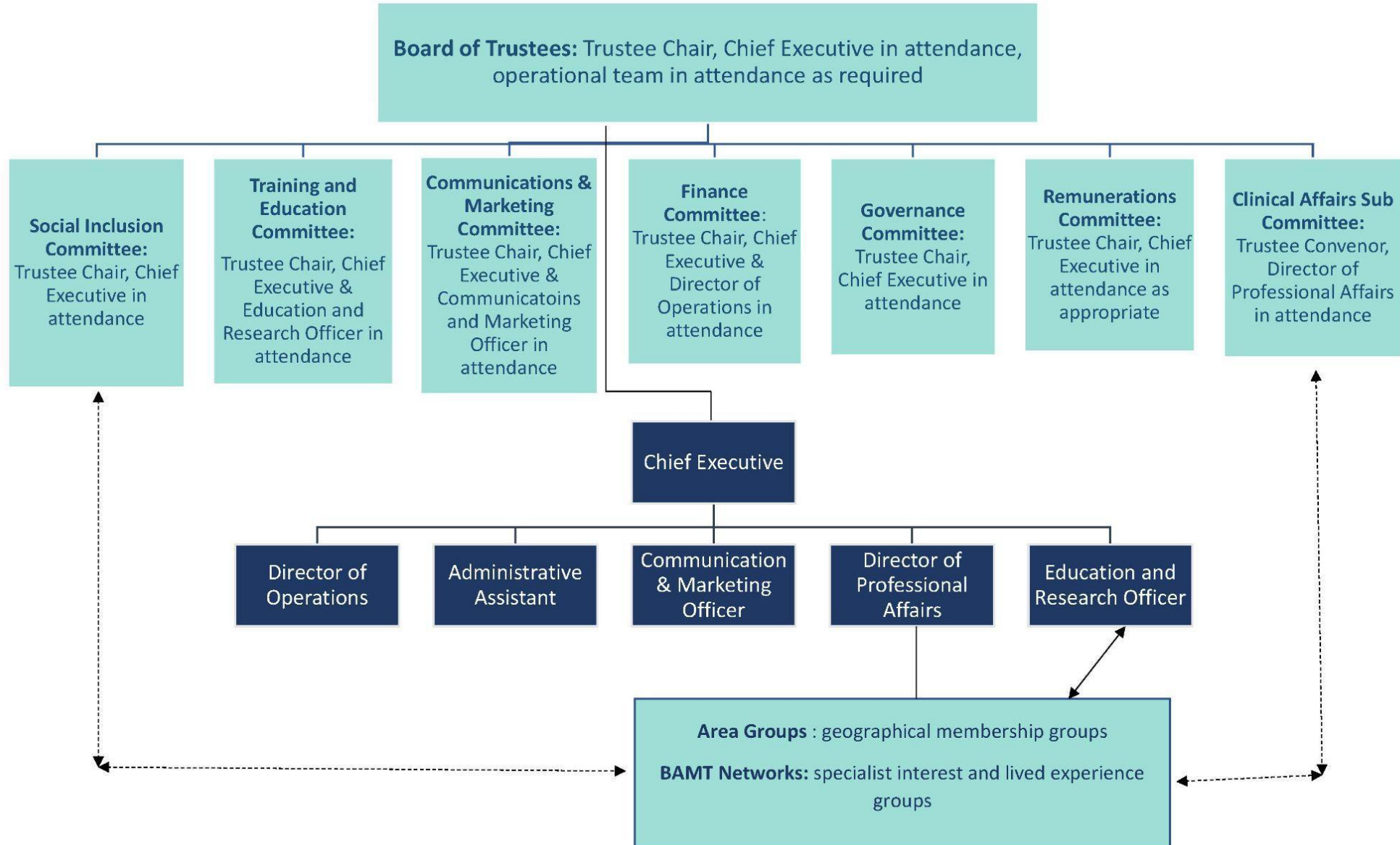




Strategic Plan 2024-2029

The British Association for Music Therapy 86-90 Paul Street, London, EC2A 4NE info@bamt.org
Registered Charity no 1137807 Registered Company no 7301585

BAMT GOVERNANCE STRUCTURE



Vision, Mission & Values



Vision

Everyone values the life changing power of Music Therapy

BAMT BRITISH ASSOCIATION
FOR MUSIC THERAPY



BAMT BRITISH ASSOCIATION
FOR MUSIC THERAPY

Mission

To advocate for Music Therapists and Music Therapy and to support collaboration Music Therapists, Service Users and other stakeholders.

