



Strategic Plan 2016-2019

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1. Values

International understanding

Respect for the diversity of languages and cultures

Professionalism

In our dealings with our members, our staff, our customers

Integrity

In relation to our members, our staff, our customers

Responsibility

To the wider community and the environment

Innovation

In our products and services and their delivery

The aims and objectives of the Chartered Institute of Linguists are founded on the belief that knowledge of languages and intercultural competence benefit society economically, culturally and politically.

These values are underpinned by a belief in equality and a respect for diversity and difference.

2. Mission Statement

The Chartered Institute of Linguists aims to enhance the recognition and promote the value of languages and language skills in the public interest.

3. Aims

The Chartered Institute of Linguists works to:

- serve the professional interests of its members by delivering high quality services and promoting the interests of the profession
- provide nationally accredited and professional qualifications and set standards for language practitioners through its awarding organisation the IoL Educational Trust
- be an authoritative and respected voice promoting the learning and use of languages, and the status of language work, both in the UK and internationally
- provide informed advice to bodies and organisations engaged in the formulation of strategy and policy affecting languages

4. Context

The **external environment** to August 2016 has been eventful, culminating in the recent Referendum and the UK's decision to leave the European Union (EU). We've also seen university departments merging or closing, the withdrawal of a major exam board from the provision of the newly revised GCSEs/A Levels and the end of government funding for Routes into Languages. The landscape is not, however, all bleak. In contrast, the Born Global report highlighted business interest in and need for recognition of language competency and cultural agility, government departments with overseas interests continue to invest and promote language training and examinations in a very wide range of languages and Scotland and Wales are actively pursuing the model of the EU 1+2 languages policy. The inclusion of a quality assurance process in the renewal of one, of two, government contracts for interpreting and translation services, also shows preliminary signs of recognition for the maintenance of language standards and qualifications.

Following the Referendum outcome, it is hard to know at this early stage exactly what impact Brexit will have on the languages profession. There are clearly concerns amongst foreign nationals working in this country about job security and residency rights, doubts about whether UK nationals working in translation and interpretation will continue to have access to work within the EU Institutions or other European businesses and what impact the result may have on development of UK language policy in particular, especially around study and exchange programmes. We should, however, not be shy in looking for new opportunities - the need for languages within a broader Europe, including English, is

unlikely to diminish and the Institute's language profile extends well beyond the languages of the EU. It is therefore critical, that during such tumultuous change, those working within and for the profession in all its diversity come together to engage with leaders in business and government and to share, articulate and communicate the central importance of languages to rebuilding a post-Brexit Britain.

Interest from overseas markets in professionalisation, quality and standards is slowly building and the economies of SE Asia are starting to respond positively by increased engagement and more active promotion of our services and qualifications in places like China and India. The model of a 'professional Institute' is not widely established in these markets and UK accreditation for language professionals through Membership or UK qualifications remains highly sought after.

The world of language education is not immune either from current turmoil. Here the introduction of early Key Stage 2 programmes is still a challenge in terms of resourcing and continuity when learners move on to higher levels of schooling. Language education policy lacks a holistic approach and, it appears, the willingness to seek solutions that would truly motivate young people and stimulate interest and engagement with a wide linguistic and cultural world beyond the UK. Through its new Membership Pathway and school level qualifications, the Institute has a potentially important role to play in harnessing energies across the sector and raising awareness of the need for change in our approach to language learning. Numbers studying a language in Languages for All or Institution-Wide Language Programmes continue to rise and universities continue to seek ways of attracting more students onto specialist language degrees but there is all too often a mismatch between programme content and learner aspirations and motivations.

The **internal context** of the organisation has changed considerably in the last year. Many policies, procedures and committee updates have been completed as well reviews of IoLET Articles of Association and CIOL Rules and By-Laws, the latter currently awaiting approval from the Privy Council. Infrastructure renewals such as the completion of the renewal of all workstation equipment have helped to deliver improved functionality and sharing of information. An upgrade of the website and membership database will allow faster and more secure processing which will be necessary as the new Membership Pathway is introduced.

The Membership Pathway is a significant development in our strategic planning to increase engagement with the Institute and improve our new membership numbers and retention percentages. The pathway will provide new points of entry from student/examination candidate level through to full membership and generate a pipeline of members which will strengthen our position internally as well as satisfying our target of truly being in a position to represent the profession. Chartership remains a unique selling point and is compatible with the Institute as the leading professional membership organisation in the field, supported by the provision of the professional qualifications which are required as proof of competence in the field.

