

## STRATEGIC PLAN REVIEW: 2010-2013 UPDATED 2015

In April 2010 IfA 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 ClfA staff. Progress with the business plan is reported to the Board of Directors, and to members and stakeholders through the Annual Report ([www.archaeologists.net/about](http://www.archaeologists.net/about)). Progress with the Strategic Plan was reviewed in 2013 and the Board has now requested a further review of what has been achieved so far and what still needs to be achieved over the remaining time of the plan, to allow us to focus on the right areas for the next few years.

The Strategic Plan has six main objectives supported by more detailed strategies and individual targets. Below is the summary of what we had achieved to the end of October 2013 and a further update on where things stand in June 2015.

### 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  
*Previously 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)*  
*Update the 2015 conference theme, specifically aimed at this target in the plan, was 'The role of your profession'. There were discussions on what the public and clients want from archaeologists; how the next generation can succeed as archaeological leaders, and what the newly chartered Institute should be doing to inspire the profession*
- S1.2 explore the desirability and possibility of chartership  
*Previously we have consulted with members and following agreement at the 2013 AGM have submitted a formal application for a Royal Charter*  
*Update the Institute was granted Royal Charter in June 2014 and launched the Chartered Institute for Archaeologists in December 2014*
- S1.3 promote exemplary practice and publicise innovation  
*Previously 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](http://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 biennial awards in 2012 and 2014.*  
*Update the 2014 conference was about Research in practice, discussing the challenges facing heritage professionals regarding value, quality, dissemination and accessibility. We have encouraged exemplary individuals and organisations to be involved with ClfA business and have extended our reach. We have promoted innovation and good practice through our Yearbook and The Archaeologist, via the Scottish Archaeology Strategy, and Heritage Counts.*

- S1.4 form partnerships with other professional bodies

*Previously 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.*

*Update We have become members of the Edinburgh Group and are building relationships with ICE, IEMA, CIEEM, and the Landscape Institute via our external marketing initiative following the grant of Charter. We are at an early stage of discussions of partnerships with professional bodies and registers in the US, Spain, Ireland and the Netherlands.*
- S1.5 achieve parity of respect and reward with comparable professionals

*Previously 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 Institutes 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.*

*Update We have been granted a Royal Charter significantly raising the profile of the Institute and the archaeological profession, bringing us in step with other chartered professions and in turn raising the profile of our accredited members. We have launched our Professional Practice paper 'Professional archaeology: a guide for clients' to raise the profile of the positive benefits archaeology can bring to development projects and to ensure that professional archaeologists have a central role in delivering those benefits. We are members of the Edinburgh Group, Historic Environment Forum (HEF), and the HEF CDTG, which have responsibilities for the promotion of accredited historic environment professionals generally. We have tried to clarify our role as a professional institute compared to a trade union and/or trade association through articles in TA, Yearbook and via the website. We have pushed to establish the Joint Industry Pay Group working with FAME and Prospect, and have set out our 2014-16 action plan highlighting what ClfA will do in terms of addressing the issues of pay and conditions. We have promoted the role of archaeologists and the high level of skills required through our advocacy work, the client guide and through our contacts with other professional bodies, including the placing of articles about accredited archaeologists in the professional and trade media of other disciplines as part of our external communications work.*

## **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

*Previously 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.

Update the 2014 Yearbook theme was 'professionalism', talking about what it means to be a professional, the importance of employing a professional workforce, working with expert archaeologists, and client demand for accredited historic environment professionals. We have continued to review our standards and guidance making revisions to the fieldwork standards and guidance to incorporate the old IfA Code of approved practice

S2.2 encourage intellectual rigour and a research ethos

Previously 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.

We helped lead the Southport Group which produced a report promoting the need for more coordinated research focus in planning-led archaeology in England; following a SGClfA workshop many of these messages are now included in the Scottish Archaeology Strategy.

Update Our Autumn 2013 edition of *The Archaeologist* was guest edited by our Research and Impact Group, following on from the 2013 Birmingham conference 'Making waves; designing and demonstrating impact in archaeology and heritage' and showcasing some of the projects which highlighted the professional reservations and practical difficulties for both achieving and measuring impact.

S2.3 advocate training and professional development

Previously 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, and support the Archaeology Training Forum.

Update we have run a pilot course accreditation scheme with the Centre for Archaeology, Staffordshire and the University of Leicester where ClfA endorses courses that deliver and support learning in line with our CPD guidance and National Occupational Standards. We have rebranded our professional practice paper 'An introduction to providing career entry training in your organisation' as the first ClfA practice paper and promoted this to all our Registered Organisations. Working with our Area and Special Interest Groups we ensure that all CPD events and workshops they run have specific NOS learning outcomes. We have surveyed our members to gauge their level of engagement with CPD and supported a much more detailed survey undertaken by the Diggers Forum. We have advised ROs on the development of graduate and other training schemes, ensuring they articulate with NOS and ClfA membership requirements. We have reviewed and revised our CPD documentation. Through support from Historic Scotland we are raising ClfAs profile in Scotland and improve communications between ClfA centre and Scottish members. We are continuing to offer workplace learning opportunities through English Heritage/Historic England Historic Environment Placement projects.