Values

These values are the foundation of BAMT:

- Empathy
- Integrity
- Diversity
- Ambition
- Sustainability



BAMT BRITISH ASSOCIATION
FOR MUSIC THERAPY

Empathy:

We support each other and work together to create and deliver a strong sense of community

Affinity

Appreciation

Compassion

Affinity – we have a sense of closeness & understanding

Appreciation – we express our admiration and gratitude

Compassion – we are motivated to help the physical, mental and emotional health of one another



Integrity:

We put our heart and soul into our work, so others can be supported through Music Therapy

Authenticity
Transparency
Commitment

Authenticity – we are our true and genuine selves

Transparency – we are trustworthy, loyal, fair and sincere and accountable

Commitment – we are dedicated and passionate to the cause



Diversity:

We work to create a positive, listening, and collaborative environment that celebrates difference

Inclusion

Respect

Collaboration

Inclusion – we welcome and celebrate all people

Respect – we hear, acknowledge and honour the experiences of all

Collaboration - we aim to promote a positive, collaborative environment in which we work towards a common goal and embrace togetherness



Ambition:

We strive to achieve our goals and celebrate our success

Growth – we set aspirational targets and continually seek to improve in all areas of the organisation

Evidence - we are informed by evidence-based practice

Research – we encourage curiosity and research in Music Therapy, including development of, and access to, research in all its forms.

Person - centred - we seek to be person-centred in supporting Music Therapists and Service Users

Success – we are goal-orientated and truly value our accomplishments. We take pride in our achievements

Growth

Evidence

Research

Person-centred

Success

Sustainability:

We strive to ensure our work and that of our membership continues to evolve with the world around us

Relevance – we continue to evolve with our membership

Growth – we seek new ways to enhance access to Music Therapy

Finance – we ensure financial sustainability for the organisation

Empowerment - we empower the profession to thrive and grow

Environment - we commit to reducing our environmental impact and promote this aim with the membership

Relevance

Growth

Finance

Empowerment

Environment



The Strategic Plan



The next pages detail BAMT's aims and development strategy for the period 2024-2029

Our goals are aspirational. We have already worked hard to achieve some of the early aims noted. We will continue to work diligently in order to achieve progress towards all our aims but we are aware that progress may be slower than we hope.

The governance organogram at the start of this document shows official reporting lines however we continue to promote ongoing communication across BAMT membership, and the BAMT meeting and committee structure, in order that we can work transparently, comprehensively and cohesively to achieve our aims and objectives.

BAMT Strategic Plan: Governance Committee (2024 - 2029)

Executive summary

The Governance Committee (GC) is responsible for the good and effective governance of the organisation. Embedded within our responsibilities is the duty to ensure that we operate in compliance with BAMT's legal and regulatory requirements. A primary responsibility is to develop and review BAMT's governance policies as well as overseeing BAMT's risk management practices and ensuring that appropriate controls are in place.

As we strategise for the next five years, our ambition is to ensure that we have a sound governance strategy including transparency as to trustee responsibilities. We aim to embed clarity as to our existing framework by ensuring there is a register of existing policies, undertaking a gap analysis of outstanding policies, writing a policy as how to manage policies. While we lay out these foundations, we aim to also ensure there is transparency as to the responsibilities of all BAMT's subgroups.

