

CORPORATE PLAN 2016 - 2019

The EIANZ Corporate Plan 2012-15 identified five pillars of activity for EIANZ during this period:

- Representing the profession
- Supporting members
- Advancing professional practice
- Connecting practitioners
- Leading the profession.

These have been re-endorsed for the 2016-19 period.

The implementation priorities under the Corporate Plan have also been reviewed and updated for the short term, medium term and long term. These priorities reflect to the above pillars of activity as well as the Institute's current financial position, resources and progress made in the intervening years.

The Institute's priorities for this implementation period (2016-19) are to:

- Enhance services to attract and retain members
- Deliver professional development
- Improve communications
- Represent the profession
- Improve organisational delivery.

The Corporate Plan identifies activities required to achieve the identified priorities and the lead for each activity. A variety of individuals and committees across the Institute will be involved in the implementation of the Corporate Plan. More detailed plans will be developed to align the outcomes of each goal with key tasks that need to be undertaken to achieve them. Performance indicators will be identified to enable the Institute to track its progress in delivering the outcomes of this plan

ENHANCE SERVICES TO ATTRACT AND RETAIN MEMBERS

SHORT TERM - 2016/17 FY		MEDIUM TERM - 2017/18 FY		LONG TERM - 2018/19 FY	
ACTIONS AND RESPONSIBILITIES					
Undertake research to better understand what environmental professionals value and expect from their membership, and identify service improvements	Central Office	Implement service improvements in a consistent and measurable way	Central Office	Expand level of service delivery by focussing on what environmental professionals value and expect from their membership	Central office
Undertake research to identify ways to attract new members					
Implement actions to achieve agreed membership targets	Board and Advisory Council	Review membership targets	Board	Implement actions to achieve reviewed membership targets	Board and Advisory Council
OUTCOMES					
Service delivery standards in place	Service delivery meets member expectations		Service delivery exceeds member expectations		
Restore membership to 2000 by 31 December 2016					
Grow membership to 2200 by 30 June 2017	Grow membership to 2500 by 30 June 2018		Grow membership to 2800 by 30 June 2019		
Improve renewal rate to 80%	Improve renewal rate to 83%		Improve renewal rate to 87%		
ASPIRATIONAL OUTCOMES					
Improve renewal rate to 87%	Improve renewal rate to 90%		Improve renewal rate to 94%		
Grow membership to 2500 by 30 June 2017	Grow membership to 3000 by 30 June 2018		Grow membership to 3500 by 30 June 2019		

DELIVER PROFESSIONAL DEVELOPMENT

SHORT TERM - 2016/17 FY		MEDIUM TERM - 2017/18 FY		LONG TERM - 2018/19 FY	
ACTIONS AND RESPONSIBILITIES					
Establish a professional development base offer for Special Interest Sections, Chapter and Divisions	Central Office, Board and Advisory Council	Expand and enhance the professional development offer	Central Office and Advisory Council	Refine professional development offer	Central Office, Board and Advisory Council
Establish a coherent framework for professional development for all career stages to be applied at a local level	Central Office, Board and Advisory Council	Implement Institute-wide professional development	Central Office and Advisory Council	Review and continue to build on Institute-wide professional development	Central Office and Advisory Council
Review STEPS incorporating establishment of operating principles, assessment of delivery options, development of business case and partnership model	Central Office, Board, Advisory Council, SECC	Continue to develop STEPS program and public and private sector partnerships	Central Office	Implement a calendar of STEPS events Institute-wide through increased partnerships, embedded as a core offer of the Institute	Central Office
OUTCOMES					
Professional development framework in place with set standards for delivery at a local level		Targeted professional development events delivered across the Institute		Comprehensive professional development offering valued by members and non-members	
Renewed STEPS program developed and delivery commenced under new model		STEPS is self-sustaining by 30 June 2018		STEPS is embedded in the Institute's professional development offer	

IMPROVE COMMUNICATIONS

SHORT TERM - 2016/17 FY		MEDIUM TERM - 2017/18 FY		LONG TERM - 2018/19 FY	
ACTIONS AND RESPONSIBILITIES					
Review and monitor the effectiveness of EIANZ internal and external communications	Comms committee	Implement recommendation from communications review	Central Office	Expand the suite of internal and external communication tools	Central Office Comms Committee
Produce timely and relevant e-Newsletters to members	Central Office	Produce consistent and timely communications to members targeted to local interests	Central office	Explore innovative and interactive ways to engage with members	Central Office Advisory Council
Develop social media presence in line with the social media strategy and agreed targets	Central Office Advisory Council	Further develop social media strategy and revise targets	Central Office	Maintain relevant social media presence and adapt to new platforms	Central Office Comms Committee
Expand capability of website to increase online member interactions	Central Office	Develop a strategy to encourage member participation in online groups on EIANZ website	Central Office	Implement and expand strategy to encourage member participation in online groups on EIANZ website	Central office
Continue to deliver quality communications: The Environmental Practitioner, The Australasian Journal of Environmental Management, regular website content and marketing materials	Central Office Chapter / Divisions	Review EIANZ standard publications and identify opportunities to expand the suite of publications offered to members	Comms committee	Expand the suite of publications offered to members	Central office
OUTCOMES					
Members receive communications at least weekly		Members feel engaged and are satisfied with the level and type of communication provided		EIANZ is responsive to changing communication styles and habits	
Meet agreed social media targets		Exceed social media targets		EIANZ's social media profiles are recognised as a valuable communications tool for environmental professional	