An integral part of progressing membership plans, is the review and development of the work of the IoLET Educational Trust in respect of both existing public examinations and the acquisition of new contracts for the provision of language examinations. Together, these support standard setting, accreditation and qualification activities that will work for language practitioners across the full range of language professions, be it in translation, interpreting, education or business.

We have a strong and able staff body which is one of our greatest strengths and we will continue to review staffing needs as we move into new areas of work. New staff in membership and business development are helping us to deliver on objectives and to respond to the rapidly changing external environment. Our financial performance has seen significant improvements in the area of qualifications as new contracts have been acquired and has allowed us to invest in development for the future. Training requirements have been captured in full through the Performance Review and Development process for the first time and the relevant budget allocations made to provide for this.

Lastly, and by September 2017, we will need to consider the impact of our developments on our size and our accommodation requirement as the lease on our current premises will be due for renewal. By then, and having recently held a longer term strategic planning meeting, we will have a much better view and vision for the future of the Institute.

5. Key Objectives

Membership

Support an expanding community of members, providing recognition and development of members at all levels and from all professional sectors:

- provision of highly regarded and good value membership services and benefits
- creation of a new membership 'pathway' with a more flexible range of entry points to encourage wider membership including those studying for language qualifications with IoLET
- evaluation of the possibility of joint membership opportunities with other professional language organisations in the UK and overseas and professional organisations from other sectors
- create benefit from the Royal Charter, developing the CL scheme to facilitate access and increase recognition, responding to the demands of the current languages market and acting in the public interest
- deliver a professional CPD engaging with new modes of delivery and external accreditation schemes
- promote and support the activities of Divisions and Societies as knowledge centres for their specialisms and to foster wider and stronger engagement of the Institute's membership

Qualifications & examinations

Maintain its position as the primary UK Awarding Organization for examinations providing professional qualifications for interpreters and translators whilst developing its portfolio of accredited language qualifications and bespoke assessments in the UK and internationally and promoting the teaching and study of modern languages by:

- growing the market for the Diploma in Translation, the Diploma in Public Service Interpreting, the Diploma in Police Interpreting and the Certificate in Languages for Business
- actively identifying opportunities and developing new qualifications at all levels in response to market needs in the UK and overseas
- providing such qualifications in all languages which can be viably assessed and adequately financed
- subjecting the portfolio to ongoing financial review and in particular setting priorities between the promotion of existing qualifications and the development of new qualifications
- maintaining rigorous standards across the whole portfolio of qualifications and assessments
- providing coherent 'pathways' to qualification for all language learners seeking accreditation with identifiable routes of progression
- developing partnerships to develop, deliver and promote our qualifications with academic institutions, grant-awarding bodies, professional organizations, representatives of commerce and industry, and organizations with similar concerns and interests
- responding to bespoke requirements for language assessment from education, business, government and the private sector
- providing strong support for centres and candidates in relation to the teaching and learning of our qualifications
- engaging at a national level to gain recognition of the need for accreditation
- improving the representation and visibility of the IoLET through publicity, the website and events
- maintaining awareness of the use of new technologies in language learning, translation and interpreting, and assessment
- keeping under review the grades of membership of the CIOL and criteria for membership of these grades, and reporting to the Council of the CIOL accordingly
- seeking additional sources of funding in connection with the promotion of its strategic aims
- encouraging the use of volunteers and ambassadors in furtherance of its strategic aims

Communication & voice of the profession

Gain wider recognition as a centre of excellence on languages, language learning and the languages professions, promoting the value and benefits of language knowledge and the use of professional language practitioners by:

- raising awareness of the Institute and its purposes among a wider community
- promoting the value of languages and cultural understanding
- developing resources to support those seeking advice on the development of language and professional skills and the role of professional linguists

- building relationships with other organisations to create a stronger voice and for the exchange of good practice and ideas
- forging stronger links with government at a national level to influence policy-making affecting languages
- developing marketing and PR capability and strategies, including social and other new media
- providing a stimulating and informative journal that meets members' interests and attracts a broader readership
- upholding and promoting the highest standards in professional language work

