

CORPORATE PLAN 2006 – 2010

EXECUTIVE SUMMARY

'involving, informing, inspiring – for the environment, for the profession, for you'

CIWEM is the Chartered professional institution, charity, learned society and qualifying body for an integrated approach to water and environmental management and sustainable development. CIWEM is: independent, a registered charity, global, and is the natural home for all who care about the environment.

Our Vision is: 'CIWEM – The best at working with people for a cleaner, greener, fairer and sustainable world'.

During the period 2006 to 2010 CIWEM is committed to achieving its Vision (see page 6). To do this we will use the following resources:

- Trustee, staff and volunteer effort;
- External stakeholder support;
- Income from subscriptions, donations, sponsorship and trading activity.

We intend that CIWEM will (listed in no particular order of priority):

- 1) **be a leader in the Society for the Environment (SocEnv)** with a significant cohort of members who are Chartered Environmentalists;
- 2) **maintain its Licence of the Engineering Council UK and of The Science Council** and grow its community of Chartered Engineers and Chartered Scientists;
- 3) **build on its strategic links and work** with Governments, Local Authorities, Agencies, employers, academia, the media, NGOs and organisations that share the Institution's vision, values and commitment to an integrated approach to the environment;
- 4) **establish a staff resource dedicated to building strategic partnerships around the world** – supporting environmental professionals worldwide;
- 5) **become a more diverse and inclusive body committed to equal opportunities.** We will aim to achieve net growth in membership and recruit in those other areas where the Institution is under represented;

- 6) **raise its profile and increase its influence** on the local, national and international environmental agenda through: Branch & Group outreach programmes, policy work, media contacts, awareness campaigns, advocacy, sound science and a robust Press and Communications Plan;
- 7) **establish and empower a new wholly owned trading subsidiary company(ies)** with dedicated staff and resources to maximise income generating potential for the benefit of the Institution. The company(ies) will aim to contribute around £80k p.a. Gift Aid to the Institution by the end of the Plan period.
- 8) **build on its achievement of financial stability** through year on year surpluses with net assets equivalent to at least one year's financial turnover. And we will reduce financial risk through diversification of income streams;
- 9) **develop and maintain a balanced portfolio of products**, services and other outputs that deliver CIWEM's Royal Charter remit, its charitable purposes, member needs and the aspirations of stakeholders;
- 10) **harness the benefits of Information and Communication Technologies (ICTs)** to improve communications, reduce costs, generate income, virtualise administrative processes and reduce reliance on traditional office based working;
- 11) **provide wider access to education and training opportunities** and professional development;
- 12) **improve the level and quality of contact with members** through more frequent publications and increased dissemination of information;
- 13) **maintain a highly skilled and motivated Trustee Council and Secretariat**;
- 14) **employ best practice governance** and aspire to be fully compliant with the Charity Commission's 'Hallmarks of Excellence' principles. We will review and rationalise the size and composition of the Trustee Council and make appropriate changes to the Institution's constitution;
- 15) **always be modern, outward looking and service driven** enabling our Branches and Groups to deliver the Institution's key messages and objectives, 'locally';
- 16) **celebrate the endeavours of members** and supporters.

During the period January to December 2006 CIWEM will aim to achieve the following specific strategic objectives:

- a) Around 10% of all corporate members registered, through CIWEM, as Chartered Environmentalists; 10% registered as Chartered Scientists; 10% registered as Chartered Engineers.

Corporate Plan KPTI Ref: 9, 10

- b) Publish a 'CIWEM Manifesto for the Environment' and 'Declaration for Sustainable Development' (Appendix 10 & 11) in order to clearly demonstrate the environmental values and priorities of the Institution. Employ the Manifesto and Declaration as advocacy and PR tools.

Corporate Plan KPTI Ref: 1

- c) Empower the Branches and Groups to respond to the opportunities presented by the devolution agenda of the UK government and enable them to influence local/regional policy makers and opinion formers.

Corporate Plan KPTI Ref: 20

- d) Provide young and new members with opportunities to influence and participate in the governance and future direction of the Institution.

Corporate Plan KPTI Ref: 21

- e) Establish a new wholly owned trading subsidiary company(ies) of the Institution resourced and empowered to generate year on year increases in Gift Aid. The company will employ a Business Manager to drive the business forward and deliver the business plan priorities of the company.

Corporate Plan KPTI Ref: 11

- f) Invest in further developments of the Institution's website and publications in order to facilitate greater interactivity, enhance service provision, increase income and improve information dissemination.

Corporate Plan KPTI Ref: 16, 17

- g) review the size and composition of the Trustee Council of the Institution in line with Charity Commission guidelines on good practice governance – 'Hallmarks of Excellence', and review the constitution with appropriate amendments to the Royal Charter and Bye-Laws.

Corporate Plan KPTI Ref: 9, 21

- h) prepare a CIWEM programme of training courses based on Certificate and Diploma modules that meet employer needs. And launch a Practical Environmental Management (PEM) business plan that will attract greater take-up of the PEM programme.

Corporate Plan KPTI Ref: 5, 6

- i) launch an environmental campaign that will create a platform for public debate on a key issue of the day and that will raise the profile of the Institution and its brand.

Corporate Plan KPTI Ref: 1, 8

Note: Key Performance Target Indicators (KPTIs) are shown in Appendix 2.

CORPORATE PLAN 2006 – 2010

**‘involving, informing, inspiring – for the environment,
for the profession, for you’**

1. ABOUT CIWEM

The Chartered Institution of Water and Environmental Management (CIWEM) is an independent professional body and charity representing those who are responsible for environmental assets and sustainable development. CIWEM's purpose is to lead, develop and promote better and integrated management of the environment; to foster a better public understanding of environmental issues and sustainability; to enhance the quality of people's lives. This is achieved through CIWEM's Royal Charter and charitable purposes; education, training and development of professionals; dissemination of information; conferences, events and campaigns; research and publications; contact with governments, agencies, academia, the media and employers; partnerships with stakeholders; and the publication of environmental policies.

CIWEM is an amalgamation of three bodies that were concerned with public health and improving the quality of people's lives. It has a history that goes back to 1895. Its legacy is a proud one and the Institution's achievements were recognised when it was granted a Royal Charter in 1995 - its centenary year.

In January 1999 CIWEM engaged in a major strategic review and stakeholder consultation exercise called 'A Time for Change'. It dealt with fundamental questions about the future role and remit of the Institution. The outcome was a clear mandate for change that led to an ambitious programme of goals and a Corporate Plan for the period 2001-2005. We achieved a lot but by no means everything; prompting past President, Jim Oatridge OBE, to launch a further strategic review and 'reality check', in 2003, in order to prepare our strategy and plans for the next phase of change for the period 2006-10. This Plan represents the results of those preparations and sets out aspirations and actions necessary to make CIWEM the Institution of choice for all those who work in and care about the environment.

But first, something about our performance in 2001-2005 that provides the platform for our Plan for 2006-10. The following is just some of what we achieved and is evidenced in our Annual Reports and Accounts for each year of the Plan:

- **Financial stability** through sound planning, year-on-year surpluses and a stronger asset base
- The introduction of **Cabinet-style governance** for greater effectiveness and accountability
- Planned investment in our IT infrastructure enabling **improved communications and interactivity**
- An **award winning website**
- A **higher public profile** with more press and media coverage, and the establishment of a Press Office

- A more **diverse membership** representing many more aspects of the environment
- Establishment of the chartered **Society for the Environment (SocEnv)** and the Chartered Environmentalist (CEnv) qualification
- Maintained our status as a **Licensed Body of the Engineering Council UK**
- Became a **Licensed Body of The Science Council** empowering CIWEM to award the new Chartered Scientist (CSci) qualification
- **More conference and training opportunities** than ever before
- A New Members Forum with **greater involvement of new and young members in Institution governance**
- **Improved our portfolio of publications and launched our electronic newsletter - 'E-News' and our Journal on CD**
- **Developed the profile and range of our Awards**
- Greater involvement in environmental policy development through a record number of **consultation responses and Policy Statements**
- Implementation of our **International Policy** through strategies and ring-fenced resources
- **Established the CIWEM Bulgaria and Balkans Branch** and a professional presence in eastern Europe.

