



The Institution of Structural Engineers

Business Plan 2007 to 2009

1. What is IStructE?

The Institution of Structural Engineers aspires to be the world's leading professional body dedicated to structural engineering. It is the appropriate source of relevant and considered opinion on all structural engineering and associated public safety issues in the built environment. The Institution has some 21,000 members in over 100 countries around the world, and it is recognised internationally for the technical and professional competence of its members. Its image is one of safety, efficiency and excellence both in its operations and in the standards of its members. The Institution qualifies its members by examinations that test professional competence in structural engineering design.

The membership consists of the following grades: Fellows, Members, Associates Associate-Members, Companions, Graduates and Students. From 2007 a new Technician grade of membership will be introduced. The range of grades reflects the members professional development from student to industry leader.

The Institution comprises 31 Branches, Divisions, Sections and Groups - they arrange programmes of meetings and social events, which provide networking opportunities and help members to update their professional knowledge.

The administration of the Institution is conducted from its international HQ at 11 Upper Belgrave Street, London SW1X 8BH, where there are meeting rooms and an extensive library. A journal *The Structural Engineer* is published twice monthly. It contains information of professional interest.

Matters which, while of interest and benefit to the profession are generally beyond the scope of the Institution as a learned society, are handled by IStructE Ltd, which is wholly-owned by the Institution. Structural Engineers Registration Ltd (SER Ltd), which is also wholly owned by the Institution, has the specific object 'To promote and participate in schemes for the statutory or voluntary registration of persons engaged in the certification of structures' and its activities are limited to operation of schemes of registration.

The President and the members of the Executive Board (who are drawn from the membership of the Institution) are responsible for the management and administration of Institution affairs. There is also an elected Council which determines the core values and strategic aims of the Institution. A number of committees take responsibility for the more detailed aspects of business - they meet regularly and report to the Executive Board. [See Annex 1]. A Chief Executive and a further 45 full-time and 2 part-time administrative staff are located at headquarters. Under the direction of the Chief Executive, the staff support the committees and, carry out the day to day administration of Institution affairs providing a service to the membership. Information on all the Institution's activities and services is available on the website (www.istructe.org).

2. Vision

“to be universally accepted as the pre-eminent global body for structural engineering”

We do this by promoting world-class standards of safety, efficiency and excellence in structural engineering.

IStucte

3. Strategic Objectives

Our strategic objectives can be broken down and considered in the following six areas:



Within these 6 areas of strategic objectives we aim to:

Professional Standards

Relevant Committees *

- | | | |
|----|--|----------------|
| 1. | <i>Promote high standards of structural engineering</i> | <i>B, C, D</i> |
| 2. | <i>Maintain high standards of professional qualifications for structural engineering</i> | <i>B</i> |

Membership

- | | | |
|----|--|-------------|
| 3. | <i>Maintain the rate of increase in the number of members</i> | <i>B</i> |
| 4. | <i>Assist structural engineers to maintain their professional Competence</i> | <i>B, C</i> |
| 5. | <i>Increase the range and value of services to members</i> | <i>C, D</i> |

International Dimension

- | | | |
|----|---|----------------|
| 6. | <i>Be acknowledged internationally as the pre-eminent body for structural engineering</i> | <i>B, C, D</i> |
|----|---|----------------|

Role of the Institution

- | | | |
|----|---|----------------|
| 7. | <i>Promote the benefits of an independent and specialised Institution focused on structural engineering</i> | <i>B, C, D</i> |
| 8. | <i>Play a significant, but holistic and learned society, role in the construction industry</i> | <i>B, C, D</i> |
| 9. | <i>Promote the Institution and the profession of structural engineering</i> | <i>B, C, D</i> |

Management

- | | | |
|-----|---|----------|
| 10. | <i>Ensure ongoing value for money and efficiency in the management of the Institution's affairs</i> | <i>A</i> |
|-----|---|----------|

Human Resources

- | | | |
|-----|--|-------------------|
| 11. | <i>Maintain high levels of motivation, skills and performance of all staff</i> | <i>A</i> |
| 12. | <i>Value members' voluntary time in supporting the activities of the Institution and utilise that support as effectively as possible</i> | <i>A, B, C, D</i> |

* Those Committees most likely to have an input are listed in the column. The four main committees (see Annex 1) are:
A Resources Committee: addressing the resources required to operate the Institution and its trading companies
B Membership Committee: setting and maintaining the standards to qualify structural Engineers globally
C Engineering Practice Committee: ensuring the quality of what we do as a learned society
D Communications Strategy Committee: ensuring we communicate effectively with all our stakeholders.

