

**The Institute of Materials,
Minerals and Mining**

Corporate Strategy

2020-2022



Introduction

The Institute of Materials, Minerals and Mining (IOM3) is a major UK science and engineering institution whose activities promote and develop all aspects of the materials cycle, from exploration and extraction, through characterisation, processing and application, to product recycling and reuse. IOM3 supports professionals in materials, minerals and mining to become heroes of the transition to a low-carbon, resource efficient society, not villains. We seek to be the best professional membership body we can be by providing modern, flexible services, quality technical content and value for money.

IOM3 was formed from the merger of the Institute of Materials and the Institution of Mining and Metallurgy in June 2002. Its roots go back to the Iron and Steel Institute which was established in 1869. It received Royal Charters in 1899 and 1975. IOM3 merged with the Institute of Packaging in 2005, the Institute of Clay Technology in 2006 and embraced the activities and membership of the Institute of Wood Science in 2009 and the Institute of Vitreous Enamellers in 2010. In 2019, IOM3 celebrated a major milestone in its history - 150 years since the formation of the Iron and Steel Institute – with a series of commemorative events and activities.

Under our Royal Charter, our charitable objects are:

To advance and develop all aspects of science, engineering and technology as applied to the discovery, exploration, development, characterisation, exploitation, processing, application and re-cycling of materials, minerals and fuels, to further and co-ordinate education, training and practice in these disciplines and to facilitate the acquisition, preservation and dissemination of knowledge pertaining to these disciplines, provided that in pursuing these objects, in so far as they may be similar to those of existing organisations, the Institute shall use its best endeavours to co-operate with them and to ensure that its activities are complimentary to those of such organisations.

The Institute has also established its vision and mission:

VISION – to be recognised as the global leader for professionals involved with the materials cycle.

MISSION – to promote the science, design, engineering and technology of materials, minerals and mining and their practical applications and facilitate qualifications, professional recognition and development, and to deliver knowledge, information and networking services to a global membership and wider community.

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1.

Context

IOM3 reached its 150th anniversary at a time of challenge due to humanity's impact on the planet and changes to society.

Humanity is shaping the globe to an unprecedented extent. Climate change, plastic pollution and biodiversity loss are just some of the major environmental degradation challenges. The pressures of population growth on land use and resource consumption continue. Addressing these challenges will require society to transition to a low-carbon, resource-efficient future.

In demographic terms, richer countries are seeing an ageing population, which coupled with changes in employment can mean longer active lives as well as increasing burdens placed on health and social care and potentially greater dependence on technology to maintain quality of life.

At the same time, the expectations of newer generations coming into the workplace are changing. "Millennials" and "Generation Z", who together will soon make up the majority of the workforce, grew up with digital technology and expect immediate access to personalised digital services. Career expectations are often less linear nowadays – fewer jobs for life and more moving across and between sectors – and people generally see more benefit in continued learning, tending to value experiences over possessions.

A hand is shown holding a dark puzzle piece against a warm, golden background with a bright light source, possibly the sun, creating a lens flare effect. The puzzle piece is positioned in the lower right quadrant of the frame. The overall mood is optimistic and strategic.

2.

Implications for IOM3

IOM3 needs to respond to these twin pressures.

On the first, the materials, minerals and mining communities have a fundamental role to play in this transition, alongside the wider engineering and scientific world. From the materials to build renewable energy infrastructure to the mines producing the minerals necessary for the move to electric transport, the work of the members of IOM3 is fundamental. The Institute has a unique place in this, supporting professional standards and recognition, sharing the necessary knowledge and information and providing networking and learning opportunities. Through its work, IOM3 can support professionals in materials, minerals and mining to be heroes of the transition to a low-carbon, resource efficient society, not villains.

On the second, IOM3 needs to do more to meet the changing expectations of its current and future members in order to be the best professional membership body it can be. This means building on its existing strengths to provide modern, flexible services, quality technical content and value for money.

A close-up photograph of a person's hand holding a red pen, pointing at a bar chart on a document. The chart has several green bars of varying heights. The background is blurred, showing other documents and a desk. The overall lighting is warm and soft.

3.

Financial Context

Since the loss of the KTN work earlier this decade, IOM3 has not been able to deliver a financial surplus in its operations. This has been made harder by difficult trading conditions including the aftermath of the recession and the uncertainty of Brexit.

As part of this strategy, the Institute will address this by reducing some of its costs and growing its income, especially through expanding its offers on training and conferences. At the same time, it will continue to invest in improving its member services, such as through its digital transformation project; providing online access to more technical content; and maintaining and improving its physical infrastructure. Overall, therefore, the Institute does not expect to return to regular surpluses for the next few years.

A group of business professionals are seated around a table in a modern office setting. The room features large windows that offer a view of a city skyline. The lighting is bright, suggesting daytime. The individuals are dressed in business attire and appear to be engaged in a discussion. A laptop is visible on the table.

4.

Strategy

There are four strands of work that IOM3 will undertake over the next three years to work towards delivering on the two strategic aims set out above.

Membership

As a professional membership body, nurturing its members is a core part of what IOM3 needs to do. In this area, the Institute will:

- Grow a sustainable membership across all grades
- Develop its understanding of its members and ensure its services meet their needs
- Protect and promote professional standards, including professional registration with the Engineering Council, Science Council and Society for the Environment
- Deliver online and digital services to cater for the needs of members and non-members at different stages of their careers
- Develop and implement a strategic approach to the Institute's international work and deliver on its existing international commitments

Content

Surveys and other evidence show that quality technical content is of vital importance to the members of IOM3. The Institute already produces a lot of this, but in order to further build its capacity it will:

- Develop and deliver a strong conference and events programme that meets members' desire for good technical content and provides strong income
- Ensure the Technical Communities operate effectively to support members and generate technical content such as conference and event ideas, publications, etc.
- Work with the Institute's publishing partners Taylor & Francis to continue to develop the IOM3 suite of scientific journals, especially in light of the changes around Open Access
- Ensure the member magazines continue to deliver value to members and the Institute
- Develop the National Materials and Mining Archive to improve its accessibility to members and others and to make best use of its content

Professional Development

Supporting its members as they progress through their careers is important to IOM3. The Institute already has a strong training offering in clay, packaging and wood and has started to grow other areas too. In the future, the Institute will also:

- Develop and deliver a comprehensive portfolio of professional development opportunities and support to individuals and organisations working within the Institute's topics
- Expand the modes it offers for learners to access development to accommodate different needs
- Develop the existing outreach offering, establish new stakeholder relationships and increase the number of impactful interactions with our target audience in order to engage, educate, and enthuse the next generation of materials, minerals and mining professionals.

Influence

Materials, minerals and mining are essential to almost all modern human endeavours. IOM3, through the expertise of its members, has a great deal to offer to a larger number of public, policy and media debates. The Institute has already started to increase its visibility and its activities in support of the positive role of professionals in materials, minerals and mining in the transition to a low-carbon, resource-efficient society. In order to do more, it will:

- Develop the role of the Strategic Advisors as co-ordinators of knowledge and ambassadors for IOM3 and its members' communities
- Recruit policy research fellows to increase the capacity of IOM3 to contribute to public, policy and media debates.

Underpinning these four strands will be the work to ensure the Institute has the right human, digital and physical infrastructure to support its ambitions.

The Institute is a body incorporated by Royal Charter,
Registered Charity No 269275. Patron: HM The Queen.

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