

## NI Business Plan 2020 - draft

Our 2020 strategy has set our overall purpose and priorities for the next three years, but it is supplemented by a process of business planning which allows us to set more short-term targets and adjust these as we go along. Whilst the strategy needs to set us in the right direction, the business plan will necessarily be flexible in order to take account of changes in internal circumstances, in prevailing market conditions and in our external environment.

Our long-term strategic themes are:

Supporting nuclear professionalism
Giving members more
Advancing understanding

Within these themes we have nine specific objectives:

Developing and enhancing collaboration with industry, academia, government and stakeholders
Promoting a strong nuclear community through networking and events
Making the NI the 'institute of choice' for the nuclear professional
Developing best practice in NI processes and communication
Supporting and expanding the volunteer network
Developing and enhancing member benefits
Promoting education in nuclear science, engineering and technology
Developing a knowledge centre
Improving public understanding of the benefits of nuclear technology

In the 2020 version of the business plan we will also look at some of the results of our efforts in 2019 and see which of these are worth continuing with and which may need some adjustment.

It is a good idea also to review our progress with some of the key challenges we identified back in 2018:

Measure	Challenge	Activity	Result
60% of members in associate grade	Lower % of professionals, lower fee income	Professional membership campaign started in earnest in July 2019 –	We know that we lost 28 professional members in 2018, about the same as

		early days but need to maintain focus on this objective	joined. With the age profile this is likely to continue and with the growth in Associate members, particularly through the CMS, this means that around 80% of the membership is from non-professional grades.
48% of membership income from 30% of our members (professionals)	Threat to income stream in long term	Lower the age of achieving professional status, get buy-in from these members, create long-term pride and loyalty in the NI and turn into 'sticky' members	Fee changes for 2019 will assist slightly to spread the fee income risk (for 2020 anticipate 30% of income from 20% of members) but need to target more to upgrade by reducing the barrier of 'cost'
15% of members unsure of their grade of membership	Demonstrates lack of member engagement and retention risk	Particularly target unpaid and unengaged members in understanding what we offer.	Latest membership survey suggested only 8% still didn't know their membership grade but that in itself is not a good indicator of engagement! Still much to do.

This is how we have built on the 2017 legacy and what we achieved from our 2018 aims:

Achieved in 2017	Achieved in 2018	Achieved in 2019
Signed up 9 new company members - CRA, Jacobs, Costain, AWE, MOD, ONR, NNL, Samarkand Group, Kier Bam – to add to Nugen as our first recruited company member within the new scheme	Signed up a further 7 company membership schemes and introduced the Educational Affiliate scheme with two universities/ departments so far joined.  Added to the number of individuals in most of these schemes.	Signed up a further two company membership schemes and one Corporate Affiliates. Veolia moved from CA to CMS. One Education Affiliates joined.
Signed up almost 600 new individual members	862 new individual members	Signed up 483 individual members to late November
Reinstated the monthly newsletters as a way of engaging with members and keeping them up to date with what's going on in the NI	Extended this to non-members (c.4,000 in total)	Newsletter reach now almost 5,000 individuals  3484 followers on LinkedIn to date compared to 2005 at start of 2019. Likewise Twitter followers have increased from 3437 to 3979 in the same time.  We have also begun to use video to increase engagement. Our first three member-focused videos all achieved over 100 views each and this is where we are likely to see the biggest potential growth <a href="https://www.youtube.com/channel/UC09F9Eppi4iN46IhMiinKEw">https://www.youtube.com/channel/UC09F9Eppi4iN46IhMiinKEw</a>
Responded to two consultations around Euratom and Brexit and the Industrial Strategy	Responded to consultations on GDF, nuclear site clean-up, NDA skills needs.	One new consultation on radioactive waste siting. Policy committee in planning stage and will be established before end of 2019
Updated website content to give fresher look and feel	Completed this work with more flexible NI Community template pages. Also completed online event booking work.	Most events now being booked online – next goal is to include all free events as this will provide useful CPD content for members (can see their past event attendance when logged in) and will