2. PURPOSE OF THE PLAN AND ITS AUDIENCE

The purpose of the Plan is to ensure that CIWEM meets its charitable and Royal Charter objects and provide:

- a) a clear and unambiguous statement of CIWEM's immediate and long term objectives;
- b) a clear statement of the Institution's plans contributing to the achievement of these objectives;
- c) a basis on which decisions can be taken about priorities and the use of resources;
- d) a basis on which the achievement of objectives can be monitored and revised.

This Corporate Plan is CIWEM's vision and declaration of policy objectives for future growth and influence. It includes, for the first time, a 'Manifesto for the Environment' and 'Declaration for Sustainable Development' establishing the Institution's present and evolving position on a wide range of environmental and social issues. The Plan has been prepared following a review of previous performance and stakeholder dialogue. The Plan additionally aims to:

- establish CIWEM as the institution of choice for all, for access to knowledge and for professional recognition;
- significantly reduce the Institution's reliance on member subscriptions as a primary source of income;
- empower the Institution's trading subsidiary company(ies) to be much more commercially driven and envisioned for a significant contribution to the Institution's financial growth and sustainability;
- achieve greater clarity and distinction between the learned, charitable and regulatory objectives of the Institution from those which are commercial/trading activities;
- empower and enable our Branches and Groups to influence opinion formers, locally, and the devolved administration of government;
- be global and deliver globally;
- demonstrate and delivery the Institution's vision and values for the public benefit.

The audience for the Plan is:

- The Trustee Council of the Institution
- Officers of the Institution who are not Trustees
- Members of Branch & Group Committees, Panels and Boards
- The Board of the Institution's trading subsidiary company(ies)
- The Executive Director and executive staff
- The Institution's members
- Selected stakeholder bodies and organisations

3. TIMESCALES OF THE PLAN

The context of the Plan is the identification of broad goals appropriate to the next five years ie, 2006 to 2010 inclusive. It contains specific objectives and outputs to be pursued immediately.

4. DELIVERY, MONITORING AND REVIEW

The Council of Trustees are responsible for agreeing and reviewing the Corporate Plan. Trustees will take all reasonable measures to ensure that the Plan reflects the present and future needs of the profession, and achieve the Institution's Royal Charter and charitable objects.

The Cabinet of senior Trustees, supported by the Executive Director and his staff, is responsible to Council for delivering the objectives contained in the Plan. The Plan will be reviewed annually by Council. Increasing precision in the objectives will make it possible for Council to identify the extent to which the Institution is achieving its performance targets.

At each meeting of Council Cabinet 'Lead Members' will report on progress against Corporate Plan objectives. In turn Council will scrutinise and assess performance against the Plan and take any appropriate action(s).

5. VISION – what we want CIWEM to become:

'CIWEM – The best at working with people for a cleaner, greener, fairer and sustainable world'

6. OBJECTS OF THE INSTITUTION SET OUT IN THE ROYAL CHARTER

In February 1995 the Institution was awarded a Royal Charter. This was a significant achievement and provides a touchstone for future development of CIWEM. The objectives of the Institution, as set out in the Royal Charter, are: -

- a) To advance the science and practice of water and environmental management for the benefit of the public.
- b) To promote education, training, study and research in the said science and practice for the public benefit and to publish the useful results of such research.

- c) To establish and maintain for the public benefit appropriate standards of competence and conduct on the part of members of the Institution."

The Institution's Council for Trustees, as CIWEM's governing body, is charged with carrying out these objectives through the effective management of resources and other assets of the Institution.

7. ROYAL CHARTER DEFINITION OF WATER AND ENVIRONMENTAL MANAGEMENT

The Institution's Royal Charter clearly defines CIWEM's remit and responsibilities. The Charter states:

"Water and environmental management" means the application of engineering, science or management knowledge and expertise to the provision of works and services designed to further the beneficial management, conservation and improvement of the environment, in particular in relation to:-

- a) environmental management systems;
- b) resource protection, development, use and conservation;
- c) integrated pollution control;
- d) public health, water and sanitation services;
- e) flood defence and land drainage; and
- f) associated recreation, amenity and conservation activities."

These represent the core areas where CIWEM needs to show leadership and demonstrate balanced high quality output, regionally, nationally, and globally.

Acknowledging that "the environment" does not respect boundaries and is global is reflected in our International Policy (Appendix 4).

8. CORE VALUES AND CORE PURPOSE

- **VALUES** - The Core Values of the Institution are:
 - a) dedication to learning and personal growth;
 - b) sharing knowledge across boundaries;
 - c) high personal standards of learning, integrity, ethical behaviour and practice;
 - d) a commitment to the principles of sustainable development;
 - e) inclusivity and equality;
 - f) optimism and innovation.

- **PURPOSE** - The Core Purpose of the Institution is to apply leadership and:
 - a) set standards for the qualification and practice of sustainable environmental management;
 - b) provide a network of opportunities for the sharing of knowledge and best practice;
 - c) promote the contribution that we can make to society for a sustainable world.

9. MISSION – a statement of what CIWEM will do to achieve its Vision.

The Institution's Mission is **to become the 'Institution of choice' for all environmental professionals and for all those who want to participate in environmental affairs.** We will achieve substantial progress towards securing our Mission, and our Vision, over the next five years. Each aspect will be secured through a broad range of activities and performance targets, delivered through our Branches, Groups, nationally and globally.

- a) We will support governments, agencies, employers and the wider community with the review and development of environmental policy, corporate social responsibility and the goal of sustainable development.
- b) We will develop and maintain educational, professional and continuing development standards consistent with the high qualities needed to achieve customer service and sustainability.
- c) We will provide the opportunity for our members, employers and other stakeholders to demonstrate the quality of their endeavours and achievements.
- d) Through environmental policy documents, publications, a peer reviewed journal, conferences, events and technical meetings we will disseminate information and best practice essential to effective sustainable environmental management practice, good stewardship and continuous improvement.
- e) We will always seek to provide high quality services in support of our members, their employers and the communities they serve, wherever they are in the world.
- f) We will consult widely and act sensitively, encouraging others to join with us and so strengthen and sharpen the focus on the sustainable management of the global environment.
- g) We will be an open and inclusive organisation fostering the widest possible interest in, and understanding of environmental matters. In particular we will:-
 - demonstrate leadership in environmental affairs and sustainability;
 - seek to influence the national and international environmental agenda;
 - be of service to the wider environmental community;

- develop our brand and corporate identity;
- be more customer focussed and relevant to all stakeholders;
- seek to achieve growth in membership from a wider environmental constituency;
- be welcoming and attractive to existing and potential members;
- seek to generate more income to support additional and better services;
- use modern business techniques in the governance of the Institution and sustain a strong asset base;
- establish and adhere to an Environmental Policy. (See Appendix 5);
- establish and adhere to an International Policy. (See Appendix 4);
- maintain our independence.

h) Where necessary, we will always seek to consult with members and endeavour to represent their best interests.

10. CIWEM - A Model for the 21st Century (What kind of organisation and how)

1 Status and Standing	Strategic Objectives and Actions
<p>The Institution of choice for environmental practitioners</p> <p>The institution best able to achieve wide public understanding of environmental issues and sustainability.</p> <p>Respected for its independence and commitment to learning and ethical behaviour.</p> <p>Respected for its views and vision for a sustainable environment.</p>	<p>A high quality and balanced programme of learned activities.</p> <p>High professional standards through training, regulation and qualifications e.g., CEng, CEnv, CSci, Certificate/Diploma etc.</p> <p>Environmental policies, awareness campaigns, PR, a 'Manifesto for the Environment' & 'Declaration for Sustainable Development'.</p> <p>Influence and inform the local, national and international environmental agenda.</p>
2 Membership	Strategic Objectives and Actions
<p>An inclusive global membership that reflects the size and scope of the sector and the level of public concern for the environment.</p> <p>Be the focus for a broad range of disciplines acknowledging that environmental management is as much societal as it is scientific and technical.</p>	<p>Evolve a membership structure that reflects the diverse professional and non-professional disciplines that comprise environmental action and practice.</p> <p>Evolve membership criteria that encourages the engagement of all environmental professionals regardless of professional and social background, age, gender, race and economic circumstances.</p> <p>Membership recruitment and retention strategies with targets that are achievable.</p>