Governance Committee Strategic Goals and Key Performance Indicators

STRATEGIC OBJECTIVE - EVALUATE GOVERNANCE COMMITTEE 2024-2029			
Evaluate all Governance Committee initiatives while reassessing the responsibilities of the Committee			
Aim	KPI 1	KPI 2	KPI 3
Ensuring compliance by establishing and enforcing policies and procedures that ensure that BAMT operates within legal and regulatory frameworks.	Develop Policy for writing policies and Policy for managing policies	Update register of current policies Undertake gap analysis of policies	Write and developing policies not in place
Anticipated time frame	6-12 months	1 - 2years	2 years +
Enhancing transparency and accountability within BAMT By developing processes and mechanisms to ensure that decision-making processes are transparent, and that BAMT's actions and outcomes are communicated and accessible to stakeholders.	Introduce operational dashboard	Ensure TOR for all BAMT Area and Network groups are up to date	
Anticipated time frame	1 year	2 years	

STRATEGIC OBJECTIVE - EVALUATE GOVERNANCE COMMITTEE 2024-2029

Evaluate all Governance Committee initiatives while reassessing the responsibilities of the Committee

Aim	KPI 1	KPI 2	KPI 3
<p>Managing risk by identifying and managing risks that could affect BAMT's ability to achieve its objectives.</p>	<p>Ensure each committee updates their respective parts of the Risk Register</p> <p>Review and update Risk Register</p>	<p>Develop Risk Management Process and Policy</p>	
<p>Anticipated time frame</p>	<p>1 year</p>	<p>1 year</p>	
<p>Improving board effectiveness by recruiting and selecting qualified board members, providing board training and development opportunities, and implementing processes to evaluate the board's performance and effectiveness.</p>	<p>Develop induction manual for onboarding of staff and trustees?</p> <p>Undertake review of trustee skills needed to support strategic aims and if required – recruitment of additional trustees</p>	<p>Undertake Board annual appraisals</p> <p>Introduce training programme for Board development</p>	<p>Develop Governance Manual</p>
<p>Anticipated time frame</p>	<p>1 year</p>	<p>18 months</p>	<p>3 years</p>



BAMT Strategic Plan: Social Impact Committee (2024 - 2029)

Executive summary

The Social Impact Committee (SIC) is responsible for improving the impact that BAMT has on issues of equity, diversity, inclusion and belonging (EDIB) and environment and sustainability (ES), as well as influencing the Music Therapy profession in this mission and providing guidance and support to our members.

As we strategise for the next five years, our ambition is to put in the foundations for a more accessible, inclusive and sustainable profession where all members and Service Users feel they are thriving. We intend to work thoughtfully and proactively on our social impact so we can most effectively address the sensitivity and complexity of these issues. As the wider context for social issues change rapidly, we have suggested actions to be made within the next 3 years on which we will continue to build for the following years. We hope that in this way we will make progress towards our aspirations of where we would like to see the profession in the future.

Social Impact Committee Strategic Goals and Key Performance Indicators

STRATEGIC OBJECTIVE - To ensure a more diverse Music Therapy Profession

Aim	KPI 1	KPI 2	KPI 3
<p>Increase diversity on HCPC/BAMT diversity survey, members to increase from: 15%-20% POC 6-10% disabled people 8-12% people who did not receive private music lessons as a child</p>	<p>Link in with TEC to monitor diversity survey of students, including diversity of training applicants, retention of students and attainment gaps.</p> <p>Support development of apprenticeships programmes.</p>	<p>BAMT diversity survey 2025 to show increase on way to achieving 5 year targets.</p> <p>Commitment to review HCPC data on a yearly basis and writing a report for members.</p>	<p>Comparison of number of disabled members now that we offer a discount, link in with network group to provide relevant context for any changes to see what effect this has had.</p>
<p>Anticipated time frame</p>	<p>6 - 12 months</p>	<p>1-2 years</p>	<p>2years</p>
<p>Increased diversity of leadership roles</p> <p>Improved retention of diverse therapists and stability of careers</p>		<p>Provide guidance to international Music Therapists who wish to work in the UK.</p>	<p>Advocate for fairer pay, resource and career progression, using impact reports and research to evidence benefits.</p>
<p>Anticipated time frame</p>	<p>6 - 12 months</p>	<p>1-2 years</p>	<p>2years</p>