4. Review of 2006

The following progress was achieved against the 2006 Operational Plan

Completed tasks

- 4.2* Mapping of the Institution's current publications has been completed and a policy for future Institution publications has been produced.
- 4.3 The SER scheme continues to be promoted and income continues to be well in excess of budget and expenditure under budget.
- 4.4 Work has progressed on a registration scheme for England and Wales.
- 4.11 IStructE has worked with a firm of consultants to identify the reasons for members resigning from IStructE and has taken appropriate action.
- 4.12 A CD Rom has been produced to help with the examination preparation for all candidates sitting the 2007 CM and AM examinations.
- 4.13 The Membership Committee has investigated the viability of introducing Regional Liaison Officers and has decided that liaison with companies and graduates could be achieved more effectively by the regional groups than the appointment of an officer.
- 4.16 A communications specialist has been appointed
- 4.20 A PR and Marketing Assistant has been employed.
Three new international agreements have been signed.

Tasks almost completed or achieved

- 4.1 Two of the proposed four technical reports have been published: The other two are close to publication.
- 4.5 A coherent statement on the roles of different grades has been started
- 4.6 The grade of Technician Engineer is ready for launch once Privy Council approval has been obtained.
- 4.8 Student numbers have increased by 5.5% rather than 20%
- 4.9 Graduate numbers have increased by 1.8% rather than 10%
- 4.10 The number of companies registered for IPD has increased to 31 rather than 47.
- 4.14 An in-depth members' survey has been conducted .

Tasks started

- 4.15 Consideration of the requirements Clients have for competence has been started.

Tasks not completed or achieved

- 4.7 The number of Fellows has fallen by 0.8% rather than risen.**
- 4.17 A web site specialist has not been employed.**
- 4.18 A policy has not been established to achieve unrestricted reserves of £2m including liquid assets of £500k.**
- 4.19 A new Director has not been employed.

* The numbers used correspond to the 2006 Plan

**carried forward to 2007

5. Operational Plan for 2007

Key targets

- 5.1 A strategic review will be undertaken in 2007. (*Head of section 6*) *
- 5.2 Seven technical reports will be published and promoted widely. (*1.1.1*)
- 5.3 An application will be submitted to DCLG to operate, through SER Ltd, a scheme of certification in structural design in England and Wales. (*2.3*)
- 5.4 The grade of Technician Member will be launched and 80 new Technician Members elected. (*3.3*)
- 5.5 A Strategic Communications Plan will be developed. (*9.1.1*)
- 5.6 The outcomes of the Services, Value and Remuneration Task Group will be disseminated. (*9.3.1*)
- 5.7 The reserves policy of the Institution will be reviewed. (*10.5*)
- 5.8 Results from the Members' Survey will be analysed and actions will be identified (*5.2.2*)

Other Targets

- 5.9 Review all existing Institution technical reports falling due for review by 2007 and produce a prioritized list for updating. (*1.2*)
- 5.10 Members will be canvassed on the perceived research needs of practitioners. (*1.3*)
- 5.11 SER limited to deliver a surplus of £90,000 (*2.2*)
- 5.12 Publication of the roles of the different membership grades (*3.1*)
- 5.13 A 'Routes to Membership' brochure will be produced and circulated. (*3.2.1*)
- 5.14 Candidates applying for the Associate-Membership Professional Review will be increased to 50. (*3.4*)
- 5.15 The number of Fellows will be increased by 10%. (*3.5*)
- 5.16 The number of Graduates will be increased by 10%. (*3.6*)
- 5.17 A total of 35 companies will be registered for the IPD scheme. (*3.6*)
- 5.18 An updated careers brochure will be produced. (*3.6*)
- 5.19 An education policy will be developed (*3.6*)
- 5.20 IStructE will actively contribute to the organisation of the HSE roadshows and conference planned to promote the new UK CDM Regulations. (*4.2*)
- 5.21 The development, installation and utilization of enhanced IT capabilities will be continued. (*5.2.3*)
- 5.22 An electronic delivery and e-learning strategy will be developed. (*5.2.4*)
- 5.23 Six practical information sheets on sustainability topics will be prepared. (*5.2.5*)
- 5.24 Increased numbers of participants and projects from outside the UK (*6.0*)
- 5.25 Initiatives for careers marketing and the structural awards will be developed. (*9.1.4*)
- 5.26 'Findanengineer.com' will be re-launched. (*9.1.5*)
- 5.27 The website will be re-designed to communicate the 'buzz' of structural engineering and improve access. (*9.1.6*)
- 5.28 A client's guide to risk will be produced. (*9.3.4*)
- 5.29 A business continuity plan will be developed and introduced. (*10.10*)
- 5.30 IStructE will be re-accredited under Investors in People. (*11.5*)