Governance & corporate affairs

Ensure the Institute's governance is clear, transparent and fit for purpose, and that the business and service delivery is supported effectively by:

- making transparent the relationship between CIOL and IoLET whilst ensuring the autonomy of IoLET
- protecting the assets and financial health of the Institute
- actively developing and supporting staff and non-staff members as activities, roles and responsibilities change in response to business need
- ensuring that Council and the Trust Board members have the requisite skills and knowledge apposite to their roles
- actively encouraging participation of members within the Council, committee, division and society structures, respecting the value of their contribution and ensuring that they are appropriately safeguarded
- enabling and encouraging greater involvement by staff and members in the development of the Institute
- reducing as far as possible our environmental impact
- ensuring that equality, diversity and inclusion is embedded in all areas of the organisation, its governance and its processes and practices
- ensuring best practice and efficiency of systems and processes, and setting standards whereby these can be measured
- adopting, wherever possible and appropriate, new technologies to support the delivery of the Institute's services and improve our environmental performance
- developing and maintaining a set of service standards

6. Implementation

- The Strategic Plan will be refreshed on an annual, rolling basis. Details of how this will be achieved each year are provided in Annex A. It will be implemented through an annual Operational Plan which will set out in detail how the Institute will implement or make progress towards implementing the Strategic Plan.
- The Operational Plan will be structured to reflect the four key objectives in the Strategic Plan, showing inputs, outputs, Key Performance Indicators (KPIs), target dates and accountability for delivery of each task.
- Implementation of the Operational Plan will be monitored by the Finance and Executive Committee, and progress on both the Strategic and Operational Plans will be formally reported to Council and the IoL Trust Board twice yearly.

7. Annexes

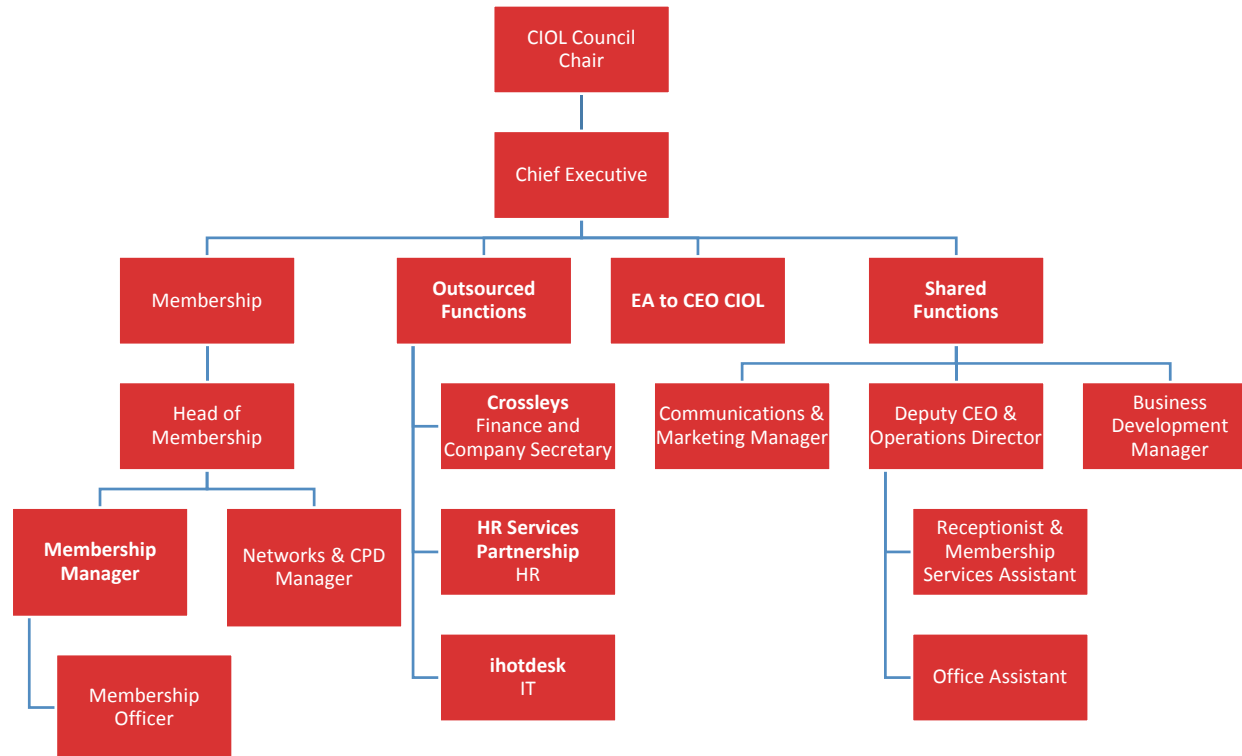
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Annex A: Annual revision of the Strategic Plan