STRATEGIC OBJECTIVE - Members to feel they belong to an inclusive profession

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Aim	KPI 1	KPI 2	KPI 3
<p>Membership surveys will show improved experience.</p> <p>Regular network meetings for disability, LGBTQiA and Therapists of Colour</p>	<p>Initial membership survey sent for baseline and actions</p> <p>Committee to meet with network groups</p> <p>Communicate strategy and EDIB stance internally and externally where appropriate</p> <p>Communications to ensure diversity of the representation of people and approaches in music therapy</p>	<p>Annual EDIB report to link in with networks</p>	<p>Follow up membership survey sent for monitoring</p>
Anticipated time frame	6 - 12 months	1-2 years	2 years +
<p>EDIB widely included as part of music therapy research and service evaluation</p> <p>MT training providers to be inclusive competent</p>	<p>Agree with TEC measures and feedback processes regarding inclusivity to be used annually</p>	<p>Link with supervision group ways to increase competence and diversity of supervisor register</p>	<p>Guidelines created for research proposals to acknowledge and consider impact on EDIB</p> <p>Repeat assessment of inclusivity of training providers</p>
Anticipated time frame	6 - 12 months	1-2 years	2 years +
<p>CPD events facilitated by diverse trainers</p> <p>Regular CPD training on EDIB</p>		<p>Monitor frequency and attendance of meetings and CPD</p> <p>Provide EDIB guidance and resources on website</p>	
Anticipated time frame	6 - 12 months	1-2 years	2 years +

STRATEGIC OBJECTIVE - BAMT to implement positive social impact across its organisational structure

Aim	KPI 1	KPI 2	KPI 3
<p>Social impact considered in all policy and decision making</p> <p>Improved team knowledge and increased action on social impact issues</p>	<p>Risk register to be updated with social impact risks</p>	<p>EDIB training for all BAMT trustees and operational team</p> <p>Review BAMT policies and procedures</p>	
<p>Anticipated time frame</p>	<p>6 - 12 months</p>	<p>1-2 years</p>	<p>2 years +</p>
<p>Diversify the Board of Trustees</p>	<p>Equal opportunities survey of BAMT team (operations team and board)</p> <p>Review recruitment procedure</p>		<p>Service User(s) to be on the Board of Trustees</p> <p>Follow-up equal opportunities survey for comparison</p>
<p>Anticipated time frame</p>	<p>6 - 12 months</p>	<p>1-2 years</p>	<p>2 years +</p>

STRATEGIC OBJECTIVE - To minimise health inequalities and barriers to access for our service users

Aim	KPI 1	KPI 2	KPI 3
Increase of music therapy provision within the NHS	Link in with stakeholders to determine nationwide barriers and inequalities Collating and sharing impact reports/research which evidences how music therapy is an effective preventative provision		
Anticipated time frame	6 -12 months	1-2 years	2 years +
Music therapy viewed as an inclusive and preventative intervention		Guidelines and resources on website for service user involvement Increased representation of music therapy as a preventative provision at health and social care meetings (HCPC, NHS, AHPs)	Measure impact of roundtables/networks on MT practice
Anticipated time frame	6 -12 months	1-2 years	2 years +

STRATEGIC OBJECTIVE - To minimise profession-wide harm to the environment

Aim	KPI 1	KPI 2	KPI 3
Impact reports show reduction in profession wide impact on the environment	Assess impact of CPD events being in person vs online - both in terms of environmental impact but also on efficacy and EDIB.	First impact report to be completed Promoting environmentally friendly practice such as recycling instruments and reducing travel Environmental policy created	BAMT 2026 conference to have sustainability measures in place
Anticipated time frame	6 - 12 months	1-2 years	2 years +

STRATEGIC OBJECTIVE - Music Therapy to be known as having a positive impact on sustainability