		enable us to do better cross selling, particularly to non-members – probably the single most useful action we could take.
Relaunched professional membership application forms	New forms available and new registrations (CEnv, RNucP) about to be launched	Guidance also refreshed and forms refined further – for launch in November along with more focus on the push to professionalism. More articles and social media content around the importance of professionalism – articles from both Andy and Sarah in NF and on LinkedIn.
Launched NI Wales	Identified those living in Wales who might want to move from NW or Cumbria to Wales. Also given members the option to receive information from more than one branch. Merged London and South East branches.	
Launched 7 new SIGs in RadWaste, Requirements Management, SMRs, Digital, Project Management, Nuclear Security and Spent Fuel	Four of these are active or very active. Others still in development.	PM SIG now launched. Digital SIG has first paying event in November. Also plan to engage these further with the Policy Committee.
SIG Chair meeting to plan strategic development and future outputs	Some taken forward. First large external facing meetings/events in preparation eg Digital event	Large potential here to use SIGs both as a recruiting tool and to develop our own content – needs work.
Exhibited at both Big Bang Fair and New Scientist Live to promote nuclear science and future industry career options	Again exhibited at both – looking for way to quantify the impact of this work in particular at the local level	No central presence at BB or NSL in 2019 but local involvement through Cumbria, NW, Western, LSE and Central England branches. Needs a measure of impact (ie other than how much money have we spent on it).
	New look and feel for Nuclear Future with improved advertising revenue and better circulation (including digital) – the new look and feel have been well	Ad revenue still suffering despite offering digital advertising options via website and newsletter. Some recruitment advertising attracted but not enough to make an impact.

	<p>received but we have yet to see the increase in ad revenue or the wider circulation (other than increased membership). Digital plans also still a work in progress.</p>	
	<p>A new look AGM in September with a high profile lecture and the opportunity for more participation in the governance process from NI members</p>	<p>Added a user-friendly annual report to accompany this year's AGM plus open day to promote NI and combine with YGN speaking competition final.</p>

Progress on other key objectives of the 2016-2020 strategy and the tactics to achieve them

Objective	How to achieve	Notes for 2020
<p>Developing and enhancing collaboration with industry, academia, government and stakeholders</p>	<p>Raise the NI's profile through clear, consistent branding that presents one organisation with several effective means of communicating and disseminating our message (ie through our regional, YGN, WiN and SIG communities).</p> <p><b>Potential tactics include:</b></p> <ul style="list-style-type: none"> <li>• Continue with responses on consultations ...</li> <li>• But also become more engaged with industry developments at a BoT level – nuclear sector deal, NSSG developments etc ...</li> <li>• Continue developing our industry links via the CMS ...</li> <li>• But also develop links to less obvious targets in the wider stakeholder pool such as Prospect.</li> </ul>	<p>Barriers:</p> <ul style="list-style-type: none"> <li>• Branding – still mistaken for NIA</li> <li>• Links with industry generally good but struggle with some companies eg EDF, Rolls-Royce, BAE Systems</li> <li>• Academia still something of a closed shop</li> <li>• Need effective Policy Committee to tackle government connections</li> </ul>
<p>Promoting a strong nuclear community through networking and events</p>	<p>A strong nuclear community comes from recognising the value of NI membership in raising standards of professionalism and demonstrating the value of that to leading nuclear organisations.</p> <p><b>Potential tactics include:</b></p> <ul style="list-style-type: none"> <li>• Continue with workshops within CMS companies ...</li> <li>• But also sharing good practice amongst the CMS companies creating more value for them</li> <li>• And company/people profiles to encourage upgrading of Associates to Members and Fellows and profiling those individuals within CMS companies that are investing in this way</li> <li>• Promote all levels of registration as equally available through NI as from their existing discipline body</li> <li>• Reminder that we serve non-technical as well as technical disciplines at the professional level – recruit more non-technical assessors</li> </ul>	<p>Barriers:</p> <ul style="list-style-type: none"> <li>• Internal champion often moves job or becomes too busy to push membership</li> <li>• Struggle to get good role profiles of professional members</li> <li>• Insufficient interest in membership from non-technical people – articles to explain Nuclear Delta are one solution we are trying</li> </ul>