<p>3 Governance and Management</p> <p>A Trustee Council operating in accordance with Charity Commission Guidelines: 'Hallmarks of Excellence' - leaner, dynamic and representative.</p> <p>A Trustee Council that is more strategic in its thinking and actions.</p> <p>Clearly defined respective roles of Council and Secretariat staff that are also mutually supportive.</p> <p>Independently Accredited Management Systems.</p>	<p>Strategic Objectives and Actions</p> <p>A smaller Trustee Council appropriate to the size of the Institution.</p> <p>Eliminate a 'committee culture' in favour of a more flexible issues-based structure of time limited groups.</p> <p>Ensure that the resource base is sufficient to meet Corporate Plan objectives and aspirations.</p> <p>Training and CPD for Trustees and staff.</p> <p>Seek Certification under ISO 9001.</p>
<p>4 Finance and Resources</p> <p>Financially sustainable and secure.</p> <p>Robust infrastructure and resource base that provides a platform for development and growth.</p> <p>An effective member/volunteer support and network.</p> <p>A skilled and motivated staff resource.</p>	<p>Strategic Objectives and Actions</p> <p>Establish a robust trading arm as a focus for business development and diverse income streams.</p> <p>Establish strategies and plans for membership growth and retention.</p> <p>Financial plans that aim to deliver year-on-year surpluses and grow the asset base.</p> <p>Evolve the network of Branches and Groups to engage in outreach work and the delivery of key CIWEM messages about the environment.</p> <p>Trustee support of staff and investment in staff welfare.</p>
<p>5 National Profile and Corporate Image</p> <p>Respected by governments, agencies, employers, academia, the media and the public.</p> <p>Independent and innovative.</p> <p>A strong and recognisable brand image that equates to innovation and success.</p>	<p>Strategic Objectives and Actions</p> <p>Develop credible policies and strong messages on key environmental issues.</p> <p>Effective dissemination of information through a communications strategy and plan, and a Press and Communications Office responsible for WEM, CIWEM News, ENews and the website.</p> <p>Review and strengthen CIWEM's corporate and brand image.</p> <p>Develop the focus for media campaigns, PR, marketing and promotion.</p> <p>Review the range of CIWEM products services and address gaps in provision.</p>

6 Public Benefit	Strategic Objectives and Actions
Publicly accessible and respected by the public as a champion of the environment and sustainable development.	<p>Regular communication with non-professionals through the website, E-news, magazine and meetings.</p> <p>Public awareness campaigns on key environment issues.</p> <p>Press and media content.</p>

11. CORPORATE STRATEGY - 2006 TO 2010

a) The Corporate Strategy focuses on actions necessary to achieve the Vision and Mission of the Institution. It will be delivered to achieve the most effective progress with the resources available.

b) The Strategy includes the following 6 Critical Success Factors (CSFs) which have been developed into more detailed Key Performance Targets and Indicators (KPTIs) set out in Appendix 2.

(i) **High membership standards with membership drawn from a broader range of environmental disciplines, through:-**

- strategic links with the Engineering Council UK, The Engineering & Technology Board, The Science Council, the Society for the Environment and the global environmental community;
- the availability of Chartered Water and Environmental Manager, Chartered Engineer, Chartered Scientist and Chartered Environmentalist qualifications for corporate members;
- membership standards that meet: the needs of practitioners and the public, the requirements of the Institution's Royal Charter, the regulations of the Engineering Council UK / The Science Council / the Society for the Environment;
- the development of the Certificate and Diploma and other professional development products;
- targeted recruitment to all grades of membership and Industry Affiliate;
- development of, and access to, the CIWEM Structured Training Scheme and CPD;
- improved communication with members and potential members.

(ii) **High quality and relevant portfolio of services to members wherever they work or live, through:-**

- member and stakeholder consultation;
- the provision of a high quality magazine, newsletter, electronic newsletter and peer-reviewed Journal;
- the development of CIWEM books and publications;
- Branch and Group activities and outreach;
- a balanced programme of local, regional, national and international meetings, events and conferences;
- affinity schemes, merchandising and related secondary services.

(iii) Wider awareness of CIWEM, its activities, vision and values, through:-

- a state of the art interactive website and electronic communications network;
- promotion of key messages about the institution and the environment;
- strategic links with national governments, regional & local government and national and regional agencies;
- strategic links with employers;
- strategic links with academia;
- international links and networks;
- regular contact with the press and the media;
- campaigns and events;
- a Manifesto of environmental policies;
- development of the corporate brand and image.

(iv) Higher regard for the status and standing of environmental professionals, by:-

- maintaining and enhancing CIWEM's leadership role in the Society for the Environment, The Science Council and the Engineering Council UK;
- establishing effective partnerships with other professional institutions and organisations that have an interest in environmental affairs;
- working more closely with governments, employers, academia and NGOs;
- celebrating and promoting the achievements of the profession.

(v) Contribute to the local, regional, national and international environmental agenda, through:-

- the quality and frequency of consultation responses to governments and statutory and non-statutory bodies;
- regular contact with governments, agencies, NGOs and opinion formers;
- development, publication and dissemination of environmental policy papers, a Manifesto for the environment and other publications;
- the development of Branch, Group and Technical Panel activities;
- Branch and Group stakeholder relationships with local employers, local and regional government, the government offices in the regions, NGOs and other opinion formers, locally;
- Conferences, technical meetings and events.

(vi) Establish a more robust and sustainable financial base for the Institution, by:-

- The creation of a resourced and empowered subsidiary trading company(ies) of the Institution tasked with increasing – year on year - the level of grant aid through diverse and profitable business activities;
- maximising the Institution's income through sustainable membership growth;
- diversification of income streams;
- seeking grant aid, sponsorship and other appropriate forms of secondary income.

- c) To achieve these Critical Success Factors (CSFs) the Institution will:-
- (i) Prepare and up-date a rolling Corporate Plan and Budget, review progress and take remedial action, as necessary;
 - (ii) Review and, if necessary, redefine the Institution's role, remit and portfolio of services in order to maintain relevancy;
 - (iii) Prepare financial and resource plans that support the delivery of performance targets;
 - (iv) Maintain a highly skilled, motivated and adequately resourced Trustee governing body and Secretariat;
 - (v) Establish a rolling programme of Key Performance Targets and Indicators (See Appendix 2);
 - (vi) Ensure that the budget for 2006 and all future years achieves a net surplus;
 - (vii) Continually review its governance and management arrangements;
 - (viii) Be innovative, responsive and forward looking throughout the organisation.

12. FINANCIAL FRAMEWORK AND RESOURCE PLAN 2006 – 2010

The Institution has developed a good track record of sound financial management and achievement. Year on year surpluses since 1998 have enabled the Institution to build a robust asset base, invest in its infrastructure, develop services and become a more confident and sustainable organisation. However, there is still 'a job to do' in protecting the Institution from present and new risks - not least an over-reliance on subscription income. So, it is now time to build on past achievements and strive for greater stability through growth funded by a more diverse portfolio of income streams.

- a) The most financially successful professional institutions have achieved growth and stability through diversification and commercial activity as membership markets have changed and become less predictable. For many institutions (and they tend to be the largest) income from subscriptions now represents less than half of all income. Financial growth has been achieved – over a long period - through trading activities such as: event & conference management, publishing, recruitment and advisory services, consultancy, sponsorship, merchandising and training services etc.

The competition for members is fierce and many professional bodies have recognised that significant financial growth, can no longer be achieved from membership subscriptions alone. Membership of CIWEM has fluctuated between 10,500 and 12,000 while many other bodies are experiencing significant reduction in membership. In such cases the route to sustainability has been through diversification of activities or merger.

CIWEM income from subscriptions represents around 74% of total turnover. Given the volatile nature of some sectors from which membership is drawn -

water supply services, engineering and consultancy - CIWEM's main source of income is under constant threat. An additional threat is represented by the fact that around 30% of members are now in the "retirement zone" and are either changing careers or retiring early. These will either resign their membership or gravitate to the 'Retired Member' category. A 'SWOT Matrix' in Appendix 1 sets out in some detail the challenges that face the Institution during the period of the Plan and strategies to deal with them.

The financial projections contained in this Plan represents a cautious approach. However, it does not disguise ambition. In the interests of prudence no account is taken of possible positive results from ongoing recruitment and PR campaigns or a more robust approach to growth from trading activities. Consequently, predicted financial outturn and the ability to invest in development is modest.