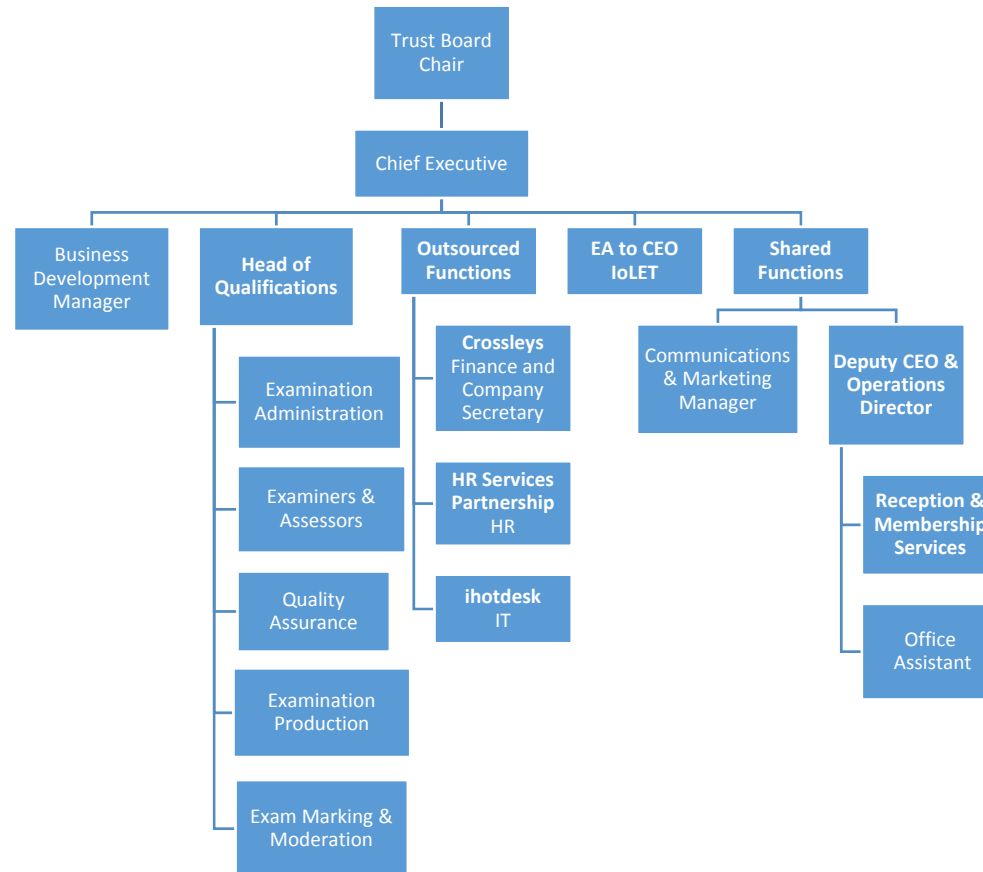
The Strategic Plan will be formally revised each year so that there continues to be a three year plan at all times, according to the following timetable:

1. Review progress during the year:
 - a. Review progress against the operational plans - in May.
 - b. Present to Finance & Executive at the appropriate meeting in May/June.
 - c. Highlight key problem areas that are not on track and the implications these have to meet the SP objectives.
2. Review any new external and internal factors that have changed the environment in which we work and which may need to be taken into account in the SP – and therefore impact on the OP:
 - a. Present these to Finance & Executive at the same time as the review of progress.
3. Present these findings/conclusions to the July meeting of Council.
4. Take the conclusions of the discussions at Council and incorporate in a revised SP for the ensuing 3 year period. Obtain formal approval of the revised Strategic Plan at the September meeting of Council.
5. Take these revisions into account when drawing up new operational plans for the next 12 month period.

Annex B: Organisational chart – CIOL



Annex C: Organisational Chart – IoLET



Annex D: Governance structure