Aim	KPI 1	KPI 2	KPI 3
Increased representation of music therapy as a sustainable provision at stakeholder meetings (HCPC, NHS, AHPs)	Develop working relationship with arts therapies sustainability network Support Greener AHP Week (April 2024)	Begin proposal for research project of the impact of music therapy in sustainable healthcare	
Anticipated time frame	6 - 12 months	1-2 years	2 years +
Monitor number of CPD events about sustainability Sustainability as part of training courses	Link in with TEC re Sustainability guidance for AHP training courses	Annual CPD events	
Anticipated time frame	6 - 12 months	1-2 years	2 years +
Sustainability is widely included as part of music therapy research/service evaluation			Guidelines created for research proposals to acknowledge and consider impact on sustainability
Anticipated time frame	6 - 12 months	1-2 years	2 years +

BAMT Strategic Plan: Communications & Marketing (2024 - 2029)

Executive summary

The Communications & Marketing Committee (CMC) holds the strategic duty of guiding the Board of BAMT on all facets of communications and marketing matters. Embedded within our responsibilities is the duty to monitor impact, uphold brand integrity, cross-reference our actions with BAMT's vision, mission and values, and proactively review associated risks. A primary objective is to represent the Music Therapy profession, advocating vigorously for its significance and relevance. We aim to resonate profoundly with our members, stakeholders, and service users, fostering a deeper understanding and appreciation of our mission and principles.

As we strategise for the next five years, our ambition is to more prominently spotlight BAMT's core values, promote its ethos and the broader message of the Music Therapy profession. While we lay out these overarching aims, we entrust our operational team to execute them, always with a keen ear to our members' feedback and perspectives to ensure that these are consistently and duly addressed.

Aim	KPI 1	KPI 2	KPI 3
Evaluate communication channels and improve BAMT's overall communication effectiveness by optimising use of communication streams	Growth in engagement metrics (likes, shares, comments, etc.) across different communication channels.	Increase in positive feedback from members and stakeholders regarding communication effectiveness.	Development of a content strategy to support the C&M Officer, that aligns with BAMT's Vision and Mission, ensuring that communication is relevant, valuable and consistent across all channels
Anticipated time frame	Ongoing throughout the next 5 years	Ongoing throughout the next 5 years	1 - 2 years
Optimise digital platforms for enhanced engagement	Enhancement in user experience metrics, including bounce rate, time on pages, and user flow paths, achieved through optimised and more effective use of AI technologies.	Increase in active user engagement, measured by metrics like return visits, shares, and referrals.	Positive feedback from usability tests or member surveys regarding the digital platform experience.

Communications and Marketing Committee Strategic Goals and Key Performance Indicators

STRATEGIC OBJECTIVE - EVALUATE COMMUNICATIONS & MARKETING 2024-25			
Evaluate all Communications and Marketing initiatives while reassessing the responsibilities and scope of the Comms & Marketing role. To include a comprehensive assessment of communication channels and enhancing digital platforms to maximise engagement.			
Aim	KPI 1	KPI 2	KPI 3
Maintain strategic overview of all BAMT CMC initiatives both within and outside the membership	Clear view of C&M held by the committee informed by the operational team		
Anticipated time frame	6 - 12 months		
Maintain oversight of Communications & Marketing initiatives	Growth in brand visibility as measured by metrics like media mentions, social media reach, and impressions.	Enhancements in public perception as evidenced by survey results and social media sentiment analysis. Increased requests for Ops team/BAMT members via BAMT to represent the music therapy profession. BAMT is acknowledged as the leading authority on music therapy.	Increased student and full membership aspiring to more than 90% membership. Improved retention rate. Increased number of events especially CPD. Improvisation online and increased student-focused events.
Anticipated time frame	6 - 12 months	Ongoing throughout the next 5 years	Ongoing throughout the next 5 years
Hold strategic oversight of PR aspects of BAMT operations	Development of PR activities across the current period of change. For example, increased content creation; articles, blogs, opinion pieces, case studies, student experiences, videos etc)	Direct reports from the CE and PR Officer that demonstrate growth and development	Evaluate membership satisfaction with PR activities increased as indicated in surveys
Anticipated time frame	Ongoing throughout the next 5 years	Ongoing throughout the next 5 years	2 years +