To improve on these projections CIWEM must and will: -

- i) Establish and empower a new trading subsidiary company(ies) to engage in profitable business activities. The Board of the company(ies) will need to develop a business plan that shows how this will be achieved, over what period of time and the level of risk involved.
- ii) Be more creative in pursuing other forms of secondary income.
- iii) Use its charitable status to attract more donations and volunteer support for its learned society activities and educational work.
- iv) Employ additional staff in support of growth and a higher profile.

These four requirements are a constant theme throughout the Plan.

The financial framework for 2006 – 2010 is characterised by:

- i) Modest but achievable growth across existing and new income streams;
- ii) Corresponding containment of costs but with necessary investment in new skills;
- iii) Year on year surpluses that allow investment in new services such as:-
 - Product development and e-trading;
 - Improved information and communications technologies;
 - a more robust Secretariat resource in support of trading activities, environmental policy development, media relations and campaigns, international relations, professional development and publications;
 - improved marketing and promotion;
 - Branch & Group support.

b) Key financial priorities for 2006 – 2010 are:

- i) Year on year surpluses of not less than £40k per annum – the target to be reviewed annually;
- ii) To reduce membership subscription income as a percentage of total turnover from the current 74% to around 69% by the end of the Plan period in 2010;
- iii) To diversify income streams through increased levels of commercial activity;
- iv) To allocate a proportion of annual surplus on investment in new services;
- v) Contain costs wherever possible and achieve full cost recovery on all activities where appropriate;

- vi) Achieve a net asset value at least equivalent to one year's financial turnover;
- vii) Year on year increases in Gift Aid from the Institution's trading subsidiary company(ies);
- viii) Wherever possible introduce new services and products which are at least self financing;
- ix) Branches and Groups to achieve break-even budgets and, wherever possible, surplus income;
- x) Consider the viability and desirability of separate member subscriptions for Branch and Group 'membership';
- xi) Increase the staff establishment by three posts: a Business Manager (to deliver the business plan of the Institution's trading arm); a Policy Research Officer (to support the policy team) and a Marketing Officer (for a more robust and pro-active promotion of CIWEM, its brand and its services). Appendix 7 sets out the projected staff resource requirement to deliver the Plan.

c) Financial Projections

Detailed figures are available on request.

13. MARKETING STRATEGY FOR 2006 AND FUTURE YEARS

a) Objectives

- (i) To raise the profile and standing of the Institution as a respected independent voice on environmental affairs.
- (ii) To increase the uptake of CIWEM products and services.
- (iii) To attract new members, students and graduates and retain existing members.
- (iv) Improve brand awareness.

b) Strategy

- (i) Promote the role, functions and value of CIWEM to governments, employers, professionals, NGOs, the media and the wider environmental community to gain support for the Institution, and in particular:-
 - gain wider support for the Certificate and Diploma, Structured Training, CPD and Practical Environmental Management (PEM);
 - gain support for CIWEM's regional, national and international meetings, events, conferences and portfolio of awards;
 - develop the Website as a mechanism for raising awareness and selling products and services;
 - improve sales of CIWEM's books and other publications;
 - strengthen CIWEM's role as a respected independent body;
 - extend the network of stakeholder relationships through the Branches and Groups;
 - promote the links with the Engineering Council UK, The Science Council and the Society for the Environment;
 - promote the quality and global recognition of CIWEM's Chartered professional qualifications;
 - gain support for CIWEM from the local government sector, land based professionals and those engaged in sustainable development;
 - achieve wider national press and media coverage through a rolling programme of communications plans and campaigns.
- (ii) Develop and promote key messages about CIWEM and the environment to the widest possible audience.

c) Actions

- (i) The means of achieving the Strategy will be through the support and networking activities of, and with:-

Internally

- Council Trustees
- Branches, Groups and Technical Panel representatives
- The Presidential Team
- The Executive Director and Secretariat staff
- The Press and Communications Officer and a Marketing Officer.
- Honorary Fellows
- Industry Affiliates

Externally

- Strategic Partners e.g. Society for the Environment, Engineering Council UK, The Science Council, NGOs etc
 - Employers
 - Academia
 - Governments and Agencies
 - Overseas organisations
- (ii) The strategy will also be achieved through improved contact with the press, the media and opinion formers and through membership recruitment campaigns that target CIWEM's traditional constituency of:-
- water service and water utility companies
 - water and environmental consultants;
 - regulatory bodies and agencies;
 - contractors, suppliers and manufacturing industry;
 - colleges and universities;
 - NGOs
- iii) As part of the Institution's aspirations and change agenda, and in order to fulfil the remit of the Royal Charter, other sectors and environmental disciplines will be targeted for support and membership. These principally include:-
- local authorities and regional government;
 - Local Agenda 21 and sustainable development practitioners;
 - the land based sectors;
 - those engaged in rural affairs;
- iv) There will be a review of the Institution's corporate image, brand and promotional material in order to test its relevance and effectiveness.
- d) **Measuring Performance**
- i) As with the Corporate Strategy, the Marketing Strategy has been incorporated into the Key Performance Targets and Indicators (KPTIs) in Appendix 2.

**CIWEM STRATEGIES GENERATED THROUGH
A SWOT MATRIX**

Internal Factors	Strengths (S)	Weaknesses (W)
	<ul style="list-style-type: none"> Committed Trustees and volunteer network Skilled & Experienced Staff Royal Charter Charitable Status Broad Based Membership Magazine & Journal National Qualification Scheme & Training Products Panel/Branch/Group Structure Conferences / Meetings & Events International Links Industry Links Hon. Fellowship Chartered Qualifications e.g., CEng, CEnv, CSci 	<ul style="list-style-type: none"> Limited Resources Volatile sources of income Small membership relative to the size of the Industry Members' perception of the decision-making process Large Trustee Council A 'Committee Culture' Dormant trading Companies Corporate Image Communications Inability to respond quickly enough An unrepresentative membership – white, male, middle aged, middle class
External Factors		
Opportunities (O)	SO Strategies	WO Strategies
<ul style="list-style-type: none"> Millions of people working in the environment Scope to increase Membership in other areas of the profession, e.g. local authorities, LA21, recreation, land management, voluntary sector etc. Influence the national/global agenda through awareness campaigns Growing public interest in Environmental issues E-commerce 	<ul style="list-style-type: none"> Raise the status and level of qualifications to make them a pre-requisite to career progression in the Profession Create a membership structure that is more open & attractive to potential members. 	<ul style="list-style-type: none"> Promote a dynamic image and range of services to increase the organisation's relevance, credibility and attractiveness Rationalise Trustee Council and Governance Strengthen Secretariat resource Increase income through commercial activity Establish a programme of Campaigns
Threats (T)	ST Strategies	WT Strategies
<ul style="list-style-type: none"> Competition from other professional bodies Poor image of certain sectors within the industry Regulation of professionals Poor image of professional bodies 	<ul style="list-style-type: none"> Further collaboration with other professional bodies to establish areas of synergistic co-operation Partnerships with other professional bodies, where it is appropriate to do so 	<ul style="list-style-type: none"> Increased co-operation with employers to make CIWEM membership and conference initiatives integral to their training programme

APPENDIX 2

**THE CHARTERED INSTITUTION OF WATER AND ENVIRONMENTAL MANAGEMENT
Key Performance Targets and Indicators (KPTIs) for the years 2006 – 2010**

Objectives	Deliverables	Action By
1) High level of awareness of CIWEM's views on key environmental issues and of the CIWEM brand.	<ul style="list-style-type: none"> a) A minimum of six Policy Position Statements each year; b) Robust responses to all relevant consultation documents and member access to such responses; c) Regular contact with senior representatives in governments, agencies, employers, NGOs, the press and the media; d) Regular Press Releases; e) An annual awareness Campaign; f) A Manifesto for the Environment. 	<p>Executive Director / Director of Policy / Press & Communications officer</p> <p>Presidential Team / Cabinet Lead Members</p>
2) High level of awareness of technical and policy innovations and best practice.	<ul style="list-style-type: none"> a) A minimum of six Information Sheets each year; b) Ten editions of WEM, CIWEM News each year; c) Four editions of the peer reviewed Journal each year and two subject specific Journals; d) Twelve editions of E-News each year; e) Publish a minimum of two books each year. 	<p>Director of Policy / Business Manager</p> <p>Cabinet Lead Members for Technical Affairs and Commercial Activities</p>
3) A balanced programme of high quality and financially viable conferences, events and technical meetings on issues which represent the interests of members and the profession.	<ul style="list-style-type: none"> a) A minimum of ten national / international events each year; b) A minimum of six events and meetings per Branch and Group. 	<p>Director of Policy / Business Manager</p> <p>Cabinet Lead Members for Technical Affairs and Commercial Activities</p>
4) Partnership initiatives with like-minded organisations in order to present a united voice on issues of national and international concern.	<ul style="list-style-type: none"> a) Joint policy papers; b) Joint events; c) Joint delegations for high level meetings; d) Memoranda of Understanding; e) Mutual support and co-operation. 	<p>Executive Director, Director of International Development (and appropriate staff colleagues)</p> <p>Presidential Team / Cabinet Lead Members</p>