**Italicised figures in brackets refer to details in Section 6*

6. Business Strategies – a 2007–2009 three year outlook

The business strategies outlined in this section will be implemented in the next three year period to enable the Institution to meet the strategic objectives in section 3.

The strategies detailed below have been included in the budget for 2007.

The key targets are shown in bold type.

IN 2007 A STRATEGIC REVIEW WILL BE CARRIED OUT TO ENABLE THE PREPARATION OF THE 2008 - 2010 BUSINESS PLAN

PROFESSIONAL STANDARDS

1. Promote high standards of structural engineering

1.1 Communication through the journal, guides and publications:

- 1.1.1** Continue to support a high quality and focused journal, publish Design Guides and technical reports relating to excellence in structural engineering execution.

Measured by:

Publication of 7 technical reports in 2007. These are anticipated to be:

- *Appraisal of existing structures (3rd Ed)*
- *Guide to the advanced fire safety engineering of structures*
- *Manual for the design of timber building structures to Eurocode 5*
- *Manual for the design of plain masonry in building structures to Eurocode 6*
- *The operation and maintenance of bridge access gantries and runways (2nd Ed)*
- *Temporary demountable structures: guide to procurement, design and use (3rd Ed)*
- *Manual for the design of steelwork building structures (3rd Ed)*

Measured by:

Appointment of an additional Technical Officer in 2007.

Measured by:

The appointment of a consultant to prepare the draft of *Manual for the design of steelwork building structures to Eurocode 3*.

Publication of 4 technical reports in 2008. These are anticipated to be:

- *Risk in Structural Engineering*
- *Manual for the design of building structures to Eurocode 1*
- *Manual for the design of building structures to Eurocode 8*
- *Guide to surveys and inspections of buildings and similar structures (2nd Ed).*

Publication of 4 technical reports in 2009. Two of these are anticipated to be:

- *Manual for the design of steelwork building structures to Eurocode 3*
- *Building for a sustainable future: Construction without depletion (2nd Ed) .*

- 1.2 The Engineering Practice Committee will prioritise the updating of existing Institution technical reports.

Measured by:

The Technical Publications Panel completing the review of the 11 existing reports falling due for review by the end of 2007 and reporting a prioritised list to the Engineering Practice Committee by November 2007.

- 1.3 The Research Panel will canvas the opinion of members as to the perceived research needs of practitioners.

Measured by:

Report to Engineering Practice Committee in 2007.

2. **Maintain high standards of professional qualifications for structural engineering**

- 2.1 The Membership Committee will monitor the Associate-Membership and Chartered Membership exams for appropriateness.

Measured by:

A review by the Associate-Membership Task Group and the Examinations Panel on the appropriateness of the Associate-Membership examination will be undertaken in June 2007. The Examinations Panel will continue to review annually both the Chartered Membership and Associate-Membership examinations for their relevance.

- 2.2 Continue to promote the registration scheme in Scotland through SER Ltd.

- 2.3 Consider further registration schemes in England and Wales and elsewhere.

Measured by:

Submission of an application to DCLG to operate, through SER Ltd, a scheme of certification of structural design in England and Wales.

