

## PROPOSED BASIS FOR STRATEGIC PLAN 2020

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### Introduction

This paper proposes a draft front end and structure for the IfA's Strategic Plan for 2020. This document has been developed in consultation with IfA Council and by IfA staff. There are several things to note about the proposed new Strategic Plan:

- The Plan is clear that we are *Archaeologists* (not '*HE practitioners*' or anything else) – we need a clear identity and confidence to promote it. The description of an archaeologist we have chosen (below) equally applies to lots of HE professionals and others who do what we would call archaeological work.
- The Plan reflects the principle that the primary benefits of IfA membership and involvement are recognition and respect as professionals. The IfA is not a trades union but an important function of the institute is to make salary recommendations to its members, benchmarking these against salaries in comparable sectors, under its objectives to improve the status of archaeologists and to ensure ethical and businesslike working practices.
- The Plan places the role of the IfA (in old terms, our 'Mission') in the context of the role archaeologists play in society. This context informs where we want to be (in old terms, our 'Vision' and 'Objectives') and how we are going to get there (in old terms, our Strategies).

## WHAT ARCHAEOLOGISTS DO

Archaeologists study – and care for - the past through its physical remains. These remains - built, buried, on land and underwater, the extraordinary and the everyday, the magnificent and the mundane, make up our historic environment. The resources of the historic environment, like those of the natural environment, are for the benefit of everyone in society. Archaeologists have a unique set of skills to tap into these resources - to find them, to explore them, to care for them and to realise their true 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 THE 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.

In achieving this main aim, we will have met the following, contingent, objectives. We will have

- O1** improved the role and status of archaeologists in society

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- O2** inspired excellence in professional practice
- O3** strengthened the relationships between archaeologists, across the historic environment and other sectors
- O4** made IfA membership an essential demonstration of fitness to practise
- O5** developed a stronger influence on historic environment policy
- O6** given archaeologists a credible, effective and efficient professional institute

## HOW WE ARE GOING 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 improved the role and status of archaeologists in society**
  - S1.1 involve and promote exemplary individuals and organisations
  - S1.2 explore the possibility of chartership
  - S1.3 publicise innovation and encourage thought leadership
  - S1.4 form partnerships with other professional bodies
  - S1.5 seek parity of respect with other comparable professions
- O2 inspired excellence in professional practice**
  - S2.1 promote standards and ethics
  - S2.2 encourage intellectual rigour and a research ethos
  - S2.4 advocate training and professional development
- O3 strengthened the relationships between archaeologists across the HE and other sectors**
  - S3.1 stimulate knowledge exchange (through publications, the Conference and Special Interest Groups)
  - S3.2 broaden our membership to include archaeologists in the academic, engineering and design sectors
  - S3.3 develop partnerships across historic environment and cognate sectors
- O4 made membership of the IfA an essential demonstration of fitness to practice**
  - S4.1 strengthen our accreditation and disciplinary processes
  - S4.2 promote the value of membership and registration
- O5 developed a stronger influence over historic environment policy**
  - S5.1 represent our profession's contribution across the historic environment
  - S5.2 establish the historic environment more authoritatively within the environmental agenda
- O6 given archaeologists a credible, effective and efficient professional institute**
  - S6.1 clarify our image and purpose
  - S6.2 prioritise our 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