



Strategic Plan 2010–2020: a review

Earlier this year the Board of Directors agreed the new ten-year Strategic Plan for the Institute for 2021 to 2030. Alongside this, the Board commissioned a review of achievements against the 2010–2020 plan by Andrea Bradley, MCIfA.

Andrea worked as a member, for a short period as an employee of the Institute before 2010, and acted as a consultant after that, including by supporting the drafting of the Strategic Plan in 2010. She is a former Hon Treasurer and Board member 2015–2018. Since 2018 Andrea has been less active in the organisation. She has written this review at the request of the CIfA management team: it is not intended as an independent audit of the 2010–2020 plan but as a reflection from an informed observer.

This is a short introduction to Andrea's review, with the full version being available on the website at www.archaeologists.net/mission

The Plan was optimistic for the growth of the Institute after the recession and the potential for an all-encompassing profession, its skills and integrity assured, focused on delivering benefit to society.

When the Institute drafted its last Strategic Plan, it was the beginning of 2010: the UK was at the lowest point of a global recession and in the middle of a pandemic (H1N1); the US had its newly elected, democrat, first Black president; and London had a wild-haired television personality ex-MP as its recently elected mayor. A different world or disconcertingly familiar? The period since 2010 has also seen things change and stay the same in the profile of our professional body.

The Plan was optimistic for the growth of the Institute after the recession and the potential for an all-encompassing profession, its skills and integrity assured, focused on delivering benefit to society.¹ Reading back, the Plan also seems, perhaps justifiably in the times, cautious about some aspects of the future – about new expectations for communications (social media was nearly new then), the appetite of the post-recession profession for innovation, the strength of the profession and even the identity of the Institute itself. In 2021 as we begin the new

Strategic Plan period the most obvious change from the outside is the shift from caution and a tendency to self-justification to a strength of brand, a belief that the profession can withstand most things, and confidence as an organisation to face forward and promote change.

Andrea's review signposts the most significant progress of the Institute in relation to the Plan; areas where things have not moved forward according to 2010 objectives; and circumstances and external factors that were not on the radar in 2010 but that have changed the Institute nonetheless. Her observations come both from comparing the new Plan for 2030 with the old Plan, and from conversations with key CIfA staff members at the end of the 2020 Plan period, in which we considered the changes that have taken place over ten years.

The following table highlights areas of development within the Institute since its inception in 1982, and at the start and end of the last Strategic Plan.

¹ CIfA, February 2010, Strategic Plan p.5 'Where we want to be in 2020'.

Area of development	1982	2009	2020
Code of conduct	yes	little change since 1982	little change since 2009
Standards and guidance	0	10	14, some revised
Accreditation and registration processes	assertion	rigorous application process	specialised, more consistent application process
Professional qualification	no	NVQ first awarded	c 100 NVQs
CPD	obligatory	mandatory, input based	mandatory, input based
Diverse routes to entry	no	yes (NVQ)	yes (NVQ, Apprenticeships)
Professional conduct process (disciplinary)	no	yes, no external oversight	yes, delivered by legal advisers
Members	240	2,850	3,931
Registered organisations	0	62	80
Specialist networks	0	7 SIGs and 3 Area Groups	16 SIGs and 5 Area Groups
Geographical spread	national	international network	international Groups
Diverse and inclusive	not measured	not measured	not measured
Governance and organisation	Exec Committee, Council	Exec Committee, Council	Board of Directors, Advisory Council
Active membership	not measured	not measured	218 across BOD, AC and groups, c 5.5% of membership
Internal communications and promotion	not strategic	not strategic	strategic, output-focused
Membership essential to practise	no	no	no
Staff (FTE)	0	12	15
Charter	no	no	chartered body 2014
Turnover	£8,621	£1,136,192	£757,000
Professional influence (partnerships and collaboration)	some	significant	significant, but slow to improve
Political influence	none	significant but ad hoc	focused, mandated, key player