



Chartered
Institute of
Ecology and
Environmental
Management

Strategic Plan

2018-2021

About CIEEM

The Chartered Institute of Ecology and Environmental Management (CIEEM) is the leading professional membership body for ecologists and environmental managers working to protect and enhance nature in the UK, Ireland and beyond.

CIEEM was formed in September 1991. Over the intervening years it has grown in size and stature to become a widely-respected and recognised advocate of practice standards and competences for those working in the profession. This primacy was recognised by the Royal Charter awarded in April 2013.

CIEEM is growing in strength and influence. The Institute now has over 5000 members. We provide formal professional development training for over 4000 participants each year. Our Member Networks run more than 80 events annually. We have accredited more than 20 degree programmes and degree pathways. Our policy influencing work has expanded to over 50 meetings and engagement events a year.

The knowledge, skills and talents of our members and staff are an invaluable asset to the organisation and have been an integral part of our growth in recent years. They provide the cornerstone upon which successful delivery of this Strategic Plan will be built.

Our **Vision** is of a society which values the natural environment and recognises the contribution of professional ecologists and environmental managers to its sustainable management.

We aim to achieve this through delivery of our **Mission** to promote the highest standards of professional practice, and to raise the profile of professional ecological and environmental management, for the benefit of nature and society.

Our **Values** provide the framework within which we operate:

- Knowledge** – We are a knowledge-based profession and we base our approach on the three knowledge principles of scientific understanding, evidence and experience.
- Professionalism** – We take an independent and professional approach to our work, our governance and our relationships with others.
- Accountability** – We promote high standards of professional practice and support all our members to achieve this.
- Commitment** – We demonstrate commitment to positive stewardship of the natural world and sustainable use of its resources.
- Collaboration** – We value the contributions of others and actively engage with them to achieve maximum impact for nature conservation and the public good.

Context for this Strategic Plan

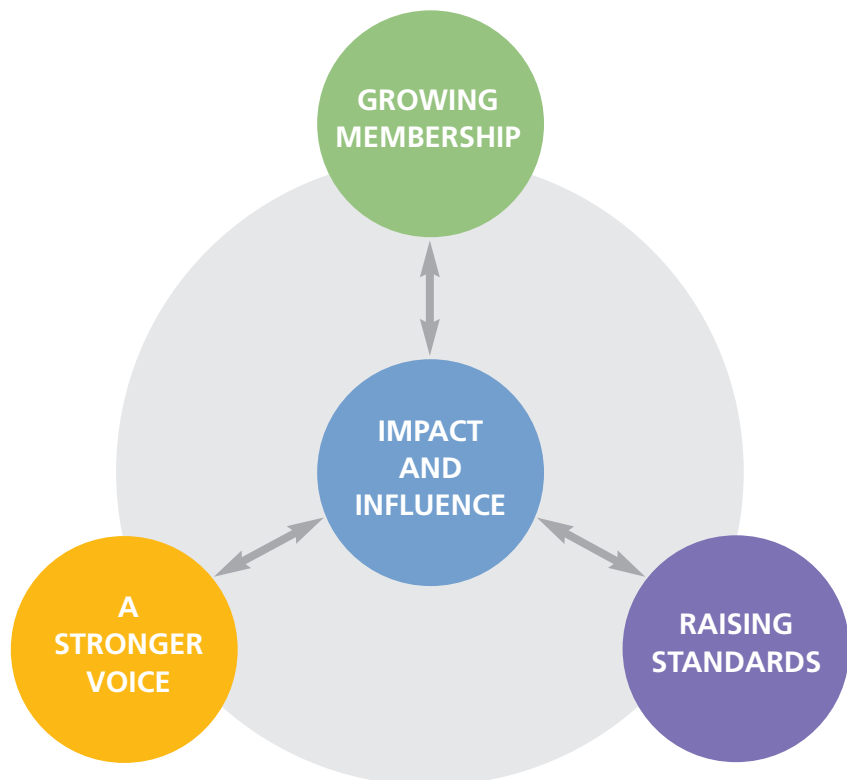
We expect the next three years to be challenging, especially in the face of significant political uncertainty for our members living and working in the UK and Ireland as a result of the UK's decision to leave the EU in March 2019. However there are also opportunities arising from the increasing public and political awareness of the importance of biodiversity and ecosystem functioning to our society, now and for future generations. We need to build on our recent investment in raising CIEEM's policy profile and find ways to harness our members' expertise in order to help shape future environmental legislative framework and professional practice.