**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

Previously 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*

*Update we have carried out regular short surveys with members to seek feedback on issues such as CPD, charter, publications, and conference. We have continued to theme each edition of The Archaeologist including editions on archaeological archives, maritime archaeology and training professional archaeologists. We deliberately targeted representatives from other professions to attend the 2015 conference and discuss the future of their and our profession.*

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

*Update through our special interest groups we have developed competence matrices for applicants who specialize in forensics and graphics. We have set out a recruitment and retention plan and identified targets from membership. We are working with SMA to encourage more museum archaeologists to join ClfA and plan to work more closely in future.*

S3.3 develop partnerships across historic environment and cognate sectors

*Previously 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.*

*Update we have pushed to establish the Joint Industry Pay Group working with FAME and Prospect to work closer together about issues of working practices. We have established closer links with ALGAO through our joint consultation responses with ALGAO:England and we have proposed an advocacy partnership. We have carried out an initial stakeholder survey to provide a benchmark on our cross sectoral relationships. We are members of the Historic Environment Forum skills and client demand task groups. We have made proposals to CBA about an advocacy partnership*

#### **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

*Previously 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.*

*Update We have revised our application guide in response to feedback to try and make the process for applying more transparent. We have developed specialist competence matrixes to support the general matrix. We have reduced the maximum term between Registered Organisation inspection visits from 6 to 3 years, and revised the application form to include separate sections for different aspects of an organisation's activity.*

S4.2 promote the importance of membership and registration

*Previously 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 MIfA 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.*

*Update* Promotion of accredited membership is one of our policy priorities and is one of the five key messages of our marketing and communications plan. The 2014 Yearbook theme was 'professionalism', talking about what it means to be a professional, the importance of employing a professional workforce, working with expert archaeologists, and client demand for accredited historic environment professionals. We gave a presentation at the FAME AGM in 2014 to promote professionalism and the importance of having a professional workforce. We have published our Professional Practice paper 'Professional archaeology: a guide for clients' to raise the profile of the positive benefits archaeology can bring to development projects and to ensure that professional archaeologists have a central role in delivering those benefits. Through our advocacy activities we have been ensuring that professional membership is recognised and cited in policy documents, including the Scottish Archaeology Strategy, PAN 2/2011, and the NHPP Good Practice Advice notes.

- S4.3 increase the proportion of archaeologists who are IfA members  
*Previously* we have developed a recruitment strategy and plan and implemented recruitment activities via the business plan. Since 2010 the percentage of archaeologists in accredited membership of ClfA compared the estimated eligible workforce for accredited membership (based on Profiling the Profession data) has increased from 40% to 51%.
- S4.4 promote the credibility of our disciplinary and complaints procedures  
*Previously* 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 and published the outcomes of recent cases (TA87: 28-30, TA92: 47, TA94: 40).

## **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  
*Previously* we have been heavily involved in the planning policy development in England, the Historic Environment strategy in Scotland and the Heritage Bill in Wales.  
*Update* jointly with ALGAO and CBA we have written to Chief Executives of local authorities emphasizing their responsibilities under the NPPF and to maintaining expert archaeological advice within the local authority service. We have responded to consultations on natural environment matters ([www.archaeologists.net/advocacy/consultations](http://www.archaeologists.net/advocacy/consultations)). We are working closely with BEFS and The Heritage Alliance. We have made submissions to the English culture white paper.
- S5.2 contribute to a wide range of policy initiatives affecting the historic environment  
*Previously* 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](http://www.archaeologists.net/advocacy/consultations)).  
*Update* we have reviewed our advocacy priorities with the new Advisory Council of ClfA. We have provided briefings for APPAG, politicians and civil servants. We have raised our profile in BEFS, Scottish Strategic Archaeology Committee, NIAF, Welsh HE circles, The Heritage Alliance and HEF. We have responded to the consultation on the Europe 2020 strategy. We have facilitated contributions to core scripts and priorities of THA, HEF, TAF, and input into the

*Scottish Historic Environment and Archaeology Strategies. We have encouraged NIAF to develop an archaeology policy for Northern Ireland.*

## **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  
*Previously we have established the IfA 'message' for image promotion and marketing  
Update through specialist marketing advice we have developed a marketing communications strategy and plan with five clear key messages about our role*
- S6.2 develop and implement a Communications Strategy  
*Previously we have commissioned advice on and developed a communications strategy  
Update through specialist marketing advice we have developed a marketing communications strategy and plan with five clear key messages about our role, which we consistently deliver through publications, presentations, formal and informal meetings, and publications. We have developed our social media presence*
- S6.3 improve our organisational structure  
*Previously 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.  
Update We have set up ClfA's new governance structure based on good practice advice for professional institutes to have a smaller Board of Directors and a larger Advisory Council to extend the number and representation of the membership involved in advising on the longer term strategy and policy of the Institute. We have made small modifications to our 2010 staff structure to deal with changing circumstances and needs.*
- S6.4 enhance our administrative systems  
*Previously 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.  
Update We have developed and trained staff in revised Health and safety procedures. We have developed and published a data protection policy. We have introduced specialist IT support*
- S6.5 develop our staff  
*Previously staff have attended relevant training courses and conferences to develop their skills  
Update all staff are required to have Personal Development Plans and CPD logs, which are examined as part of the annual performance development review process, and help determine learning and training priorities. The performance development process has supported and encouraged staff as they improve their understanding and competence in historic environment disciplines, working for and managing professional associations, interpersonal and communication skills, financial management, IT, Health and Safety; and many employees have used their developing abilities to increase their levels of responsibility and be promoted in the organisation.*
- S6.6 generate and manage our resources

*Previously 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 out VAT registration and produced new recommendations on our reserves limit and implemented these.*

*Update we have reviewed the costs of administering the Registered Organisations scheme and introduced revised fees in light of this. We have carried out a costs/benefit review of establishing a charitable arm of the Institute. We have set up a regular programme for reviewing our risk register with managers and reporting this to the Board of Directors*