<p>Making the NI the 'institute of choice' for the nuclear professional</p>	<p>Focus on professionalism – review our value proposition, make professional status an expectation</p> <p><b>Potential tactics include:</b></p> <ul style="list-style-type: none"> <li>• Leading from the top – <b>use HonF invitation route to membership) to appeal to CEOs and other senior industry figures</b></li> <li>• Make more use of our post-nominals – promote pride in professionalism</li> <li>• Better explanation of the code of conduct and the value of being a professional</li> <li>• Additional benefits for professional grades? Highlight availability of RNucP to these grades – <b>should we continue with this? Need to identify the fundamental differences from M/FNucl</b></li> </ul>	<p>Barriers:</p> <ul style="list-style-type: none"> <li>• Identifying leaders within the key nuclear companies</li> <li>• Need to do the value proposition work</li> <li>• Raise expectations around professional status</li> <li>• Market test of RNucP</li> </ul>
<p>Developing best practice in NI processes and communication</p>	<p>Present ourselves as a modern, progressive 21<sup>st</sup> century professional membership body through clear governance and transparency in what we do.</p> <p><b>Potential tactics include:</b></p> <ul style="list-style-type: none"> <li>• Develop our services from the 'customer experience' end and in particular...</li> <li>• Improve the online experience and service delivery – <b>will require some investment in 2020</b></li> <li>• Innovate in sharing good practice (whether that's in committee procedures or reducing the size of an application form or simplifying a complex procedure)</li> <li>• Communicate our successes through ongoing digital promotion</li> </ul>	<p>Barriers:</p> <ul style="list-style-type: none"> <li>• We are vulnerable to loss of staff with high level skills, especially in CRM</li> <li>• Some working practices still too labour-intensive</li> </ul>
<p>Supporting and expanding the volunteer network</p>	<p>Spread the good practices the NI has in volunteering and replicate these to expand the potential and impact of volunteering. Ensure that we work collaboratively across our various communities to avoid duplication of effort.</p>	<p>Barriers:</p> <ul style="list-style-type: none"> <li>• Volunteers' time is being more and more constricted by their</li> </ul>

	<p><b>Potential tactics include:</b></p> <ul style="list-style-type: none"> <li>• Create opportunities for micro volunteering to capitalise on those who are time poor but can offer specific expertise</li> <li>• Create better guidance for volunteers and also better explain our financial limitations</li> <li>• Agree reasonable levels of reward and recognition</li> <li>• Tell good stories about our volunteers to encourage others</li> <li>• Live our values</li> </ul>	<p>employment and company moves exacerbate this.</p> <ul style="list-style-type: none"> <li>• Branch committees are struggling to excite commitment</li> </ul>
<p>Developing and enhancing member benefits</p>	<p>The biggest value for their membership subscription should be the professional recognition members receive as NI members. However, it's important to reflect this value in tangible benefits as well. Our public benefit objective must still be met but in time we should develop more 'member-only' value that drives increased membership.</p> <p><b>Potential tactics include:</b></p> <ul style="list-style-type: none"> <li>• Creating good content that makes members come back to the website regularly (see 'Developing a Knowledge Centre' below)</li> <li>• Using the new look Nuclear Future and the PR surrounding this to lift the profile and reputation of the magazine and make it a more desirable benefit for members. New digital version will make the magazine more accessible</li> </ul>	<p>Barriers:</p> <ul style="list-style-type: none"> <li>• Member survey shows that career benefits are most valued eg mentoring, but these are the most costly to support and rely on volunteer time.</li> <li>• <b>Members not valued more highly than non-members so member benefits are not 'visible'.</b></li> <li>• Good content getting harder to source, even for Nuclear Future.</li> </ul>
<p>Promoting education in nuclear science, engineering and technology</p>	<p>What is the biggest and most sustained impact we can make in promoting all aspects of nuclear to the wider world?</p> <p><b>Potential tactics include:</b></p> <ul style="list-style-type: none"> <li>• Start accrediting nuclear degree programmes</li> <li>• Create a grade of membership for universities</li> <li>• Complete the career mapping work</li> <li>• Use member case studies</li> </ul>	<p>Barriers:</p> <ul style="list-style-type: none"> <li>• Lots of competition in this area – NSSG leading on careers so what is the best way for us to contribute at negligible cost?</li> </ul>

