

INSTITUTE OF BIOMEDICAL SCIENCE

STRATEGY 2020

Strategy 2020

Vision, Mission and Values

Our Vision

To be recognised as the leading professional body for biomedical science

Our Mission

We are dedicated to the promotion, development and delivery of excellence in all aspects of biomedical science and will provide the highest levels of service to patients and the public.

We will support our members in their practice of biomedical science and set quality standards for the profession through training, education, assessments, examinations and continuous professional development.

Our Values

Member Focus

- We will offer the leadership, support and opportunities for development that our members need to fulfil their potential.
- We will listen to our members and address the issues that are important to them.
- We will provide our members with services of high quality and value, tailored to their needs.

Integrity

- We will act with honesty and integrity in all that we do.
- We will say what we will do and do what we say.
- We will use fair, open and transparent governance, management and administration processes.
- We will accept responsibility for our actions.

Professionalism

- We will take pride in what we do, and do it to the highest standards.
- We will be positive in the way we talk about the Institute both to each other and with those outside it.
- We will value and protect the Institute's reputation and heritage.

Respect

- We respect and value the diverse background, experiences, approaches and ideas of all individuals.
- We will be respectful and considerate in our dealings with our members, stakeholders, partners, the public and each other.

Continuous Improvement

- We are forward looking and will embrace new ideas and change.
- We are open to learning from others and will embrace collaborative working.
- We are committed to professional and personal development.
- We acknowledge our mistakes and learn from them.

Strategy 2020 Key Themes

This document sets out the Institute's strategy to the end of 2020.

In developing this strategy, we brought together Council members and the executive team, and asked our members for their views. We reflected on and considered our vision, the previous Corporate Strategy and how we work together to ensure we learnt from them and included the learning in our future thinking. We looked forward to consider the changing external environment and membership expectations.

It was agreed that within this strategy the Institute would develop a plan which explicitly reaches out to all those in biomedical science, and does so across the four nations and beyond.

With this input from our Council, executive and, importantly, our members we agreed upon three key themes that we believe, if they are prioritised by the Institute and membership, will drive us over the next three years towards the vision to which we aspire.

The three key themes are:

1. Influence and Engagement for Members
2. Knowledge, Expertise and Competence
3. Organisation and Governance Infrastructure

1. Influence and Engagement for Members

For the Institute to deliver on its vision, it is key to have a voice for its members and influence within the sphere of biomedical science, governments and policy development. We aim to deliver the following goals within the three years of this strategy to deliver this key theme:

1.1 Member Engagement Plan

It is key that before we set out specific actions to build on member and wider stakeholder engagement that we understand the demographic of current and potential membership and reach out to both to seek input. We will better understand our current and potential membership by the end of 2020 through:

- a.** commissioning a baseline assessment of current membership engagement including experience, perceived value and diversity during 2018
- b.** commissioning an assessment of potential membership to understand needs and size during 2018
- c.** commissioning a regular survey of members to ensure we keep in touch with needs and views from 2019 onwards
- d.** developing a member engagement plan to be clear about how we will reach out to existing and new members over the life of this strategy.

1.2 Raising Profile

In order to raise the profile of the Institute effectively we need to raise awareness of the work and successes that we have, celebrating success internally and externally more effectively than we do currently. It would help to raise the profile if there were common messages that all Council members, employees and ambassadors use consistently over time, with each other and with stakeholders. Armed with these agreed messages, both ad hoc and planned communications are more effective.

We will, by the end of the plan, use agreed key messages to:

- a.** develop an awareness campaign with specific and targeted communications and events to explain and celebrate the role of biomedical science/scientists and their contribution to healthcare and society
- b.** be more proactive in public relations (PR).

1.3 Stakeholders

In order to have the influence we feel we deserve, and could make a greater impact with, we need to better understand our wider stakeholders and develop a key stakeholder action plan.

We will better understand who our stakeholders are and how we will communicate, and influence them, through:

- a.** completion of a key stakeholder-mapping activity in 2018 that will be reviewed annually
- b.** drawing up a key stakeholder-influencing plan against each stakeholder identified in 2018, which will be reviewed and updated annually
- c.** development of key messages by audience, annually through to 2020.

