



Environment Institute
of Australia and
New Zealand

EIANZ 2020-2023 CORPORATE PLAN

OVERVIEW

The Corporate Plan 2020-23 sets out EIANZ's

- Mission, Vision and Values developed by an Institute-wide process
- Goals and performance measures derived from the Mission, Vision and Values, and
- Proposed Initiatives to achieve the Goals, and, the responsibilities within EIANZ for delivering these Initiatives

The Corporate Plan 2020-23 is based on the

outcomes of a strategic planning process involving members of the Board and the Advisory Council with opportunities for input from the EIANZ membership. An appendix is also available describing the strategic planning process and the documents generated during the process.



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OUR MISSION

Our mission is to connect and support environmental practitioners to promote a sustainable future

OUR VISION

Promote excellence in practice by supporting our members in their professional development throughout their careers

Support the profession in its contribution to good environmental outcomes

Be credible, respected and valued

Represent the diversity of the profession

OUR VALUES

Excellence: we establish and encourage high standards of science, policy and practice

Ethics: we are accountable and share a commitment to ethical professional practice

Engagement: we are actively engaged in our profession and advocate constructively for evidence-based environmental management



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GOALS

For corporate planning the Balanced Scorecard framework has been adapted to a not-for-profit voluntary organization like EIANZ. The mission, vision and values determine the goals and key performance indicators from four different perspectives:

- Member perspective
- Learning and growth
- Financial perspective
- Internal processes

Member Perspective

Our vision provides four goals from a member perspective:

- Promote Excellence in Practice by Supporting Members in Their Professional Development: This is reflected in the Career Pathway Model with performance measured by participation levels in the QAS, STEPs and CPD programmes.
- Support the Profession in its Contribution to Good Environmental Practice: The main mechanism is the delivery of high quality events with attendance at EIANZ events as the performance measure with increasing attendance as the target.
- Represent the Diversity of the Profession: This is achieved through our coverage by Special Interest Sections and partnerships with other environmental professional groups, as well as activities that target under-represented and under-supported groups in the environment profession, such as indigenous people. A performance measure is to be developed based on a 3-D matrix of professional activities.
- Be Credible, Respected and Valued: We are focusing on increasing the recognition of EIANZ and its contribution to the profession. This is being developed through a marketing and communication strategy with performance assessed by survey.

Learning and Growth Perspective

The values of EIANZ provide the appropriate lens for the goals for this perspective:

- Excellence by establishing and encouraging high standards of science, policy and practice. Performance will be measured by development of guidance on best practice environmental management and advancing sustainable development.
- Ethics by defining ethical practice and ensuring members are accountable for ethical practice with performance measured through defining ethical practice and taking action against unethical practice.
- Engagement by active engagement in the profession and advocating for evidence-based environmental management with performance measured by undertaking engagement activities.



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Financial Perspective

Four financial goals have been defined

- **Revenue Growth:** to be able to fund an increase in member services there needs to be an increase in revenue. This can be from membership, events, programmes, sponsorship and publications. The performance will be measured by growth in revenue with a target of achieving better than historical performance of 0.5% per annum.
- **Maintain Equity to Ensure Solvency:** the organization needs to meet the solvency test of having assets exceeding liabilities. The performance will be measured by equity as a percentage of operational expenditure with a benchmark of maintaining equity as 50% of operational expenditure.
- **Maintain Sufficient Cash to Ensure Liquidity:** the goal is to maintain sufficient funds to meet short term financial obligations. The performance measure is the liquidity ratio: available cash divided by current liabilities.
- **Financial Performance Against Budget:** sound financial management requires managing revenue and expenditure to achieve budget. The performance measure is variance from budgeted outcome with a target of achieving zero or positive variance from budgeted outcome.

Internal Processes

These goals focus on the internal processes for effective integration within the organization:

- **Effective management of the employee/volunteer interface** to develop a culture of cooperation. Performance will be measured through a communication protocol.
- **Effective integration of Central Office and Division/Chapter activities** with performance measured against a set of service standards agreed between each division/Chapter and Central Office.
- **Clarification of Board, Committee and management roles** with performance measured against role statements for Board, Committee and management functions
- **Integration of administration with CEnvP** while maintaining the independence of the certification function. Performance will be defined against a programme of system integration developed by the two Boards.



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4 | INITIATIVES

The table below sets out the proposed initiatives and responsibilities for those initiatives to implement the Corporate Plan 2020-2023 for advancing EIANZ.

INITIATIVE	RESPONSIBILITY
MEMBER PERSPECTIVE	
Goal: Promote Excellence in Practice by Supporting Members in Their Professional Development	
Extend coverage of QAS to more universities	QAS Board
Develop and implement STEPs as mentoring in environmental proficiencies	Central Office STEPs Reference Group
Create a coherent framework for professional development for all career stages	Board and Central Office with CEnvP
Undertake webinar programme, more technical professional development, more case studies, more site visits, legislative updates with greater geographical coverage	Central Office Australian Divisions New Zealand Chapter
Goal: Support the Profession in its Contribution to Good Environmental Practice	
Run events for the profession (not just members)	Central Office Australian Divisions New Zealand Chapter
Goal: Represent the Diversity of the Profession	
Develop 3-D matrix of professional activities	Policy and Practice Committee
Collaborate with other professional groups to run conferences and events	Central Office Australian Divisions New Zealand Chapter
Advance role of indigenous knowledge and issues	Board Australian Divisions New Zealand Chapter
Goal: Be Credible, Respected and Valued	
Develop and implement marketing and communications strategy	Communications Committee Central Office
Survey how EIANZ is perceived by government, industry and other stakeholders	Central Office



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INTERNAL PROCESSES

Goal: Effective management of the employee/volunteer interface to develop a culture of cooperation

Develop and implement a communication protocol	Board, Central Office and Advisory Council
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Goal: Effective integration of Central Office and Division/Chapter activities

Set service standards for Central Office activities with each Australian Division and the New Zealand Chapter	Central Office, Australian Divisions New Zealand Chapter
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Review membership share arrangements	Board with Advisory Council
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Review staffing arrangements for Central Office and Australian Divisions and New Zealand Chapter	Board with Advisory Council
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Goal: Clarification of Board and management roles

Develop role statement for Board, Committee and management roles	Board with Central Office and Advisory Council
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Goal: Integration of administration with CEnvP while maintaining the independence of the certification function

System integration of administration of EIANZ and CEnvP	Board with CEnvP Board
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Establish joint billing arrangements	Central Office with CEnvP Programme Office
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Develop and implement a joint marketing strategy	Board with CEnvP Board
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Clarify roles and responsibilities of SISs and SEACs	Board with CEnvP Board
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