<p>Developing a knowledge centre</p>	<p>Capture, create, collate and curate our member-wide knowledge for the benefit of other members. Currently this exists predominantly in <i>Nuclear Future</i> but could extend to webinar recordings, conference proceedings, SIG outputs and other member-generated content.</p> <p><b>Potential tactics include:</b></p> <ul style="list-style-type: none"> <li>• The development of more features within Nuclear Future</li> <li>• Searchable sources of information on the NI website</li> </ul>	<p>Barriers:</p> <ul style="list-style-type: none"> <li>• Good content on our site often owned by others – eg SDF</li> <li>• Increased news content on website but not of lasting value</li> </ul>
<p>Improving public understanding of the benefits of nuclear technology</p>	<p>Is this a task we should tackle centrally or is it better to do this at a local level via branches and networks? Previous examples have included participation in Big Bang and New Scientist Live but are there other ways to consider our role and are these our main audiences? Also, what is our message and how do we differentiate it from other industry bodies such as NIA? As a professional membership body, it is our goal to focus on developing nuclear professionalism at the level of the individual. This approach, centred on ensuring our members benefit from ongoing access to high quality resources and development opportunities, will allow nuclear to thrive as a profession and ensure public perception of the industry continues to improve.</p> <p><b>Potential tactics include:</b></p> <ul style="list-style-type: none"> <li>• Continued focus on raising professional standards to promote the best view of the industry.</li> </ul>	<p>Policy Committee can help here by using previous PUNE surveys and Government’s public attitudes tracker results.</p>

Business plan 2020

Targets - 2020	Collaboration	Community	No 1	Processes	Volunteers	Benefits	Education	Knowledge centre	Public understanding	Comments
1,000 new members of all grades	√	√	√	√		√				We have a notional target of 100 new members per month to enable us to reach 1,000 over the year. Around 50% of these from CMS and another 25% from new/existing Educational Affiliate schemes
50 new professional member applicants	√	√	√	√	√					Around 2/3 of this expected to come from CMS schemes of members upgrading from Associate
5 new CMS schemes in operation	√	√	√		√					No additional growth since September but this is a target to rollover into 2020.
5 new Educational Affiliate members	√	√	√		√	√	√			Working closely with NAILS and UNTF to achieve new members and bulk students plus more services for branches
Content development: <ul style="list-style-type: none"> <li>• Use of past NF issues/articles</li> <li>• Thought pieces from SIGs for publication</li> <li>• Renew discussion with SDF and others</li> </ul>	√		√	√	√	√	√	√		Getting recent NF contributions research rated, need to index individual articles
Improve advertising in <i>Nuclear Future</i> and	√		√	√		√				Some improvement in 2020 on willingness to advertise. Need to

develop jobs board and electronic content										make more of the jobs board as an income generator
Service to communities and building the database	√	√	√	√	√	√				Change staff roles to have one person dedicated to serving community needs but engage with them on the importance of using online booking
Continue professional membership campaign via newsletter, NF, member profiles, videos and member value proposition		√	√	√	√	√				At least one item per NF and newsletter issue to promote membership, revision of Membership pages of website and provision of branded materials for branches to use in membership recruitment activities
Build database and sphere of influence through social media and website growth targets		√	√	√	√					50% increase in followers on social media, all branch events bookable online to collect non-member data, regular communications to direct to the website
Improve impact of outreach work	√	√			√		√		√	Re-engage with Branches/ Communities for outreach projects
90% member retention rate target in 2020			√	√		√				Ongoing work – still much to do but biggest challenge is still the quality of the data and keeping up with people’s movements. Having done the end of year lapse it looks like about 12% loss this year and these are predominantly from people

										either leaving the industry (emails bounced) or who have not engaged with us eg attending events etc.
Increase DD payments by 10%				√						Increase from current number of 542 to 596
Expand mentoring opportunities cost effectively and make available for all members		√	√			√	√	√		Want to make this a key target for 2020 – aim for launch mid-year
Events – continue to consolidate the events programme onto a firm footing meet the 2020 budget target	√	√	√				√	√		Replace 'lost' events (WiN and proposed event on Commissioning Excellence) to meet budget targets. New event (Nuclear Future) to bridge the gap from the original budget
Build a volunteering programme that demonstrates the value of volunteering and offers career benefits to the volunteer	√	√	√		√	√	√	√		New scheme in development that emphasises the career benefit of volunteering and expands the types of roles of value to the NI
<b>CEO and BoT objectives:</b>										
• Consider long-term NI sustainability and options for change		√	√		√	√				
• Liaise with members on the above	√	√			√					
• Raise profile through policy activities	√	√	√		√	√	√	√	√	

<ul style="list-style-type: none"> <li>• Oversee membership growth plans</li> <li>• Ensure E,D&amp;I policies are used to effect real change</li> </ul>		√	√	√						
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