1.4 Strategic Voice

We recognise that, if we want to be part of the development of the sector and sector policy, we need to develop more of a strategic voice, raising the profile of the Institute through thought-leadership and building relationships.

We will, by the end of the plan period:

- a. start to proactively engage in 2018 with policy-makers identified through the stakeholder mapping activity
- b. develop and make the most of existing connections and relationships through our influencing plan, which will be developed in 2018 and reviewed and updated annually thereafter.

1.5 Events

We will more proactively use events to support the development of all the key themes within Strategy 2020. To achieve this, by the end of 2018, we will develop a three-year events calendar that is regularly reviewed, updated and communicated annually.

2. Knowledge, Expertise and Competence

The foundation of the Institute is the knowledge and expertise of its members and how it uses this to support members to develop their practice and deliver quality services. We recognise that to deliver the vision we must ensure this remains at the heart of the Institute.

2.1 Development of Qualifications

Our existing members value the qualifications framework we currently offer and we need to ensure this stays up to date and fit for purpose, and is relevant to all members.

We will, by the end of 2018:

- a. review all existing qualifications, agree which are no longer relevant and where there are gaps
- b. where there is supporting demand, draw up a priority development and delivery plan, which we will then review and update annually.

2.2 Use Technology to Improve Access and Learning

There are a number of technology-based tools that would aid some members in their access to information, education and CPD activities. To do this we will:

- a. identify an electronic approach that supports the promotion of our member offering and qualifications via current and emerging technologies and trends, which will be tested with members during 2018
- b. identify suitable topics and develop modules to meet the needs of members during 2018 and through the life of the plan.

2.3 Advice and Guidance

Our members look to the Institute for profession-specific advice and guidance. We will continue to support our members in this area by:

- a. developing model job descriptions and person specifications for the key roles within biomedical science
- b. assessing key areas requiring advice and guidance and aim to produce two pieces of advice annually.

3. Organisation and Governance Infrastructure

With this strategic review and planning, rightly, comes a review of how the Institute works and whether any changes need to be put in place to facilitate delivery. All parts of the Institute will need to work together effectively towards the delivery of the vision and aspirations if success is to be achieved. This review encompasses governance, Council, committees, panels, regional and national structures as well as organisational support within head office. The right structure in place will enable this plan to be successful.

3.1 Working Together

The Institute is a complex organisation comprising an elected Council, employed staff and volunteer advisors who work together to deliver the Institute strategy. In order to ensure the Institute remains fit for purpose and future-proof we will, by the end of 2018:

- a. ensure that the Institute's governance arrangements are clear, fit for purpose and demonstrate accountability and fair representation across the membership
- b. ensure clear understanding of the inter-relationships and responsibilities between the Council, executive, committees and advisory panels, developing any materials or communications as required.

3.2 Representing Members

It is essential that the structure and infrastructure of the Institute ensures effective representation of its members and aids two-way communication and understanding. We will, by the end of 2018:

- a. review national and local infrastructure, seeking input from members, as to what works best or what could be adopted to work best
- b. identify and recommend changes and secure decision to implement.

3.3 Review of Strategy

To ensure Strategy 2020 remains alive and drives the actions and decisions of the Institute over the next three years, processes will be put in place to ensure regular review and, where required, revision and update.

To develop and monitor the plan to 2020 we will:

- a. seek member input into the development of the plan
- b. review progress at each Council meeting, following its approval at the December 2017 Council meeting
- c. communicate the strategy through a number of different channels to our stakeholders, provide regular updates to members, and seek feedback on performance.

3.4 Capacity Planning

To ensure Strategy 2020 has the best chance of being delivered successfully, the right resources and the right skills need to be in place or brought in temporarily as required.

There will be a review of resources, competences and capacity of the Council, executive, staff and estate to identify what additional resources, if any, are required to deliver the plan, and any additional requirements brought to the Council for discussion and approval.

A detailed work plan that outlines the actions, outcomes, measures and responsibilities, and a Gantt chart have been produced to support implementation.