Objectives	Deliverables	Action By
5) Member and wider industry access to a broad portfolio of training packages and CPD.	<ul style="list-style-type: none"> a) Year on year increase in take up of CIWEM Certificate modules; b) Year on year increase in take up of CIWEM Diploma modules; c) 20% participation in the CIWEM CPD Scheme and 100% of Council Trustees; d) Year on year increase in take up of CIWEM Structured Training Scheme. e) Certificate and Diploma modules online. f) Year on year increase in Practical Environmental Management (PEM) graduates. 	<p>Director of Professional Development</p> <p>Cabinet Lead Member for Professional Development</p>
6) High levels of awareness of the training and professional development needs of members.	<ul style="list-style-type: none"> a) Regular contact with employers and academia; b) Accredited training products and services for practitioners/ employers; c) CPD Training Programme. 	<p>Director of Professional Development</p> <p>Cabinet Lead Member for Professional Development</p>
7) Sustainable Membership growth across the broad range of environmental disciplines, interests and socio-economic groups.	<ul style="list-style-type: none"> a) Ongoing recruitment and retention campaigns; b) Targeted recruitment plans in areas fertile for recruitment; c) Branch and Group outreach programmes; d) Inclusivity Policy. 	<p>Director of Membership</p> <p>Cabinet Lead Member for Membership, Branches and Groups</p>
8) High profile with broad appeal and a recognisable brand.	<ul style="list-style-type: none"> a) Review the corporate image and brand; b) Deliver a programme of awareness Campaigns; c) Increased levels of Press and media coverage. 	<p>Executive Director / Press and Communications Officer</p> <p>Presidential Team / Cabinet</p>
9) Highly respected and high status professional membership.	<ul style="list-style-type: none"> a) Chartered qualifications for corporate members; b) Access to CEng, CEnv, Csci; c) Review membership criteria and propose changes to the Bye-Laws. 	<p>Executive Director / Director of Membership</p> <p>Cabinet Lead Members for Membership, Branches and Groups, Engineering and Business & Science.</p>
10) A leading Constituent Body (CB) of the chartered Society for the Environment, EC (UK) and The Science Council.	<ul style="list-style-type: none"> a) Hold key positions in the governance and structure of the Society, EC (UK) and The Science Council. 	<p>Executive Director</p> <p>Presidential Team / Cabinet</p>
11) Financially secure and sustainable with a strong asset base	<ul style="list-style-type: none"> a) Diverse income streams from the Institution's trading subsidiary company(ies); b) Increased membership; c) Containment of operating costs; d) Cost recovery; 	<p>Executive Director / Director of Finance & Administration / Business Manager</p> <p>Chair of Cabinet / Cabinet</p>

Objectives	Deliverables	Action By
	e) Year on year net surpluses of £40k.	
12) Robust Financial Plans and performance.	<ul style="list-style-type: none"> a) Expenditure contained within the agreed budget; b) Income generated in excess of expenditure; c) Over performance against income targets (wherever possible); d) An Ethical Investments Policy. 	<p>Executive Director / Director of Finance & Administration</p> <p>Chair of Cabinet</p>
13) High level of awareness of CIWEM overseas with CIWEM having a key role in the EU environmental agenda.	<ul style="list-style-type: none"> a) Regular contact with like-minded bodies overseas; b) Memoranda of Understanding; c) Hold key positions in the governance of strategic partners e.g., EWA; d) CIWEM Networks overseas. 	<p>Executive Director / Director of International Development</p> <p>Cabinet Lead Member for International Affairs</p>
14) Highly respected, high quality and publicly available 'Water & Environment Manager' (WEM), 'Water and Environment Journal' (WEJ) and related titles..... with global reach.	<ul style="list-style-type: none"> a) An editorial policy and management framework for WEM and the Journal; b) Processes for reviewing and improving the design, layout and content of WEM and the Journal; c) The titles on-line and WEM available in retail outlets; d) A VIP Editorial Advisory Board. 	<p>Executive Director / Director of Policy/Business Manager</p> <p>Cabinet Lead Members for Technical Affairs and Commercial Activities</p>
15) High levels of Member and other stakeholder satisfaction.	<ul style="list-style-type: none"> a) A welcoming and friendly environment at CIWEM's offices, at Branch and Group activities and throughout the organisation; b) Effectively serviced needs of visitors to CIWEM's offices; c) All routine correspondence/ contacts acknowledged within three working days of receipt; d) All enquiries dealt with within five working days of acknowledgement. 	<p>Executive Director & Executive Management Team</p> <p>Cabinet Lead Member for Membership, Branches & Groups</p> <p>Cabinet</p>
16) A respected up-to-date and user-friendly Website.	<ul style="list-style-type: none"> a) Timely and accurate information reflecting the broad range of Institution activities and services; b) Attractive design and layout facilitating ease of understanding, and access; c) Inter-active and informative. 	<p>Director of Finance and Administration/IT Support & Development Manager / Director of Policy</p> <p>Cabinet Lead Members</p>

Objectives	Deliverables	Action By
17) Effective and secure IT systems providing first class external and internal communications.	<ul style="list-style-type: none"> a) Increased electronic communication; b) Fewer meetings; c) More flexible working and 'hot desking'. d) Virtualisation of processes and business. 	<p>Director of Finance and Administration / IT Support & Development Manager</p> <p>Cabinet</p>
18) Excellent communications between Branches, Groups, their representatives on Council, the Secretariat and Council	<ul style="list-style-type: none"> a) Secretariat attendance at one meeting (at least) of each Branch and Group Committee each year; b) Production of Briefing Notes from each Council meeting for the benefit of Branches and Groups; c) An annual meeting of Branch and Group Chairs. 	<p>Director of Membership / Executive Director</p> <p>Cabinet Lead Member for Membership, Branches and Groups</p>
19) A strong portfolio of CIWEM Awards widely respected by the profession.	<ul style="list-style-type: none"> a) An Awards Policy; b) An Awards Dinner; c) Wider employer support; d) Press and media coverage. 	<p>Director of Policy/ Press and Communications Officer</p> <p>Cabinet Lead Member for Technical Affairs</p>
20) High level of awareness of CIWEM in the regions, locally and in the devolved administrations.	<ul style="list-style-type: none"> a) Branch & Group outreach programmes; b) Branch & Group boundaries that reflect home country and regional government boundaries. 	<p>Executive Director / Director of Membership</p> <p>Cabinet Lead Member for Membership, Branches and Groups</p>
21) An effectively governed Institution incorporating the principles of equity and inclusivity and modern business practice.	<ul style="list-style-type: none"> a) Review and rationalise the Council of Trustees in line with Charity Commission guidelines; b) Review and rationalise the constitution with amendments to the Royal Charter and Bye-Laws c) New Members Forum representation on Council; d) Trustee development and training; e) An equal opportunities and inclusivity policy; f) ISO 9001 Accreditation; g) Risk Analysis reviewed annually. 	<p>Council</p> <p>Chair of Cabinet</p> <p>Executive Director</p>

AIMS AND OBJECTIVES OF THE BRANCHES AND GROUPS

1) Preamble

CIWEM's Branch and Group network is an important part of the Institution's corporate structure. Although each Branch and Group has a significant degree of autonomy they are not separate legal entities and are part of the body corporate bound by the requirements of the Institution's Royal Charter and Bye-Laws and policies set by Trustees. Branches and Groups are responsible to Council and are represented on Council making a vital contribution to Institution governance.

Branches and Groups deliver a portfolio of activities for members and the profession. They also have an important role to play in raising CIWEM's profile, membership recruitment and retention and dissemination of information. They generate income and provide members with an opportunity to network and share and develop good practice.