REPRESENT THE PROFESSION



SHORT TERM - 2016/17 FY		MEDIUM TERM - 2017/18 FY		LONG TERM - 2018/19 FY	
ACTIONS AND RESPONSIBILITIES					
Consult with Advisory Council to develop processes for coordinating policy submissions	Policy and Practice committee	Proactively engage with all political parties on issues of relevance to members	Policy and Practice committee		
Undertake research to understand how EIANZ is perceived by Government, Industry and other stakeholders	Central office	Implement recommendations from analysis of market research into stakeholder perceptions of EIANZ	Central office	Evaluate effectiveness of implemented recommendations on stakeholder perceptions of EIANZ	Central office
Identify strategic partnership opportunities within Government industry and aligned member-based organisations to progress professional standing	Board and Advisory Council	Build strategic partnerships with Government industry and aligned member-based organisations to progress the recognition of professional standing	Board and Advisory Council	Work with Government to embed professional standing of environmental practitioners within legislation, guidelines and standards	Board and Advisory Council
Develop positions and submissions on issues relevant to members	Policy and Practice committee	Continue to develop positions and submissions and build a catalogue of submissions as a resource for members	Policy and Practice committee Central Office	Continue to develop positions and submissions and build a catalogue of submissions as a resource for members	Policy and Practice committee Central Office
Encourage members to represent the profession by becoming certified environmental practitioners and using their post nominals	Central Office CEnvP				
OUTCOMES					
Processes in place to enable timely and effective communications and submissions to Government on behalf of members		Greater engagement with and recognition of the profession by government and the community		Recognition of professional standing in legislation, guidelines and standards	
Memorandums of Understandings (MoUs) renewed and established with aligned member-based organisations		Improved relationships with aligned member-based organisations as a result of established MoUs		Members recognise and value the relationships EIANZ has with aligned member-based organisation	

IMPROVE ORGANISATIONAL DELIVERY

SHORT TERM - 2016/17 FY		MEDIUM TERM - 2017/18 FY		LONG TERM - 2018/19 FY	
ACTIONS AND RESPONSIBILITIES					
Develop a financial planning strategy	Finance committee	Implement financial planning strategy	Central Office	Review and refine financial planning strategy	Finance committee
Examine opportunities for Special Interest Sections, Chapter and Divisions to support each other in service delivery	Advisory Council	Implement actions to strengthen local delivery by Special Interest Sections, Chapter and Divisions and continue to build capacity centrally	Advisory council	Establish administration support in Special Interest Sections, Chapter and Divisions and continue to build capacity centrally	Board and Advisory
Review the membership share arrangements	Board and Advisory Council	Implement new membership share arrangements	Board and Advisory Council	Review and increase membership share in line with improved financial position	Board and Advisory Council
Provide support to Special Interest Sections, Chapter and Divisions against agreed standards	Central Office	Provide support to Special Interest Sections, Chapter and Divisions against agreed standards	Central Office	Provide support to Special Interest Sections, Chapter and Divisions against agreed standards	Central Office
Set appropriate performance categories and indicators for the Institute	Board and Central Office	Meet performance targets	Board and Central Office	Exceed and refine performance indicators	Board and Central Office
OUTCOMES					
Improved model for membership share		Increased per capita share payments for Chapter and Divisions in line with improved financial position		Continue to increase per capita share payments for Chapters and Divisions in line with improved financial position	
Improved financial capacity of the Institute to re-invest in member services		Increased investment in member services		Sustainable financial position	
Service delivery standards to Special Interest Sections, Chapter and Divisions in place		Service delivery meets Special Interest Sections, Chapter and Divisions' expectations		Service delivery exceeds Special Interest Sections, Chapter and Divisions' expectations	
Special Interest Sections, Chapter and Divisions work collaboratively in service delivery		Increased capacity of Special Interest Sections, Chapter and Divisions to manage service delivery		Increased capacity of Special Interest Sections, Chapter and Divisions to manage service delivery	
Efficient and effective use of resources		Efficient and effective use of resources		Efficient and effective use of resources	

KEY PERFORMANCE INDICATORS

A suite of financial and non-financial performance indicators have been identified for this implementation period. Targets for these will be set by the Board, in consultation with the Advisory Council, by October 2016. These indicators will be used to track progress and determine the degree to which the Institute is delivering on its purpose and achieving the priorities outlined in this plan.

NON-FINANCIAL PERFORMANCE INDICATORS	
CATEGORY	MEASURES
Input focused	Number of equivalent full time employees
Output focused	Increase in membership numbers
Efficiency focused	Cost of recruitment per member
Effectiveness focused	Member satisfaction
	Employee satisfaction
	Board member engagement
FINANCIAL PERFORMANCE INDICATORS	
CATEGORY	INDICATORS
Administrative efficiency	Ratio of admin expenditure to revenue
	Funds invested in Divisions / NZ Chapter support as a % of membership revenue
General financial performance	Revenue growth
	Equity growth
	Cash position