

## 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 over policy affecting the historic environment**
  - 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 full Strategic Plan. Part 2 of that 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.



# Institute for Archaeologists STRATEGIC PLAN

## Summary Document

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

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## 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 ten 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 Strategic Plan (2000-2010) as a starting point. A review of our performance against the 2000-2010 Strategic Plan, a short summary of the IfA's profile now, in 2010, compared with our profile in 1998 and our current Organisation Chart can be found in the appendices to the full document.

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 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.
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 (see *What archaeologists do* below). 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.

## 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

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

<sup>1</sup> 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).