Although each Branch and Group will have a unique programme of activities they operate within a framework of common aims and objectives encapsulated in this Corporate Plan and Budget.

Branches and Groups will have a significant part to play as the Institution seeks to raise its profile 'locally'. The UK government's devolution agenda, in particular, offers opportunities for Branches and Groups to build strong relationships with the devolved administrations, regional and local government in the development and delivery of environmental policies and to engage with 'local' opinion formers.

Similarly, our Branches overseas are well placed to take advantage of the global knowledge economy and to encourage partnerships between the Institution and professionals wherever they may live and work.

2) Core Aims and Objectives

To contribute to the achievement of CIWEM's Vision, Values and Royal Charter remit and the delivery of Corporate Plan objectives.

- i) To provide members and potential members with a balanced high quality programme of relevant activities;
- ii) To promote a better understanding of the environment and sustainability;
- iii) To promote high standards of professional practice, ethics and conduct;
- iv) To promote awareness of CIWEM and raise its profile and influence through regular contact with the devolved administrations, local and regional government, employers, academia and NGOs;
- v) To engage in membership recruitment and retention activities;

- vi) To promote CIWEM's key messages, products and services. In particular:-
- education and training, CPD, Structured Training and Practical Environmental Management (PEM);
 - publications;
 - conferences, events, technical meetings and Awards;
 - awareness campaigns.
- vii) To ensure that Branch and Group costs are exceeded by income;
- viii) To contribute to the delivery of Corporate Plan objectives, priorities and budgets;
- ix) To participate in the governance of the Institution through Branch and Group representation on the Trustee Council;
- x) To maintain robust and representative governance of Branch and Group business in accordance with Branch and Group Rules as approved and amended by Council Trustees from time to time.

3) Performance Indicators

- i) An annual budget and business plan submitted in August each year for the approval of Council each October;
- ii) Targets achieved and reviewed annually;
- iii) High levels of member and non-member participation in Branch and Group activities;
- iv) A balanced programme of outreach work resulting in strong links with the devolved administrations, local and regional government, employers, academia and NGOs etc;
- v) Implementation of decisions of Council;
- vi) Strategic alliances and joint initiatives with other professional institutions and other like-minded bodies;
- vii) Welcoming and inclusive.

CHARTERED INSTITUTION OF WATER AND ENVIRONMENTAL MANAGEMENT

INTERNATIONAL POLICY

INTRODUCTION

The Chartered Institution of Water and Environmental Management (CIWEM) is an independent professional body and charity representing those who are responsible for environmental assets and sustainable development. CIWEM's purpose is to develop and promote better and integrated management of the environment; to foster a better understanding of water and environmental issues and to enhance the quality of people's lives. This is achieved through CIWEM's Royal Charter; education, training and development; dissemination of information; conferences, events and campaigns; research and publications; contact with governments, agencies, academia, the media and employers; partnerships with other stakeholders and the publication of environmental policies.

POLICY COMMITMENT

The Institution is committed to :-

- A vision and mission that builds on our outstanding global reputation in the water sector to develop a role in wider environmental affairs.
- An international dimension in the activities of all parts of the Institution, its Council, Committees, Boards, Branches, Groups, Panels and members.
- A shared international ethical outlook in all our professional dealings.
- Making a distinctive contribution internationally based on our unique role as a professional qualifying body, and promoting our professional training in all parts of the world.
- Learning from others and using our outstanding global reputation in the water sector to develop an influential role in the holistic management of the environment, not limited by national boundaries.
- Maintaining links and building partnerships with governmental, intergovernmental and professional bodies having an interest in water and the environment throughout the world.
- Making members aware of international institutions in the water and environmental sectors and facilitating their participation in these institutions through training and mentoring.
- Equitable provision of services for all members wherever they reside.

This policy will be kept under review for Council by a Cabinet of senior Council Trustees, on the advice of the International Lead Member, which will act in a strategic role, monitor activities and form a knowledge base on international affairs.

CHARTERED INSTITUTION OF WATER AND ENVIRONMENTAL MANAGEMENT

ENVIRONMENTAL POLICY

Introduction

The Chartered Institution of Water and Environmental Management (CIWEM) is an independent professional body and charity representing those who are responsible for the stewardship of environmental assets and sustainable development. CIWEM's purpose is to develop and promote better and integrated management of the environment; to foster a better understanding of water and environmental issues and to enhance the quality of people's lives. This is achieved through CIWEM's Royal Charter; education, training and development; dissemination of information; conferences, events and campaigns; research and publications; contact with governments, agencies, academia, the media and employers; partnerships with other stakeholders, and the publication of environmental policies.

Preamble

CIWEM is committed to carrying out its activities in accordance with the principles of sustainable development. The Institution recognises that all activities of an organisation impacts on the environment. The Institution's aim, therefore, is to reduce the negative effect of its own activities through continuous improvement and implementation of this policy.

CIWEM expects its members to support this policy in the course of their day to day business through the exercise of professional integrity and high standards of compliance with statutory environmental legislation and codes of practice. Wherever possible, CIWEM members are encouraged to promote, within society, the education, training, study and research of practices, which protect and enhance the environment.

In keeping with these principles, the Institution will seek positively to influence legislators, policy makers and the media and will be active in the public consultative process.

The Institution will recognise its own responsibilities through an on-going policy of minimising its impact on the environment by the appropriate management of its consumables and all other activities.

The Institution recognises the dynamic nature of this process. It will show its commitment by carrying out a review of its environmental impacts, preparing an environmental action plan and monitoring its implementation, and performing audits of its management systems.

The principles of this policy apply to all staff and members whilst on Institution business, and the Institution will apply these principles in the selection of its suppliers and contractors.