MEMBERSHIP

3. Maintain the rate of increase in the number of members

3.1 To provide an overall view of the membership:

3.1.1 The Membership Committee will provide a coherent statement of the roles of different grades of membership to provide clarity for prospective members and other stakeholders.

Measured by:

Publication of a statement on the roles of the different membership grades in March 2007.

3.2 To clarify the grades of membership and have clear routes of progression:

3.2.1 The Membership Committee will prepare simplified information on clear routes of progression through the different grades of membership.

Measured by:

Publication of a “Routes to Membership” brochure showing simplified routes to the membership, and progression between them, in May 2007.

3.3 To promote the grade of Technician Membership:

3.3.1 The Membership Committee will arrange a launch of the new grade of Technician membership early in 2007.

3.3.2 The Membership Committee will actively promote the grade of Technician membership as a recognised and valuable grade of membership through articles in the Journal/website, through the Branches and contact with colleges and employers.

3.3.3 The Technician Membership Task Group/secretariat will hold road shows in the regions to actively promote the grade.

Measured by:

The intake for the grade during the first 3 years (2007-2009) will average 80 new Technician Members a year.

3.4 To promote the grade of Associate-Membership:

3.4.1 The Membership Committee will actively promote the grade of Associate-Membership as a recognised and valuable grade of

membership through articles in the Journal/website, through the regions and contact with colleges/universities. In 2007 and 2008 £5,000 per year will be allocated to this task.

- 3.4.2** Letters will be sent to 5 colleges requesting dates to undertake visits to promote Associate-Membership to students.

Measured by:

Increase in candidates applying for the Professional Review Interview for Associate-Membership from 16 (2004) to 50 candidates in 2007, 70 in 2008 and 80 in 2009.

3.5 To promote the grade of Fellowship:

- 3.5.1** The Membership Committee will promote the value and advantages of Fellowship to Members through articles in the Journal/website and through the regions.

Measured by:

Increase in the number of Fellows by 10% by the end of 2007.

3.6 To attract more bright young engineers into the profession:

- 3.6.1** The Young Members Panel/secretariat will visit 10 universities to talk to students about the benefits of a career in the profession and offer advice on routes to membership.

- 3.6.2** A letter from the President to University Heads in UK (total 61) and outside the UK will be sent informing them of the benefits of student membership.

- 3.6.3** To disseminate good practice amongst the regions in establishing young members groups so that they may be involved in IStructE activities and make their voice heard.

- 3.6.4** Regional groups will be encouraged to organise seminars where presentations will be made to a number of company representatives.

- 3.6.5** The Young Members Panel/secretariat will contact senior structural engineers and arrange seminars for training officers to promote the advantages of IStructE IPD and graduate membership for entering the profession.

- 3.6.6** An updated careers brochure targeted at 14 to 18 year olds will be produced.

- 3.6.7** The Education Task Group will develop ideas/recommendations on how to achieve an effective and coordinated policy towards

education and best seek and utilise resources available to the Institution for this purpose

Measured by:

An increase in Student members by 10% and Graduate members by 10% at the end of 2007.

At the end of 2007, a total of 35 companies will be registered for IPD.

Publication in 2007 of an updated careers brochure.

Report to the Executive Board in May 2007 on an education policy.

4. Assist structural engineers to maintain their professional competence

4.1 To encourage more members to participate in CPD:

4.1.1 To promote the value of CPD to the membership and to increase the number of Professional Development Annual returns submitted to the Institution i.e. through promotion in the Journal email correspondence, CPD courses and online registration.

4.1.2 To phase in mandatory CPD from 2008.

Measured by:

The total annual returns received in 2007 from participating members will be 55%.

4.2 The Health and Safety Panel will actively contribute to the organisation of the HSE road shows and conference planned to promote the new CDM Regulations.

Measured by:

Successful input into the roadshows and the conference in 2007.

5. To increase the range and value of services to members

5.1 To provide support for potential members wishing to take the Professional Review examination with a view to enhancing the competence of members and increasing the examination pass-rate:

5.1.1 Following production in 2007 of the prototype CD Rom for the examination preparation course for the Chartered Membership and Associate-Membership examinations, to review feedback and include additional material for the final version of the CD.