STRATEGIC OBJECTIVE - MEMBER LISTENING SURVEYS 2024-29

CMC will lead a unified strategy on listening and engagement surveys for all BAMT feedback channels, ensuring cohesion across our membership. Surveys and questionnaires will be centralised, integrating feedback from all committees for consistent and joined-up insights into members' needs, expectations and feedback to avoid 'survey fatigue'. While committees may initiate their own surveys, CMC guarantees overall alignment, with the operational team managing execution and CMC overseeing strategic oversight.

Aim	KPI 1	KPI 2	KPI 3
Utilise feedback gathered from member surveys and data analysis to drive improvements and implement insights	Implementation of suggestions or feedback from members, tracked via changes made based on the survey results. Number of actionable insights derived from survey feedback. these insights.	Tracking of improvements or changes implemented based on these insights.	Publishing all survey results and resulting action plans with ongoing updates and monitoring of progress "You said...We did"
Anticipated time frame	6 - 12 months	1-2 years	Ongoing throughout the next 5 years
Increase member satisfaction through high standards of service and communication levels	Improvement in survey participation, response rates and overall member satisfaction scores in subsequent surveys.	Increase in positive testimonials or success stories shared by members.	A decrease in recurring negative feedback points over successive surveys, indicating improvements are being made based on feedback.
Anticipated time frame	6 - 12 months	Ongoing throughout the next 5 years	2 years +

STRATEGIC OBJECTIVE - ORGANISATIONAL IDENTITY 2024-29

Cultivate a consistent, unified and impactful brand identity across all platforms and touchpoints to strengthen organisation identity, brand recognition; fostering deeper membership and stakeholder loyalty.

Aim	KPI 1	KPI 2	KPI 3
Elevate brand consistency for improved recognition.	Evaluate all touchpoints to ensure consistency in branding.	Produce easy-to-use brand guidelines	Create a more music-centric logo that resonates with the target audiences
Anticipated time frame	Ongoing throughout the next 5 years	6 - 12 months	1- 2 years
Boost membership loyalty and engagement	Track repeat subscriptions or event attendance (e.g 1 or more BAMT trainings per year)	Measurement of membership loyalty based on their likelihood to recommend through explicit questions within a survey.	Customer engagement on digital platforms; interactions such as likes, shares, and comments
Anticipated time frame	Ongoing throughout the next 5 years	1-2 years	2 years +
Gather and utilise feedback to refine brand perception	Direct feedback on perceived consistency from surveys or focus groups.	Increase in specific BAMT-related searches on search engines.	Reduction in brand confusion queries and decline in inquiries indicating confusion about what BAMT is or what it offers.
Anticipated time frame	6 - 12 months	1-2 years	Ongoing throughout the next 5 years
Develop and bolster the organisation's brand identity by ensuring consistent visual elements and messaging across all communications	Regular checks and audits to ensure cohesive visuals and messaging across platforms.	Positive sentiment regarding BAMT visuals and messaging across platforms.	
Anticipated time frame	Ongoing throughout the next 5 years	1-2 years	2 years +

Aim	KPI 1	KPI 2	KPI 3
Elevate conversion and retention rates for sustained member growth	<p>Percentage of BAMT brand-related campaigns resulting in student and full membership conversions.</p> <p>For example, student conversions post BAMT recruitment event.</p>	Percentage of members that maintain their membership over a specific period e.g. 5 years	
Anticipated time frame	1-2 years	1- 2 years	

STRATEGIC OBJECTIVE - BJMT & LEADING NOTE PUBLICATIONS 2024-27

PHASE 1: Oversee the transition of the physical editions of both the BJMT and Leading Note to digital versions by the end of 2024. This phase will focus on complete digitisation, improving the digital reading experience, and promoting the sustainable and accessible nature of these publications, while expanding the publications' global reach and fostering a more dynamic experience for the membership.