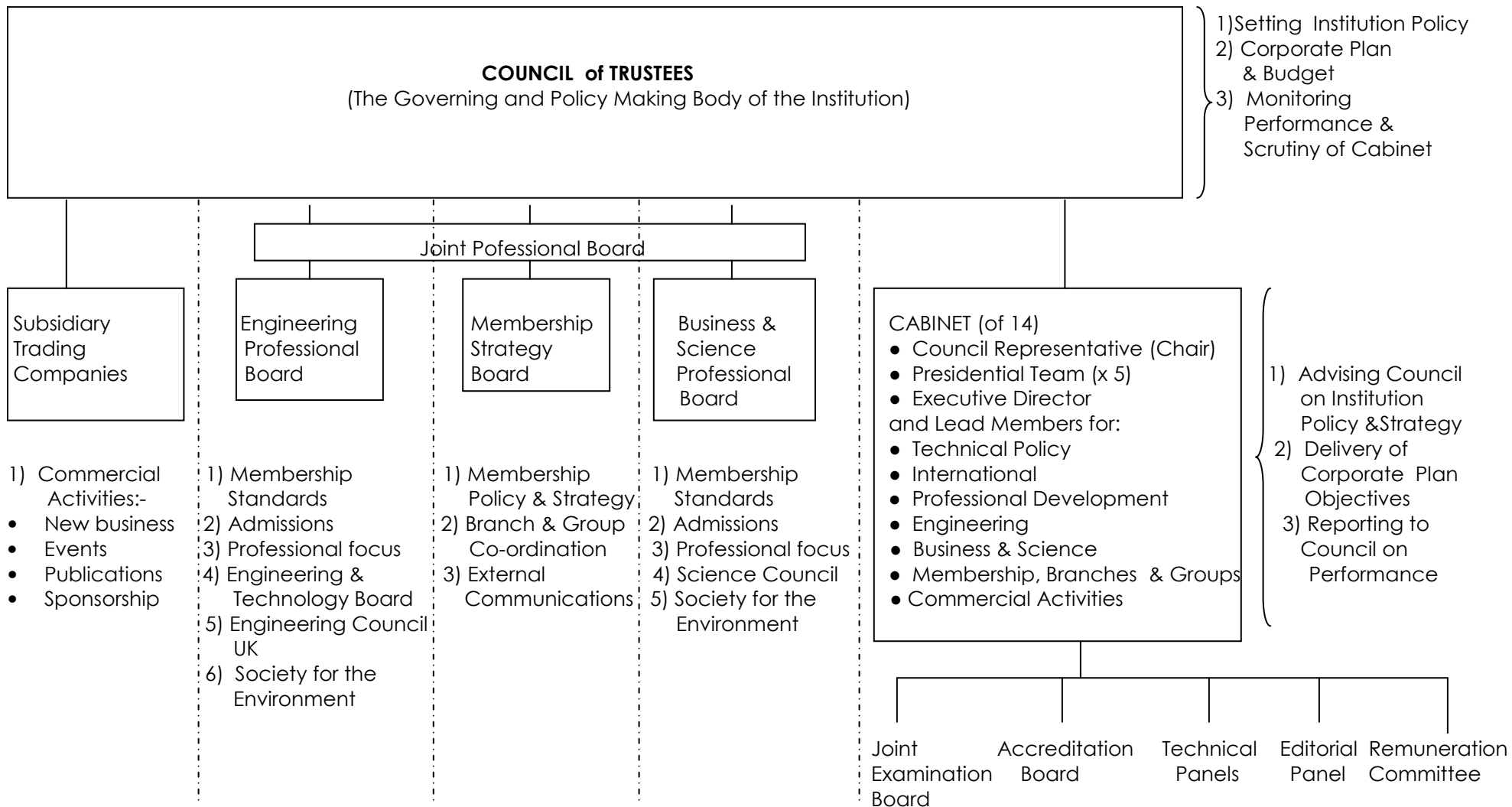
Key Policy Commitments

In this respect CIWEM's policy is to work towards achieving the following commitments:

1. Quantify and monitor all environmental impacts of all the activities of the Institution and establish targets for reducing negative outcomes.
2. Comply with current and future legislation.
3. Integrate environmental principles and objectives into the Corporate Plan and day to day business decisions and activities of the Institution.
4. Encourage all stakeholders to address environmental responsibilities and act ethically.
5. Minimise waste, seek to recover as much as is economically possible and ensure that the remainder is disposed of responsibly.
6. Influence suppliers of products and services to reduce their negative impact on the environment.
7. Raise and maintain awareness of environmental issues and best practice among members, colleagues, suppliers and all other stakeholders.
8. Publish information on environmental performance.
9. Participate in and support Local Agenda 21 initiatives.
10. Adopt and Sustain an ethically based investments portfolio ensuring a balance of environmental considerations with potential financial gain.

COUNCIL & CABINET GOVERNANCE

(as at 31st December 2005 but subject to governance review)



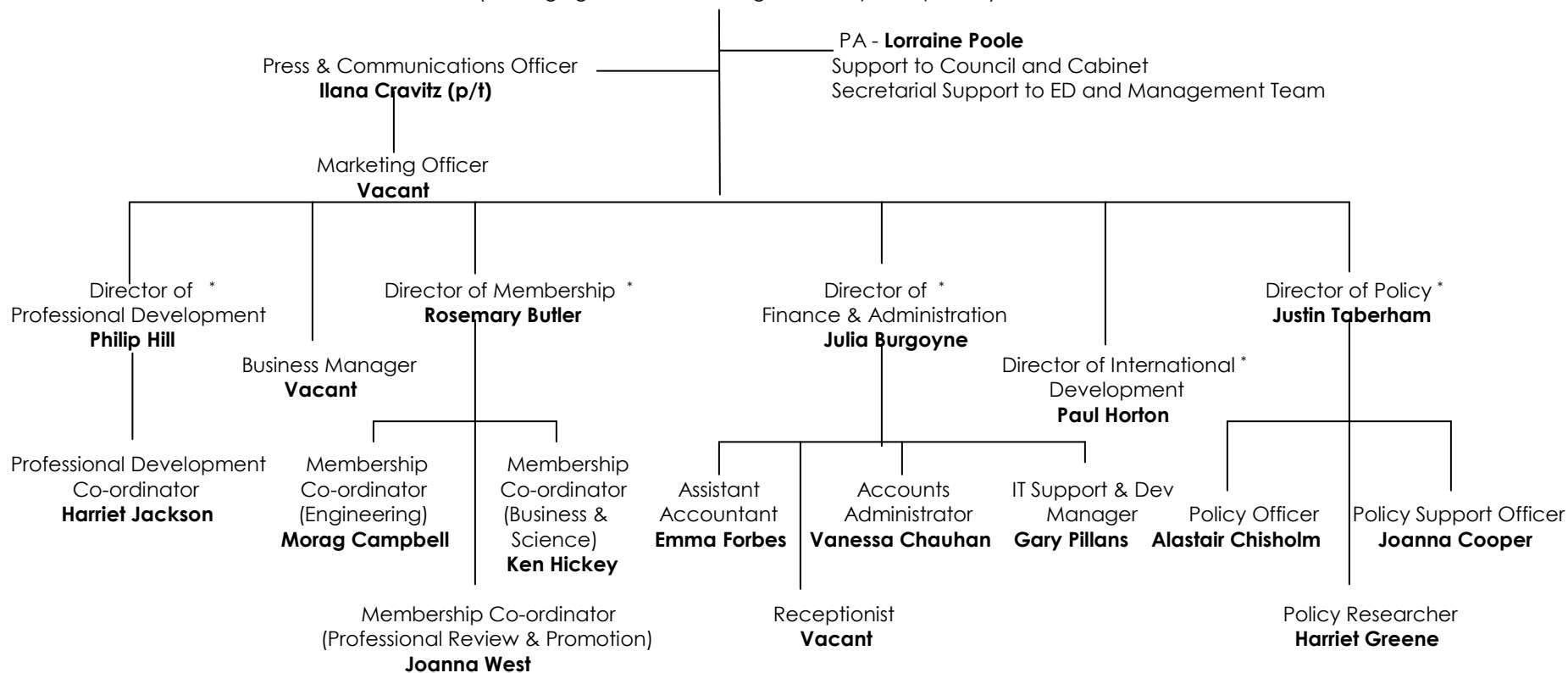
S E C R E T A R I A T

**The Chartered Institution of Water and Environmental Management
Staff Structure for the CIWEM Secretariat**

(As at 31st December 2005)

Nick Reeves *

Chief Executive – CIWEM Group
(Executive Director – Institution)
(Managing Director – Trading Subsidiary Companies)



Current Staff Establishment = 17

Proposed & Current Staff Establishment = 21

* Executive Management Team

CIWEM Corporate Communications Plan

CIWEM

**‘involving, informing, inspiring –
for the environment,
for the profession,
for you’**

Contents	Page Number
Executive Summary	33
Introduction	34
1. Background	34
2. Current communications tools	35
3. Communications objectives and strategies	36
4. Vision and values	38
5. Role, strengths and areas of professional interest	39
6. Key messages	40
7. Target audiences and methods of communication	40
8. Delivery	40
9. Recommendations for media work and marketing activities	41
<i>Appendices</i>	
Annexe 1- Target audiences	48
Annexe 2 - Summary of strategy/actions	50
Annexe 3 - Example of rolling diary 2002/3	52
Annexe 4 - Stakeholders' feedback	54

Executive Summary of Recommendations for Action 2006-2010

Media

1. Set out areas for CIWEM to be proactive in setting the environmental news agenda
2. Anticipate the political and environmental news agenda and map against CIWEM's agenda
3. Establish a rolling monthly plan of CIWEM's activity highlighting opportunities for publicity, including an annual CIWEM Campaign as a focus for media activity
4. Target publicity to reflect membership recruitment and retention strategy
5. Be creative in finding 'angles' in policy position papers, reports, conference papers, awards
6. Involve staff and Panels in the creative process but ensure that the strategy is managed by the Executive team
7. Identify and train a number CIWEM staff and members who can act as media spokespeople
8. Hold special conferences/events for stakeholders and focus on particular international days for PR purposes
9. Feed back success in gaining media coverage and increase in membership to staff and members – and celebrate!

Brand and Marketing

1. Establish a publications and marketing officer facility within the communications team to complement and support the press and communications function.
2. Produce a style guide that reflects CIWEM's corporate objectives and brand values and develop marketing materials that communicate simply the benefits of membership and the values of the Institution
3. Develop a programme of communications activities that tie in with Branch and Group meetings and events and assist with membership recruitment
4. Support active promotion of membership/affiliation within CIWEM's existing education and training activities (academic courses, structured training, PEM etc.)
5. Develop a better understanding of the value of advertising for CIWEM
6. Develop and promote CIWEM's range of publications
7. Develop CIWEM's website to reflect communications and marketing goals.

