

STRATEGIC PLAN REVIEW: 2010-2013

In April 2010 Council agreed the Institute's Strategic plan for the next ten years. Progress with this plan is achieved through the annual business plan activities which set the work programmes for IfA staff. The Executive committee reports on progress to Council, and to members and stakeholders through the Annual Report (www.archaeologists.net/about). As we are now over a third of the way through this plan Council requested a more detailed review of what has been achieved so far.

The Strategic Plan has six main objectives supported by more detailed strategies and individual targets. Below is a summary of what we have achieved to the end of October 2013.

Objective 1

By 2020 we aim to increase understanding of the role of archaeologists in society and improve our status. In order to achieve this we plan to

- S1.1 discuss the role of archaeologists in society
Update the theme for our 2013 conference in Birmingham was 'Making waves; designing and demonstrating impact in archaeology and heritage' providing an opportunity for delegates to gather thoughts, knowledge and experiences of impact (TA89)
- S1.2 explore the desirability and possibility of chartership
Update we have consulted with members and following agreement at the 2013 AGM have submitted a formal application for a Royal Charter
- S1.3 promote exemplary practice and publicise innovation
Update we have adhered to editorial policy to focus on innovation and research as well as on current best practice with the most recent editions of *The Archaeologist* focusing on 'Adding value to development', 'CPD in the real world' and 'Valuing the profession'. We were members of the project board, and project managers for the Southport Group which produced the Southport Report on the public benefits of development-led investigation of the historic environment (www.archaeologists.net/southport) and proposes ways in which we can improve practice, to make sure we deliver consistent excellence in the public benefit. We are actively involved with the British Archaeological Awards and have promoted this to Registered Organisations with a number of Registered Organisations winning or being highly commended at the last awards in 2012.
- S1.4 form partnerships with other professional bodies
Update we have developed an outline plan to build relationships with other Professional Institutes. We convene the Historic Environment Forum Client Demand Task Group (formed of IHBC, ICON, RIBA, RICS) with three others.
- S1.5 achieve parity of respect and reward with comparable professionals
Update through the Salaries/remuneration working party work programme (TA85:34; TA88:3-15) we have consulted and made recommendations on minimum salaries and employment practice, and clarified our position with advertising in the JIS. In 2013 we held an open discussion session with FAME, Prospect and IfA, and established a formal statement with FAME and Prospect committing to working together to improve conditions of employment. As part of this we carried out a survey with other Professional Institute's on

their recommendations for salaries, introduced a new clause to the Code of conduct regarding CPD, issued an edition of TA dedicated to CPD, drafted options for a Good Employer status for consideration, and made recommendations on establishing a Responsible Post-holders Special Interest Group. We continually promote the importance of commissioning work from accredited professionals.

Objective 2

By 2020 we aim to inspire excellence in professional practice. In order to achieve this we plan to

S2.1 define and promote standards and ethics

Update we have updated our Code of conduct to make clear the expectations placed on individuals who join the Institute in terms of their individual and professional conduct. We have developed new standards and guidance documents including forensic archaeology, archaeological advice by historic environment services, and for commissioning work on, or providing consultancy advice on, archaeology and the historic environment. We have reviewed and updated our policy statements and introduced a new policy on self employment. As a result of these changes we have promoted professionalism and IfA membership through revisions to the Yearbook and Annual Report focusing more on the values of accredited membership.

S2.2 encourage intellectual rigour and a research ethos

*Update we have researched reasons for conference non attendance and made changes to the conference programme. We have promoted and publicised the academic benefit of the *Historic Environment: policy and practice Journal*. Our contributions to planning policy documents emphasise the importance of increasing understanding and through the *Southport Report* we promote the need for the provision of training for professionals.*

S2.3 advocate training and professional development

*Update we have reviewed our NVQ assessment centre and developed and implemented a business plan. We have gathered case study material to promote the success of our bursary schemes (<http://www.archaeologists.net/trainingtoolkit>), and discussed the development of apprenticeship models with sector partners. We are involved in the *Historic Environment Forum heritage skills summit and task force*.*

Objective 3

By 2020 we aim to strengthen the relationships between archaeologists across the historic environment and other sectors. In order to achieve this we plan to

S3.1 stimulate knowledge exchange

Update we have obtained feedback from members on our publications and reviewed them in light of this feedback. Our Annual Conference provides a regular forum for 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

Update we have assisted with the development of a concordat with the British Property Foundation and FAME and scoped out the role to update the code of practice.