Measured by:

The production of the final version of the CD Rom in September 2007 to prepare candidates for the CM and AM examinations in 2008 and to improve the pass-rate without compromising on the standards of the examinations.

To continue the development of the CD in 2008 and 2009.

- 5.1.2** The Library Advisory Panel will prepare a reading list to support IPD core objectives for all grades.

Measured by:

Publication of a reading list in 2007 for all candidates undertaking IPD.

5.2 Improved communications with members:

(individuals, and through Branches, Sections and Divisions)

- 5.2.1** Complete analysis of the 2006 Members' survey (with Wood Holmes).

Measured by:

Production of a report by Wood Holmes on the analysis of the Results, presentation of those to the Communications Strategy Committee and to the Executive Board by March 2007.

- 5.2.2** Summarise outcomes of the Members' Survey as input (for action) to the Strategic Communications Plan (see 9.1.1). Identify, from the Members' Survey, actions for other Institution departments/committees to address and/or implement.

Measured by:

Production of report summarising potential actions arising from the Survey, for circulation to the relevant IStructE departments for their consideration and adoption, and to Executive Board.

Provide sufficient resource during 2008 and beyond to implement the outcome of the Members' Survey. Consider repeating Members' Survey in 2008.

- 5.2.3** Further the development, and utilization of enhanced IT capabilities to improve worldwide communications between HQ, committees, panels, task groups, branches, sections and divisions.

Measured by:

Increased implementation of e-meetings (Interwise) across IStructE Committees and Panels, such that 10 committees/panels operate in this manner by the end of 2007.

- 5.2.4 Install, develop and implement an ‘electronic delivery/E-Learning’ strategy (as part of the Strategic Communications Plan – see 9.1.1) to include video conferencing, evening meetings CPD meetings and courses.

Measured by:

Initial operation of electronic delivery of all HQ Evening Technical Meetings (through web browsers) and CPD material during 2007.

- 5.2.5 Develop best-practice guidance across wide range of important topics.

a) The Sustainable Construction Panel will prepare practical information sheets on the main sustainability topics.

Measured by:

Publication of 6 information sheets in 2007 and 6 information sheets in 2008.

b) The Sustainable Construction Panel will prepare an Institution Mission Statement on Sustainability.

Measured by:

Submission of a draft to the Engineering Practice Committee by November 2007.

5.3 **Develop “Competence”**

- 5.3.1 Continue developing (with other Institutions) and implementing policies to address required competence levels.

Measured by:

The submission of a paper on Health and Safety competence to the Engineering Practice Committee by April 2007.

INTERNATIONAL DIMENSION

6. Be acknowledged internationally as the pre-eminent body for structural engineering

- 6.1 **To continue to operate in an international manner, with involvement of members around the world, with interactions with national engineering organisations in many countries and with governments and registration boards, and through technical meetings and conferences.**

Measured by:

A Canadian President in 2007
8 Members on Council from outside the UK
Signing at least two new agreements (India and Singapore)
150 submissions globally for the 2007 Structural Awards

ROLE OF THE INSTITUTION

7. Promote the benefits of an independent and specialised Institution focused on structural engineering

7.1. Liaison with other UK bodies:

7.1.1 Promote liaison with G15 institutions in relation to ETB and EC^{UK} on engineering matters and with Chartered College members of CIC (RIBA, CIBSE, CIOB, ICE, RICS etc) and the Executive Board of CIC in relation to the construction industry.

8. Play a significant, but holistic and learned society, role in the construction industry

8.1 Promote “engineering” in association with other bodies:

8.1.1 Organise joint evening events with, in particular, ICE, CIBSE, CIOB and RIBA

Measured by having:

IStructE/ICE meeting
CDM roadshows with ICE & CIBSE
IStructE/IABSE lecture
IStructE/CIBSE meeting
IStructE/RIBA meeting

9. Promote the Institution and the profession of structural engineering

9.1 Develop a strategic communications plan:

9.1.1 Work with the “communications specialist” (Helen Elias) early in 2007 (to follow analysis of the 2006 Members’ Survey) on a consultancy basis, to drive forward the development and drafting of a strategic communications plan (to include the development of a PR & Marketing Plan). This plan will display a coherent, integrated policy for the communication of structural engineering and the work of the Institution (from EB level downward) through its publications, courses, the Journal and the website, and through Institution members, Branches, Sections and Divisions.

