

## Strategic Plan April 2021 to March 2024

**Refreshed Vision:** To be a leading influence on IPC practice at local, national and international level by 2024.

**Refreshed Mission:** To inform, promote and sustain evidence-based infection prevention policy and practice to create a health and care system where no person's health and wellbeing is harmed by preventable infection.

### Overview of Strategic Plan 2021 -2024

Success area		Key measurable	Key actions
A	Overall Internal and Organisation 'System' performance	Balanced income and expenditure Delivery of projects on time and on budget Effectiveness of governance procedures measured by self-assessment	<ul style="list-style-type: none"> <li>▪ Build effective systems of working in new Governance structure</li> <li>▪ Improve efficiency of management and Governance systems</li> <li>▪ Annual board and MEG self-assessment against a recognised governance framework for charities</li> </ul>
B	Influencing and shaping infection prevention & control	Increase number of interactions with key national stakeholders by 10% (compared to 2019/20) Increase numbers engaging with IPS/IPS resources by 10% (compared to 2019/20) Increase membership by 20% (compared to 2019/20) Increase income from educational resources by 5% (compared to 2019/20)	<ul style="list-style-type: none"> <li>▪ Develop action and implementation plans for influencing IPC at national and devolved administration level</li> <li>▪ Develop action and implementation plans for influencing IPC at an International level</li> <li>▪ Identify opportunities for collaboration with other professional bodies/groups, and establish working partnerships</li> <li>▪ Create 3-year marketing strategy to increase membership and support income generation</li> </ul>
C	High quality, innovative and relevant outputs	Feedback from IPS resources and educational events – minimum 70% positive New education and professional resources on website (no. downloaded/accessed)	<ul style="list-style-type: none"> <li>▪ Commission and launch learning platform</li> <li>▪ Implement and promote member access to competency framework</li> <li>▪ Launch and implement credentialing framework</li> </ul>

		Increase in website interactions of 10% (compared to 2020)	<ul style="list-style-type: none"> <li>▪ Develop an IPC curriculum to act as a framework for creating educational resources for members and non-members to support recruitment of new members and generate income</li> <li>▪ Innovate ways of working/delivering education to support and recruit members</li> </ul>
D	Delivery against operational target and sustainability	<p>Fiscal framework embedded in annual budget setting process and evaluated using governance framework</p> <p>Meet operational KPIs for business plan and projects</p> <p>Increase income and return on investment by 10% (compared to 2020)</p>	<ul style="list-style-type: none"> <li>▪ Embed fiscal framework and processes for setting the annual budget within business groups, branches and special interest groups</li> <li>▪ Develop systems and processes to establish business plans and operational KPIs</li> <li>▪ Establish KPI monitoring systems</li> <li>▪ Review opportunities and threats exposed by pandemic and Brexit</li> <li>▪ Identify key new areas for income generation</li> </ul>

Current status and 1 -year strategic plan (2021 -22)