The drive for better regulation and innovation is encouraging novel approaches which could transform some aspects of our profession's work. This emphasises the importance of promoting evidence-based decision-making and the need to ensure that the gap between ecological research and practice narrows.

Economically the financial climate has slowly strengthened in many areas, although this may change again in the UK post-Brexit. Despite this there are still critical shortfalls in our main geographic areas of operation (UK and Ireland) in public sector funding for jobs, contracts and grants to voluntary sector organisations. Our role in encouraging and supporting recruitment into the profession, across all sectors, has never been more critical.

Our Goals

We have three inter-linked goals which, in combination, will enable us to achieve greater impact and influence.



Goal 1: Growing Membership

Our ultimate goal is that membership of a professional body becomes a requirement for those practising ecology and environmental management. Given government attitudes towards regulation, we recognise that this is not achievable in the short term and our short-term ambition is to be the first choice of membership body for all members of our profession, regardless of the employment sector in which they work. Our membership is growing, but accelerating the pace and breadth of that growth will enable us to extend our influence more effectively.

We will achieve this by:

- a) Providing greater clarity on the Membership Journey with well-defined grades and benefits, encouraging members to upgrade their membership.
- b) Targeting membership benefits appropriately to the different employment sectors ensuring CIEEM membership is relevant to different roles.
- c) Increasing our penetration into under-represented employment sectors, particularly in the voluntary and statutory agency sectors.
- d) Connecting with students, apprentices and others starting their career within the profession.
- e) Delivering an effective careers promotion strategy.
- f) Improving engagement with employers throughout the different employment sectors, and offering opportunities for employers to support CIEEM.
- g) Exploring the potential to significantly increase our international membership.

Goal 2: Raising Standards

Our ambition is to see the professional practice of ecology and environmental management better understood, valued and respected by other professions, customers, decision-makers and the public. We also want to use our influence to ensure that we maximise the benefits to biodiversity, and therefore to society, from our work.

We will achieve this by:

- a) Promoting chartered membership as the benchmark of high professional standards.
- b) Delivering high quality, innovative and accessible professional development activities for members and non-members.
- c) Drawing on research and evidence, and commissioning new research, to fill gaps in industry guidance.
- d) Setting and promoting sector-specific standards.
- e) Developing accreditation of individual competence in key tasks and roles.
- f) Influencing decision-makers, clients and employers to recognise and require high standards of advice and practice.

Goal 3: **A Stronger Voice**

In a time of increasing pressure on our land, rivers and seas together with political uncertainties and opportunities within the UK and Europe, it is imperative that the voice of ecological and environmental managers is heard by key influencers and decision-makers. CIEEM's role as an evidenced-based, knowledge-sharing organisation can only be effective if we continue to improve our communication and profile.

We will achieve this by:

- a) Developing and implementing a new communications strategy.
- b) Finding new ways to harness the expertise, evidence and enthusiasm of our members to support our policy work.
- c) Influencing the environmental policy and legislation agenda in the UK pre- and post-Brexit, including promoting adoption of environmental net gain policies and helping to shape a new UK Environment Act.
- d) Building a reputation for sound, evidence-based advice and innovation amongst key stakeholders and partners.
- e) Forging stronger links with other environmental disciplines and with environmental professionals both inside and outside of the UK and Ireland.

Delivering the Strategic Plan

CIEEM's Governing Board, accountable to its members and supported by its Standing Committees and the Advisory Forum, will be responsible for overseeing delivery of the Strategic Plan through annual operational planning, target-setting and monitoring.

Successful delivery is based not only on ongoing financial stability but also on improving our capacity to invest in our activities to achieve our goals.

We will achieve this by:

- a) Increasing our financial reserves to a target set by the Governing Board.
- b) Developing and delivering an enhanced marketing strategy for our products and services.
- c) Introducing at least one new significant (i.e. at least 5% of total income) income stream.
- d) Improving our attractiveness to advertisers, sponsors and funders by better demonstrating our reach, influence and impact.

Achievement of our goals will consolidate CIEEM's position at the forefront of our profession, setting the standards for professional practice and giving voice to our members' expertise in delivering benefits for nature and society.



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