Objective 4

By 2020 we aim to make IfA membership and registration essential demonstrations of fitness to practise. In order to achieve this we plan to

- S4.1 strengthen our membership validation and registration processes
Update we have reviewed our validation procedures and developed a system to use assessors. We have reviewed our Registered Organisation registration process and revised the guidelines for inspections, and incorporated a new complaints process.
- S4.2 promote the importance of membership and registration
Update we have promoted professionalism and IfA membership through revisions to the Yearbook and Annual Report focusing more on the values of accredited membership. We have promoted the benefits of accredited corporate membership to Students and Affiliates directly and through the Archaeologist. We have promoted the value of MIIfA grade membership via discussions in The Archaeologist. We have set up a pilot scheme for recruiting curatorial and other Registered Organisations, and promoted the benefits of the scheme (TA87:26-7). We have written articles for the property sector/ planning press promoting the benefits of using accredited professionals and organisations. We have pushed for professional recognition to be included in planning policy guidance. Through the Southport Report we have promoted the need for recognition of accredited historic environment professionals.
- S4.3 increase the proportion of archaeologists who are IfA members
Update we have developed a recruitment strategy and plan and implemented recruitment activities via the business plan.
- S4.4 promote the credibility of our disciplinary and complaints procedures
Update we have revised our disciplinary procedures and by-law, and introduced streamlined appeals guidelines for members, Registered Organisations and disciplinary cases. We have promoted the new disciplinary process and carried out annual reviews of the effectiveness of the disciplinary process (TA87: 28-30).

Objective 5

By 2020 we aim to develop a stronger influence over policy affecting the historic environment. In order to achieve this we plan to

- S5.1 establish the historic environment agenda more securely within general environmental and other policy
Update we have been heavily involved in the planning policy development in England, the Historic Environment strategy in Scotland and the Heritage Bill in Wales.
- S5.2 contribute to a wide range of policy initiatives affecting the historic environment
Update we have updated the advocacy page on our website to inform members of our campaign message to policy makers, and made available our responses to wide ranging number of consultations (www.archaeologists.net/advocacy/consultations).

Objective 6

By 2020 we aim to give archaeologists a credible, effective and efficient professional institute. In order to achieve this we plan to

- S6.1 clarify our image and purpose

Update we have established the IfA 'message' for image promotion and marketing

S6.2 develop and implement a Communications Strategy

Update we have commissioned advice on and developed a communications strategy

S6.3 improve our organisational structure

Update we have reviewed our organisational structure and revised our staff structure. We have consulted with the membership on proposals for governance reform and have included an improved structure in the submitted Charter application. We have carried out an audit of our Area and Special Interest Groups and reviewed their functions and committee structure, and introduced a Groups toolkit. We have implemented reforms to our committees.

S6.4 enhance our administrative systems

Update we have reviewed our audit arrangements. We have carried out a financial review and implemented the recommendations from this. We have revised and implemented a Business Continuity Plan. We have consulted with the membership on options to review our subscription structure and implemented a revised structure.

S6.5 develop our staff

Update staff have attended relevant training courses and conferences to develop their skills

S6.6 generate and manage our resources

Update we have reviewed the balance of subscription and project income and expenditure and carried out a risk analysis. We have developed a recruitment plan and implemented recruitment activities. We have produced a business plan for projects, reviewed our VAT registration and produced new recommendations on our reserves limit and implemented these.