Success area	Priority for year 1	Key actions 2021-22	Current status
A. Overall Internal and Organisation 'System' performance	<ol style="list-style-type: none"> <li>1. Embed new decision making and accountability structures</li> <li>2. Establish project reporting and monitoring systems</li> <li>3. Issue tender and appoint Secretariat and Conference Organising contracts</li> <li>4. Agree website support contract</li> </ol>	<ul style="list-style-type: none"> <li>▪ Develop clear processes and ways of working e.g. budget approval</li> <li>▪ Draw up invitation to tender for secretariat and conference organisation, evaluate applications and award new contract</li> <li>▪ Establish contract for website support including for marketing strategy</li> <li>▪ Establish systems for new project specifications and sign-off by MEG and Board of Trustees</li> <li>▪ Establish systems for monitoring project progress against KPIs</li> <li>▪ Review current business group procedures and systems and align with new governance requirements including A&amp;FC where appropriate</li> </ul>	<p>New BoT, MEG, A&amp;FC established</p> <p>Tender for new contract with Secretariat and conference providers</p> <p>Meetings moved to on-line</p> <p>Digital conference offer under development</p>
B. Influencing and shaping infection prevention & control	<ol style="list-style-type: none"> <li>1. Develop and implement strategic plan for engaging with national NHS structures and across UK countries and Ireland</li> <li>2. Identify and build potential collaboration with one or more professional bodies</li> <li>3. Create marketing strategy and identify budget</li> <li>4. Develop strategic plan for supporting/recruiting international members</li> <li>5. Identify and capitalise on income generation opportunities</li> </ol>	<ul style="list-style-type: none"> <li>▪ Identify opportunities to increase engagement with NHS &amp; Public Health leadership nationally and ensure IPS involved as key stakeholder</li> <li>▪ Identify opportunities for collaboration with other professional bodies/groups, and establish working partnerships</li> <li>▪ Develop and strengthen relationships with commercial organisations</li> <li>▪ Undertake stakeholder analysis of IPS strengths and qualities to capitalise on opportunities for influence and inform marketing strategy</li> <li>▪ Develop marketing strategy to increase membership and support income generation</li> <li>▪ Scope education needs of members to inform development of IPC curriculum</li> <li>▪ Scope international members education/support needs</li> </ul>	<p>Schedule of meetings between IPS President &amp; NHSE agreed</p> <p>Collaborations with ICS, SOM, HIS, CSC, BACCN strengthened through COVID but opportunities to build</p> <p>New website can be used to support marketing</p> <p>Some website resources</p>

Success area	Priority for year 1	Key actions 2021-22	Current status
C. Quality and relevance of our outputs	<ol style="list-style-type: none"> <li>1. Commission and launch website Learning Platform</li> <li>2. Refresh and re-launch competency framework</li> <li>3. Launch credentialling system</li> <li>4. Establish website oversight group</li> <li>5. Develop IPC curriculum and map to existing resources</li> <li>6. Develop project plan for creating educational resources for members and income generation</li> </ol>	<ul style="list-style-type: none"> <li>▪ Establish project group to update and monitor website content</li> <li>▪ Develop and agree project plan for website learning platform, integration with competencies and credentialling and IPS oversight system</li> <li>▪ Establish structures to implement the credentialling process to credential first cohort of members in January 2022</li> <li>▪ Promote competency and credentialling with members and gauge intentions to credential in 2022</li> <li>▪ Develop an IPC curriculum that will form the basis of education resources for members/international members based on scoping exercises in success areas B</li> <li>▪ Develop content for educational programmes that will contribute to income generation</li> </ul>	<p>Website developed but learning platform project not fully scoped</p> <p>Competency framework established but needs interactive functionality on website</p> <p>Credentialling framework developed but needs operationalising and functionality on website</p> <p>Limited educational resources for members</p>
D. Delivery against operational target and sustainability	<ol style="list-style-type: none"> <li>1. Define system for agreeing and approving the IPS budget</li> <li>2. Define system for agreeing, approving and monitoring Annual Conference budget</li> <li>3. Develop business plan and operational KPIs</li> <li>4. Establish monitoring systems</li> </ol>	<ul style="list-style-type: none"> <li>▪ Finalise 2021/22 budget and agree systems going forward</li> <li>▪ Agree business plan, operational KPIs and associated monitoring systems, including A&amp;FC where appropriate</li> <li>▪ Develop robust systems for agreeing and monitoring Annual Conference budget</li> <li>▪ Assign responsibilities for agreed projects for 2021/22</li> </ul>	<p>Preliminary budget defined</p> <p>Structures for review by A&amp;FC established</p>

**Notes:**

Actions deferred to years 2 – 3 include Epic 4 project

A&FC = Audit & Finance Committee

Strategic plan developed with the support of Q5 and with input from Board of Trustees and Management Executive Group members between November 2020 and January 2021.