

# a new direction

strategy 2012–2017



## Our vision

A world of work which is safe, healthy and sustainable

## Our mission

As a leading international health and safety body, IOSH is working to:

- make sure that people are at the heart of health and safety
- be the definitive voice for health and safety at work
- advance high professional standards
- champion pragmatic risk management, based on professional advice
- sponsor research and share knowledge
- support its members as leaders in health and safety while working and promoting health and safety in their communities
- promote the benefits of effective health and safety while working

# A new direction

## IOSH in 2012

The past five years have seen strong growth for IOSH. Our membership has increased from 30,000 in 2007 to more than 40,000 today. That includes a 47 per cent increase in international members joining us.

Our profile has grown too. Since our last five-year strategy, IOSH has developed a more proactive UK government engagement strategy, and has cemented its reputation as a recognised and authoritative voice on health and safety. This has been mirrored by increasing media success, with coverage growing in terms of both scale and quality, and the Institution more and more often seen as an obvious port of call for balanced comment on health and safety issues.

IOSH's work with the academic community continues to flourish. Through our commissioning programme, we are now associated with some of the best health and safety research centres in the world.

Despite a tough economic environment, the training and accreditation work of IOSH Services Limited, our commercial arm, has continued to deliver significant funding to the charity.

We have also streamlined our governance and management structures to create a more flexible, responsive organisation.

## A new direction: six-point strategy

This year, we'll start putting an ambitious new strategy into action. The strategy has six key direction areas.

### 1 International impact

To focus on supporting improvements in health and safety for people at work, wherever they are, and to explore and develop commercial opportunities around the world

Standards of health and safety in many parts of the world are still low. The Institution and its members have made significant strides in the past decade, but there is still a long way to go. IOSH can have even more impact around the world by making its knowledge, skills and resources available to governments, managers and health and safety professionals.

It makes sense to focus on commercial opportunities outside the UK which support and align with our international membership strategy.

# A new direction

## 2 Membership development

To continue to increase the number of members by offering a range of membership categories suitable for the UK and internationally

We believe that there is still significant potential for developing membership in the UK and internationally. A larger membership means that more people are involved in and committed to delivering our charitable aims. It also means an increase in our influence and credibility, and consolidates our status as the biggest health and safety professional body in the world.

IOSH will retain its policy to keep fees at levels which make membership accessible.

To continue to provide members and member networks with a range of value opportunities and methods to engage with and support the Institution's wide range of activities

It's important to offer members different opportunities to engage with their professional body. We will continue to develop and deliver a range of ways to engage and get support, including our networks, online and face-to-face events, online debate groups, courses and online and print resources and services. We will also promote the many opportunities our members have to influence direction by getting involved with our governance structure. We will support our networks in aligning their plans to the corporate strategy and initiatives associated with it.

## 3 Influential leadership

To extend and strengthen IOSH's leadership, influence and profile in health and safety in the UK and internationally

We have achieved some notable successes in the UK in recent years, including a leading role in the development of the new government-backed consultancy register and more consistent coverage of our views in quality newspapers and radio and TV programmes. But IOSH has the capacity to play a much stronger positive, influential leadership role, not only in the UK but around the world too. We will be bringing a new focus and energy to make sure this happens, for example, expanding our engagement strategy beyond government to the business community.

## 4 Commercial expansion

To expand IOSH's range, and distribution, of profitable commercial products and services in the UK and internationally

We will look at how we can make the most of opportunities to take a new range of services and products to a wider business community, both in the UK and in international markets. The thinking behind this is twofold. The work of IOSH Services – underpinned by strong ethical principles – is designed to support and help businesses manage health and safety better and this naturally reflects our vision and mission. And, of course, income from our commercial arm funds our community-based and awareness-raising work, as well as keeping membership subscriptions at competitive levels.

## 5 Health and wellbeing

**To continue to protect and promote health and wellbeing, including awareness of IOSH's related activities, services and initiatives**

The 'health' in 'health and safety' continues to grow in significance. This is recognised by our own members – 27 per cent suggested health protection should be a strategic target in our latest member survey – as well as by government, the health professions and HR community. We have already focused on health and wellbeing through free resources including the Occupational Health Toolkit, research, guides and training, and are involved with organisations from the Council for Work and Health to the Men's Health Forum. But more needs to be done in this vital area. We will expand and develop our work, and continue to build alliances with other key players in occupational health.

## 6 Infrastructure and resources development

**To review its reserves policy regularly so that more funds can be made available, if needed and appropriate, to invest in activities in support of its vision and mission**

We will keep our reserves policy under review to make sure that the action plans set under our new strategy get the funding they need to make them a success.

**To keep up with changes in information/communications technology and related applications so that both the needs of the organisation and also preferences of users are satisfied**

New technologies can help us deliver our services more quickly and efficiently, and support our members and others more effectively. But we need to make sure we invest time and money in the right choices for the organisation as a whole – we'll be taking stock with a thorough review of business needs.

**To become an employer of choice**

To achieve challenging objectives, we need high calibre people. We will focus on developing our HR practices to set IOSH above other employers and build our reputation as an organisation where high quality people want to work and are committed to our success.

**To continue to ensure that IOSH's processes and activities are as efficient as possible**

This shouldn't just be a 'business as usual' aspiration. We're putting this focus firmly on the agenda so that it underpins and gives context to all our operations.

# A new direction

## IOSH in 2017

- Membership numbers will be significantly greater, particularly outside the UK.
- IOSH will continue to be seen as an authoritative, evidence-based, independent and influential voice on health and safety, prepared to lead, support or challenge the agenda as necessary.
- IOSH will be perceived as the respected voice of reason and will be the first organisation consulted by politicians, journalists and other stakeholders.
- Being a health and safety professional will be an aspirational career path for those with the right aptitudes, qualifications and experience.
- IOSH will continue to be financially secure, but will also have invested successfully to develop and improve its activities, performance and infrastructure, with greater reach in targeted areas of the globe.
- IOSH will be an employer of choice, attracting and retaining high calibre people to meet its challenging targets.

## Developing and delivering our strategy

- Members gave their views and ideas through our member survey, committees, branches and groups, as well as in a workshop and Council meeting.
- The five-year corporate strategy is underpinned by more detailed strategies from our four divisions.
- Progress against the strategy will be measured by a series of strategic performance indicators set by the Board of Trustees.

## In context

Work to develop our new five-year strategy took on board:

- the impact of government budget cuts to the Health and Safety Executive, the UK's health and safety enforcer
- the deregulatory agenda in the UK
- public perceptions of so-called 'elf and safety' in the UK
- shifts to 'risk management' rather than 'safety management'
- new trends in learning and training
- low standards of health and safety at work in many countries globally
- growth in emerging communications technologies
- the increasingly blurred distinction between work and leisure
- global economic and financial uncertainties and volatility.

## **IOSH**

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IOSH is the Chartered body for health and safety professionals. With more than 40,000 members in 85 countries, we're the world's largest professional health and safety organisation.

We set standards, and support, develop and connect our members with resources, guidance, events and training. We're the voice of the profession, and campaign on issues that affect millions of working people.

IOSH was founded in 1945 and is a registered charity with international NGO status.

**Institution of Occupational Safety and Health**  
Founded 1945  
Incorporated by Royal Charter 2003  
Registered charity 1096790