PHASE 2: Oversee and support a comprehensive review of both the BJMT and Leading Note, to include establishing the publications' ToRs and aims, identifying areas for improvement, aiming to engage with the editorial panel, streamlining operations and enhancing their relevance and impact within their respective domains while ensuring alignment with BAMT's overarching organisational goals, core values and vision. Assess the ongoing relationship with Sage as the current publishing company. In parallel, evaluate the potential efficiencies that could arise from merging both publications into a singular platform.

Aim	KPI 1	KPI 2	KPI 3
Support and facilitate meaningful and constructive interactions with the editorial panel	Successful creation and documentation of Terms of Reference (TORs) for both publications, including clear delineation of roles, responsibilities, and operational guidelines.	Agreed vision and timeline for migration of publications to digital formats.	Support and facilitate meaningful and constructive interactions with the editorial panel
Anticipated time frame	6 - 12 months	6 - 12 months	Ongoing throughout the next 5 years
Review feedback from stakeholders and advise on strategic direction for both publications	Collection and analysis of feedback from members, readers, contributors, and partners, to gauge the publications' current relevance and areas for enhancement.	Tracking metrics related to member interaction with both publications, such as member-contributed articles, feedback, or participation in publication-related surveys	
Anticipated time frame	6 - 12 months	1 - 2 years	
Maintain editorial relevance and diversity	Analysis of content themes, topics, and diversity to ensure the publications reflect a broad spectrum of perspectives and remain relevant to their target audience.		
Anticipated time frame	1 - 2 years		

Aim	KPI 1	KPI 2	KPI 3
Maximise operational cost efficiency	Assessment of current cost structures, identifying potential areas for savings or budgetary improvements by migrating to digital formats.		
Anticipated time frame	6 - 12 months		
Oversee migration to digital platforms	Successful migration of paper publications to digital platforms	Operational cost reduction associated with physical distribution, and any related logistics after the digital transition.	Environmental responsibility impact including quantification of resources saved (like paper, ink, shipping) and reduction in carbon footprint due to the shift from physical to digital publishing.
Anticipated time frame	6 - 12 months	1 - 2 years	
Increase audience reach and engagement	Measurement of the growth in readership after transitioning to digital platforms, compared to previous audience metrics.	Tracking digital interactions, such as article shares, comments, bookmarks, or time spent reading, to gauge user engagement with the content.	Cross-platform integration with smooth integration of the digital publications with other online platforms, such as organisational websites, social media channels, or related online journals.
Anticipated time frame	2 years +	1 -2 years	1 - 2 years
Enhance audience experience to ensure good accessibility on digital platforms for users with communications needs	<p>Measurement of the ease and efficiency with which users can access content from mobile devices, ensuring content is optimised for varied screen sizes. Improve opportunities for access</p> <p>Currently limited access online to NHS staff and university students and certain articles only available publicly; others have restricted access.</p>	Reduction in publication delays and time from content finalisation to publication on digital platforms, aiming for a shorter duration compared to physical publication processes.	Efficiency with which past editions can be archived, retrieved, and accessed by readers on the digital platform.
Anticipated time frame	6 - 12 months	1 - 2 years	1 -2 years

Aim	KPI 1	KPI 2	KPI 3
Improve digital platform uptime	Consistent availability and functionality of the digital platforms, ensuring readers have uninterrupted access.	Searchability and discoverability: Ease with which readers can search for, find, and reference specific content pieces on digital platforms.	
Anticipated time frame	1 - 2 years	1 - 2 years	
Build member contribution	<p>Feedback from members on their experience submitting and getting articles published.</p> <p>Service-user survey gauging member sentiment on their ability and enthusiasm to contribute to and engage with the publications.</p>	Number of member-submitted articles or news items.	The ratio of member-contributed content to externally sourced or editorial team-produced content.
Anticipated time frame	2 years	Ongoing throughout the next 5 years	Ongoing throughout the next 5 years