Measured by:

Production of a Strategic Communications Plan by April 2007 , including the resources required and the benefit to be obtained from the Plan.

- 9.1.2** Provide ‘media training’ for identified key individuals (President, VPs, staff).

Measured by:

Completion of “media training” workshop(s) for 6 identified people.

- 9.1.3** Develop the following to new levels of ‘achievement’:
a) Careers marketing for Students

Measured by:

Production of a graduate pack by November 2007

- b) Structural Awards

To continue the success and growth of the Structural Awards (growth in impact and sponsorship, and maintenance of 2006 submission quality)

- 9.1.4** Re-launch FindanEngineer.com as a 3-level revenue generating service .

- 9.1.5** As part of the Strategic Communications Plan, develop and implement a website strategy plan in 2007, including the employment of a website “impact” specialist, on a consultancy basis, and the necessary re-structuring of the website to communicate the “buzz” of structural engineering, to improve access.

Measured by:

The web site will be tested by a small group and feedback will be obtained

New website live by the end of 2007

9.2 Improved communications with central and local government:

- 9.2.1** Continue the established relationship with the IStructE’s Parliamentary Advisor.

9.3 Improved communications with employers:

- 9.3.1** From early 2007, disseminate widely the outcomes of the Services, Value and Remuneration Task Group.

- 9.3.2** Produce a “Client’s Guide to Risk” and “Client’s Guide to Appointing a Structural Engineer during 2007.

MANAGEMENT

10 Ensure ongoing value for money and efficiency in the management of IStructE affairs

10.1 To establish a budget for the following year:

The Resources Committee will consider the activities and financial demands of IStructE and establish a budget for the following year.

Measured by:

A budget to be prepared by September and agreed by November.

10.2 To monitor income and expenditure against budget:

The Resources Committee will monitor this at each meeting and recommend actions where appropriate.

Measured by:

The Resources Committee checks and records at each meeting that it is satisfied that income and expenditure are, in all key areas and overall, in line with budget to ensure that the budgeted surplus is achieved each year.

10.3 To endeavour to procure funding sufficient for the activities of IStructE:

The Resources Committee, in conjunction with the other committees, will seek to identify additional sources of income, and will review expenditure on all major activities.

Measured by:

Increase the level of sponsorship to £90,000 in 2007

10.4 To restrict subscription increases to a level acceptable to the membership:

The Resources Committee will monitor the rate of inflation and the subscription levels of other similar institutions.

Measured by:

Annual subscription increases to be related to the UK rate of inflation.

10.5 To review the reserves policy with a view to improving the level of reserves each year:

The Resources Committee will consider in 2007 how this will be achieved.

Measured by:

Agreement by the Resources Committee at the November meeting of a reserves policy.

10.6 To plan the development of the Premises Fund:

The Premises Task Group will consider on what basis the Premises Fund should be developed, taking account of the accommodation needs of IStructE up to and beyond the expiry of its current lease in 2037.

Measured by:

This will be reviewed by the Resources Committee in 2010.

10.7 To ensure that surplus funds are properly invested:

The Resources Committee will monitor the proportion of funds invested against total funds available, and the investment return achieved, against agreed criteria.

Measured by:

Agreement by the Resources Committee to proposals made by the Chief Executive at each meeting.

10.8 To benchmark IStructE's activities, finances and staffing with those of other institutions, and to establish whether action is needed:

The Chief Executive will undertake a triennial survey (from 2008) of all relevant kindred organizations, covering key benchmarks agreed by the Committee.

Measured by:

Agreement by the Resources Committee of a report by the Chief Executive.

10.9. To monitor the implementation of the auditors' recommendations:

The Audit Liaison & Risk Panel will prepare an implementation plan.

Measured by:

The implementation plan will be agreed by the Resources Committee at the February meeting, and the recommendations will be effected before the next audit.

10.10 To plan for business continuity:

The Audit Liaison & Risk Panel will develop and introduce a business continuity plan.

Measured by:

Finalising and testing the plan to be completed in 2007.

