

The British Institute of Radiology

Strategic Plan 2016–2019

1. OVERVIEW

1.1. The British Institute of Radiology (BIR) dates back to the establishment of the Roentgen Society in 1897 and then the formation of the Institute in 1924. It is a multidisciplinary membership organisation connecting all those with a professional interest in imaging science and radiation technology. It provides opportunities for people with an interest in radiology and radiation oncology to exchange ideas and gain new perspectives on technologies and treatments via educational events, conferences and blended learning opportunities, peer-reviewed journals and through regional networks.

1.2. This paper is a summary of the BIR's high level strategy for the period 1 April 2016–31 March 2019. It builds on the five-year strategy 2011–2016 and continues a planned programme of investment and growth.

2. POSITION STATEMENT

2.1. The BIR's five key themes are:

- To expand and increase membership
- To develop and deliver education
- To consolidate and grow publishing
- To build external relations
- To improve infrastructure

2.2. During the 2011–2016 strategy period, some major achievements were recorded:

- The introduction of a blended educational offer, including monthly webinars;
- Launch of a course approval process;
- The re-launch of *BJR*, the transfer to continuous publication, reduction in time to publication and the launch of BIROpen;
- The launch of a new journal, *BJR|case reports*;

- The introduction of revised individual and corporate membership packages;
- The evolution of scientific committees into special interest groups;
- A modernisation of the IT infrastructure including two new websites, a members' portal and a new customer relationship management system;
- A restructuring of the staff team to provide the skills and expertise required to deliver the strategy;
- A move to new fit-for-purpose office accommodation on the edge of the City of London.

3. 2016-2019 STRATEGY

Strategic Aim 1: Membership

3.1. Aim: *'To support multidisciplinary team collaboration by promoting membership to all those with a professional interest in imaging science and radiation technology and, in particular, to attract young members who will build the Institute of the future.'*

3.2. As at 1 April 2016, the BIR has 2,500 members and 26 corporate subscribers. There is huge growth potential and the objectives over the next three years are to:

- Grow membership, with a particular focus on students and trainees;
- Engage with and develop our relationships with corporate subscribers;
- Undertake member profiling so that we can develop products and services that meet the professional development needs of our members;
- Refine our communications with members and non-members.

Strategic Aim 2 Education

3.3. Aim: *To deliver an educational programme to meet the professional training and CPD requirements of members in a modern and accessible format, including a strong regional presence.*

3.4. During the 2011–2016 period we have: increased by over 50% the number of face-to-face courses taking place across the country and many of these now offer an interactive and/or online element; launched a webinar programme and other electronic forms of education such as filmed lectures, e-learning modules and instructional videos; developed a self-reflection tool for CPD purposes; and introduced a course approval scheme.

3.5. The objectives for 2016–2019 are to:

- Develop an education programme that builds on the multidisciplinary strengths of the BIR and complements the programmes of sister organisations;
- Create a programme that concentrates on subjects surrounding radiological sciences, including the effective and safe use of radiological imaging techniques;
- To introduce a variety of innovative delivery methods that incorporate modern educational techniques for the provision and assessment of educational material at a local and national level and via online methods;
- To embed members' CPD and other professional requirements into the education programme.

Strategic Aim 3 Publishing

3.6. Aim: *To consolidate and grow the Institute's position as a leading publishing house for radiological journals in the UK.*

3.7. The main aim of the last strategy period has been to develop *BJR* as a leading journal for the community by increasing in size (submissions), quality (impact factor), usage (downloads) and geographical spread (authors, editors, reviewers, readers, sales). There has been considerable progress in all areas with an increase in impact factor to 2.026 (2014 Journal Citation Reports ®, Thomson Reuters, June 2015).

3.8. Key objectives are to:

- Increase the quality and quantity of the publishing offer;
- Develop guidance and recommendation documents in subjects where the BIR has particular strengths;
- Group content by theme for educational purposes;
- Realise opportunities to create products suitable to support our members' CPD requirements.

Strategic Aim 4 External engagement

3.9. Aim: *To raise awareness of the Institute to all stakeholder groups and take a more proactive approach to influencing national policy.*

3.10. This was very much a new area for the Institute to focus on when we launched the 2011–2016 strategy. During the period we have established a small communications team and an External Affairs Committee, revised the scientific committees into special interest groups, launched two new regional branches and become much more proactive in conference attendance and on social media.

3.11. The focus of the 2016–2019 period will be to:

- revise our brand;
- begin to influence policy at a national level;
- continue to expand our regional presence across the UK;
- promote ourselves far more widely.

Strategic Aim 5 Infrastructure

3.12. *Aim: To develop the Institute's structure and function to enable it to achieve its goals and, in particular, to project itself as a modern technologically-advanced organisation, with a modern communications and IT infrastructure that allows members to participate fully in the life of the Institute.*

3.13. There have been major achievements in the infrastructure of the organisation in terms of moving offices, restructuring the staff team, transferring to cloud computing and launching new websites, a new customer relationship management system and a membership portal.

3.14. The next three years will concentrate on ensuring that our information, communications and telecommunications infrastructure evolves to meet the needs of our members.

4. Finance

4.1. The BIR's finances have been transformed in the last five years to a position where we have:

- Replenished reserves with dividend income that is being invested in developing the future BIR;
- A vastly improved net outturn position;
- Robust monitoring tools to support the monthly management accounts;
- A risk register and other control systems.

4.2. The 2016–2019 strategy continues the approach to invest in the organisation by drawing down the dividends earned from invested capital and achieve a net position close to break even towards the end of the three year period. The strategy also increases turnover to around £2 million by the end of the strategy period.