects of archaeological science and the voluntary sector.

Objective 3

We intended to 'have a high profile and to be recognised internationally within and beyond the profession as the leading professional archaeological organisation in Europe in terms of influence, membership and recognition'. Our targets were to achieve 2900 members by 2010 (this target will be met, with membership at 2830, up from 2000 in 2004), as well as 76 ROs (target missed by 14, but up 12 from 2004). We also aimed to have an 'institute for archaeologists with a Royal Charter of Incorporation by 2010'. This target was not met, but will be carried forward into the next Strategic Plan. We did not set targets to measure our 'European influence' objective. The Institute is increasingly called on by European colleagues (often through the EAA network) to provide advice and support to growing professional bodies in Europe, and while there is no measure of how this recognition and influence has grown over the last ten years it is obvious that IfA is widely admired elsewhere in Europe and provides the model that other associations seek to emulate. Developing relationships with these organisations will be a target of our new Strategic Plan.

Objective 4

We aimed to be able to say by 2010 that 'IFA membership and registration are reliable evidence of archaeological competence and professional behaviour'. To measure this achievement, we set six targets

- 1) We intended, by 2010, to be 'routinely approached by other sectors to provide information about archaeological services'. We have been approached to work with government departments, the training and education sector, the Construction Industry Research and Information Association (CIRIA), the Institution of Civil engineers (ICE), and their Site Investigations Steering Group SISG, as well as the CIOB (for early discussions about a memorandum of understanding) over the plan period, producing a number of publications in partnership with them².
- 2) Our target that 75% of commissioners of archaeological work would require or strongly recommend IFA membership or registration by 2010 cannot be measured, but we would gauge that we have not met it. If this target is used again, we would need to consult curators or other commissioners of archaeological work (consultants, other agencies and government departments) at the beginning and end of the plan period.
- 3) We also aimed to meet a target of IFA membership or registration being a condition or recommendation of 90% of scheduled monument consents/excavation licences by 2010. EH's Guidance note for applicants does specify that commercial applicants should seek professional archaeological advice, and CADW that an 'approved person' should carry out investigatory work, but IFA membership is not specifically required by any of the national authorities.
- 4) Our target that IFA membership would be recognised as a professional qualification in 95% of HE sector advice on careers in archaeology by 2010 has not been met. We are aware that careers advice in relation to professional archaeology is lacking across the UK, and will be setting targets to improve this situation in the new plan.
- 5) Our target to provide the structure for vocational training leading to IFA membership has been achieved in the context of the new (2007) NVQ in Archaeological Practice, - NVQ holders now qualify for fast-track membership. Our target of 'sufficient' vocational training being available is hard to measure, but is almost certainly not being met at present.
- 6) Our target of being 'able to respond more effectively to formal allegations of misconduct, and to be able to dismiss authoritatively any unsubstantiated complaints' is again hard to measure. A revised procedure has been implemented and a recent review of those disciplinary processes by Mr Peter Savill (Counsel) found that that 'the IFA, its officers and those tasked with performing roles within the disciplinary process, have acted diligently and properly' in all cases undertaken in the last three years.

Objective 5

Our targets relating to the 'promotion and influence over the development of policies affecting cultural heritage' have been met. We aimed to be regularly consulted by governments and heritage agencies on archaeological policy – our list of consultations (<http://www.archaeologists.net/modules/icontent/index.php?page=217>) confirms that the IFA has been active – and furthermore has input to new policy often prior to formal consultation. We believe that we are represented on the most relevant UK committees relating to the development of policies (our target was 80% of committees). We have contributed to a material improvement in policy, in the form of recognisable input to the

² 'Archaeology and development: A good practice guide to managing risk and maximising benefit (C672)' CIRIA 2008; ICE Conditions of Contract for Archaeological Investigation Institution of Civil Engineers (ICE) September 2004; Site Investigations Steering Group's revision of the Specification for Ground Investigation prepared by the Institute of Civil Engineers (Thomas Telford, 1993)

draft Heritage Protection Bill, the PPS, improvements to marine archaeological legislation and other measures, though our influence is less outside England. We aimed to be involved in at least one such effective policy initiative every year of the plan after 2005 – a target hard to deliver with the number of potential opportunities outside our control. Again it is difficult to isolate the specific influence of IfA over these documents, particularly as much of our consultation is through The Archaeology Forum (which we convene), but we appear to be averaging above the target rate.

Objective 6

Finally, we aimed to provide reliable and effective support and services to our members. Our targets were to have created an effective and universally understood division of staff/committee/secondment roles, and to have a recognised high quality journal and magazine by 2010. Both these we believe we have achieved (our journal's first edition is due in June 2010). However without systematic qualitative feedback from staff and members, success against these targets is hard to measure. We aimed to be able to run all the core activities of the IFA without need of subsidy by 2010 – this we have achieved. We aimed to have standards and technical guidance on all major archaeological activities and professional concerns by 2010 – a review of what is still needed will be included in the next Strategic Plan. We have had positive feedback from our conference, even though our target of being the best-attended UK annual archaeology conference has not been met (we wonder if that matters); but we know that there are changes needed to the conference format and structure in the coming years, for which new targets must be set. We have not achieved (in our limited capacity for influencing) parity in wages with other professionals – clearly market forces have the greatest influence on wages - though we invest heavily in encouraging Registered Organisations and members to observe fair business practices. We have made some advances in providing a career structure for archaeologists, again something that individual commercial and organisational circumstances dictate in large part, but career paths are much clearer as a result of our work on National Occupational Standards. We do encourage our Registered Organisations to train and develop their staff, have promoted the National Occupational Standards and NVQs, workplace training and mandatory CPD, but more work is needed to embed this culture fully in the profession.

The Objectives we set ourselves are listed below with a measure of their success against the targets we identified for each, summarised from the review above. While we can be pleased with many of our achievements, we believe that more precise and measurable targets will enable us to monitor our progress in the next ten years much more effectively.

Objective no	Objective	Result
1	Recognition and respect for archaeologists	Unable to measure
2	To be the professional voice of all archaeologists in the UK	Partly met
3	To lead in Europe in terms of influence, membership and recognition	Met (although difficult to measure)
4	IfA membership to be reliable evidence of competence	Met (though there is a need to improve our processes)
5	To have strong influence over policy	Met (although difficult to measure precisely)
6	To provide effective support and services to members	Partly met (unable to measure precisely)

In setting our targets for 2020, we aim to

- a) ensure that qualitative targets include a mechanism by which quality will be assessed at the start and end of the plan period
- b) ensure quantitative targets will be kept realistic and include focussed interim targets
- c) only include targets that are within our control in terms of process, or measurable by us in terms of outcome
- d) include targets not met in the current plan period if still appropriate – for example targets to measure
 - recognition and respect for archaeologists
 - IfA representation across the profession
 - the improvement of career structure and career advice for those in HE
 - the chartership process
 - the importance of IfA membership to commissioning bodies
 - the availability of vocational training opportunities
 - the range of Standards and guidance we offer
 - improvement in our services to members (including conference and publications).

APPENDIX 2

IfA profile comparison 1982 and 2009

	1982	2009
code of conduct	yes	yes
standards and guidance	0	10
membership entry procedure	assertion	rigorous; reformed
professional qualification	no	yes
disciplinary procedure	no	effective
members	240	2850
registered organisations	0	62
staff (FTE)	0	12.0
turnover	£8,621	£1,136,192
professional influence	some	significant
political influence	none	significant

APPENDIX 3

Organisational diagram 2009/2010