10.11 To monitor the planned centenary activities:

Monitor income and expenditure of the Centenary Fund against budget, by a report by the Manager, Finance, to each meeting of the Committee.

HUMAN RESOURCES

11 Maintain high levels of motivation, skills and performance of all staff

11.1 To monitor the staff annual appraisal process:

The senior management will annually review the process and its outcomes.

Measured by:

Agreement by the Resources Committee, at the November meeting, of the report (with a summary of outcomes for the current year and recommendations for the following year) by the Chief Executive and the Remuneration Panel.

11.2 To monitor the effectiveness of the staff's rewards package in relation to retention and motivation:

11.2.1 The Manager, Office & Personnel Services, will undertake an annual survey of relevant employers' employment packages, and make a report, via the Chief Executive, to the Remuneration Panel.

The Remuneration Panel will review these matters annually, conduct surveys as necessary, and report to the Resources Committee.

Measured by:

Agreement by the Resources Committee at the November meeting of the annual report (with recommendations) by the Remuneration Panel.

11.3 To monitor the appropriateness of the staff structure:

The Chief Executive and the Senior Management Team will keep the staff structure under review, particularly in relation to new/changing tasks to be carried out.

Measured by:

Agreement by the Resources Committee at each meeting of the report by the Chief Executive.

11.4 To ensure that a good physical working environment continues to be provided:

The Manager, Office & Personnel Services, will ensure that all legal requirements are complied with and, with advice from the Facilities Consultant, will maintain/enhance the working environment.

Measured by:

Agreement by the Resources Committee of regular reports, of actions taken and planned, by the Manager, Office & Personnel Services.

11.5 To seek to maintain Investors in People accreditation:

The Chief Executive will regularly monitor compliance with IiP standards.

Measured by:

Successful re-accreditation in November 2007 and the Committee receiving a report from Investors in People.

12. Value members' voluntary time in supporting the activities of the Institution and utilise that support as effectively as possible

- To monitor the appropriateness of the committee structure within the strategic review.
- To consider what committee decisions might be delegated to staff
- To consider the introduction of an annual evaluation process for the four committee chairman

7. Resources for implementation of the Business Plan

The agreed budget allocations for the Business Plan for 2007 is set out on the next page.

The income and expenditure shown below cover items from the Business Plan which may require implementation during 2007; but they have not been included in the 2007 budget as they are undefined at present.

Related Strategic Aim	Expenditure Item	Cost	Comment
5.2.2	Implementation of the outcome from the Member's survey	£10,000*	Estimated cost of implementation
9.1.1.	Implementation of the Communications Strategy Plan	£40,000	Estimated cost of implementation

8. THE PROCESS FOR IMPLEMENTATION OF THE BUSINESS PLAN

Annual timetable for the Business Planning process

March/April (Secretariat)

- All Managers to consider their Department's activities:
 - Discuss and agree Department targets for the following year with his/her staff
 - Staff to indicate if they are satisfied and/or to suggest improvements
 - As a team, agree the 'draft Department Business Plan'.
 - The draft Department Business Plan is agreed by the relevant Director

April/May (Secretariat)

- The Chief Executive and Senior Management Team meet to discuss the proposals for the Business Plan for the following year using the draft Department Business Plans and coordinate/revise them as necessary.
- The draft Department Business Plans are fed into the Committees..

April/May (Committees)

- The four main Committees review their activities identified in the current Business Plan, and start to develop their own priorities for the following year, based on the draft Department Business Plans.
- The Committees report to the Executive Board on progress

May/June (Executive Board and CEO)

- The Chief Executive and the Executive Board review the combined Business Plan and any issues arising during the year; and start to prepare a 'top down' rolling update, identifying the priorities and resources for each of the activities.

September/October (Committees)

- The Committees prepare the final draft of their business strategies. Drafts are considered by Executive Board and strategic priorities are stated.

November (Resources Committee)

- Plan to be presented to Resources Committee to be aligned with the developing budget for the next year. Any items outside the budget capability, taking into account the priorities stated by the Executive Board, to be highlighted.

December (Executive Board)

Executive Board to finalise the priorities and agree the final Business Plan.

January

- The Business Plan to go live on 1 January each year.

ANNEX 1

COMMITTEE STRUCTURE