Internal communications

1. Develop the Communications Group
2. Communicate regularly with Panels, Branches and Groups to ensure that both John Street and the membership are aware of developments regarding brand, values, policies, materials, events and successes.
3. Maximise sponsorship opportunities through good internal communications.

Introduction

Much has been achieved since the CIWEM Press and Communications Officer was employed in January 2003 as part of the 2000-2005 Business Plan. We now have firm links with national, regional and specialist journalists and are contacted by the national media for comment or expert background briefing at least once a month. Magazines in the environmental consumer and trade press regularly feature our issues, stories and updates; and we even have a monthly editorial column in a major water trade magazine. The targeted drive on raising the profile of the Institution, our members, and our work on a range of environmental issues has also resulted in relationships with a new set of decisionmakers and high-level policy makers. Our brand has also been in development, with new materials produced to reflect CIWEM's diverse membership and range of activities. Taking forward this platform, we will build on heightened awareness of the Institution with a new marketing strategy which turns goodwill and interest into membership, and media work that consolidates CIWEM's position as a proactive driver of environmental awareness and improvement.

1. Background

CIWEM is a long-established and well-respected institution with around 12,000 members, including some 2,000 overseas members. This level of membership has remained fairly constant over the last few years. However, following the 'A Time for Change' review in 1999, the Institution decided that it was not fulfilling its membership potential and in 2001, a membership retention and recruitment strategy was developed. A Communications Plan was one of the outcomes of that strategy.

Audemars Communications was appointed in April 2002 to develop CIWEM's corporate communications strategy in order to raise the profile of the Institution and maximise opportunities for recruiting new members. A key recommendation of the plan was to appoint a dedicated Press and Communications Officer to oversee delivery of the remaining aspects of the plan and develop it.

A part-time Press and Communications Officer with expertise in media work was appointed in early 2004. Through organised targeting, regular contact, focused information and creative thinking, a substantial increase in media coverage was achieved in just a year, demonstrating that there is interest in CIWEM's policies and the Institution's contribution to the environmental debate. Strides were also

made in the development of a coherent corporate image and materials that reflected clearly the aspirations and activities of the organisation.

CIWEM's remit is to educate and inform the public about environmental matters. The Press Office is enabling the Institution to reach a wide audience and fulfill that mandate. Now this needs to be harnessed to support the sustainability of the organisation, in terms of conversion into members. Developing a marketing role within the communications team will support the membership strategy by enhancing CIWEM's direct communication with existing and potential sources of membership.

This plan sets out the framework by which CIWEM should develop and communicate its core messages in a consistent and straightforward manner, and move forward proactively in supporting membership recruitment through improved communications.

2. Current communications tools

There are three main ways that CIWEM communicates externally:

Media	Marketing	Activities
Press releases	Promotional literature	Conferences & meetings
Copies of WEM to media	Website	Courses
Policy Position Statements	WEM (magazine)	Round tables
Reports	WEJ (peer review journal)	Structured & other training
Publications	Advertising	CPD
Short background papers	International Directory	Overseas visits
Briefings	Sponsorship	Social events
Joint activities	Letters	
Letters	Awards	
Website	Merchandise,	
Phone	Wall planner, diary, desk	
Face-to-face	calendar	
Articles offered & requested	Publications	

3. Communications objectives and strategies

- To bring environmental issues to the attention of professionals, politicians and the general public and to effect behaviour and policy change in the pursuit of environmental improvement
- To raise the profile and standing of the Institution within the profession, with governments and with the wider public
- To provide a favourable climate for attracting members among students, those working in industry and academia, and members of the public with a keen interest in the environment
- To attract people to CIWEM's various income-generating activities, including conferences, training, accredited courses.

Where CIWEM wants to be:

- Recognised as a voice to champion sustainability, able to explain environmental issues in an expert, well-informed, clear and concise way.
- Able to respond to regular calls from the broadcast and print media that ask for the professionals' view, based on science.
- An economically viable and sustainable Institution with a larger membership that is better balanced in terms of age, sex and ethnic diversity.
- Well linked in terms of communication within and across the organization, to facilitate rapid response.

Where CIWEM is now:

- Has started to build a coherent corporate image with a number of key messages and suite of literature disseminated to all internal CIWEM contacts.
- Has burgeoning awareness with national journalists; heightened awareness in the environmental media. Beginning to be contacted for comment due to increased visibility.
- Has proven that there is space in the media for information and opinion from a 'new', independent source.

- Improving internal communication between departments, experts, Branches and Groups to promote each others' messages and products to external audiences.
- Is successfully promoting issues to the media using vehicles such as a campaign of interest to the public.
- Getting media coverage for the everyday things that CIWEM does.

Specific goals:

- To be contacted regularly by national journalists.
- To be featured regularly in trade press, magazines outside the environment sector and feature in other companies' and NGOs' publications.
- To establish CIWEM as 'the independent people who know' in a number of key areas: e.g. flooding; water quality; water in planning (SUDS; water efficiency); wastewater re-use.
- To use communications materials to generate members and custom for CIWEM products.

Specific target media

Mass media:

National; careers; business sector; environment sector; industrial sectors that have an impact on the environment; lifestyle.

Regional and local publications.

Other:

Company in-house media; NGO media.

How to get from where we are now to where we want to be:

- Be focused, do a few things well.
- Think beyond the profession, know what interests the public, because that is what interests the media.
- Don't be afraid to try and generate interest in new areas.
- Be in tune with today's audiences. Adopt a contemporary tone and style.

- Cultivate strategic alliances (eg through events, products, marketing, advertising, sponsorship).

Media relations is a cost-effective way of reaching target audiences and all CIWEM's target audiences can be reached via the national media or specialist press. Raising the profile of the Institution in the media increases the effectiveness of membership drives and similar initiatives. CIWEM would like to be asked by the media to comment on environmental issues and therefore needs make itself more visible and available to the media.

To turn media coverage and heightened awareness of CIWEM into membership growth, effective media relations must be backed up with a targeted marketing strategy.

4. Vision and values

Vision

'CIWEM – working with people for a cleaner, greener, fairer and sustainable world.'

Core values of the Institution and its members:

- Dedication to learning and personal growth
- Sharing knowledge across boundaries
- High personal standards of learning, integrity, behaviour and practice
- A commitment to the principles of sustainable development
- Inclusivity

Brand values

- Credible
- Independent
- Informed
- Well-connected
- Original
- Representative
- Up-to-date

5. Role, strengths and areas of professional Interest

CIWEM's role

- To develop and promote better, integrated management of the environment
- To foster a better understanding of water and environmental issues
- To enhance the quality of people's lives

In carrying out this role CIWEM:

Consults

Develops contact and partnerships with governments, agencies and other bodies

Disseminates information and advice

Educates, trains and provides career development

Enhances professional expertise

Influences

Makes awards for excellence

Mediates

Promotes issues in the media

Provides conferences and events

Provides networking opportunities

Provides services to members, employers and academics

Publishes books, magazines and journals, position papers, information sheets; policy position papers; electronic information and website; promotional/information leaflets

Raises and maintains industry standards

Regulates

Sets professional standards

Shares knowledge and best practice

Trades and generates income for the Institution

CIWEM's strengths

Independent

Professional

Qualifying body

National and international reach

Authoritative and considered (policies rooted in scientific knowledge and wide consultation)

Wide range of professional areas of interest (takes in all areas of the environment)

CIWEM's areas of professional interest

Academia

Agriculture/land management

Economics

Engineering
Environmental law/policy
Environmental management (including air quality, ecology, recreation, conservation, sustainability, land management, waste management, planning, water resource management)
Public health
Regulation
Research
Science
Social policy
Technology and innovation

6. Key messages

A variety of key messages can be developed for different audiences for marketing purposes: e.g. for students or those starting out in their career, for professionals, for the general public and for government (see Annexes). While these messages are useful for informing CIWEM's work and reaching out to potential members, to generate media coverage information needs to be topical and news-based, rather than brand-based.

7. Target audiences and methods of communication

CIWEM's stakeholders include its staff, trustees, members, employers and non-member professionals working in the water and environment sector, government, local authorities, agencies, academia and the media. CIWEM has well-established methods of communicating with most of these stakeholders and many different 'products'. However, like many organisations with a broad remit and a small core staff, the Institution may mostly be 'preaching to the converted' and some information may not be reaching its target audience. (See Annexes for Audemars analysis of audiences, methods and purpose of communication and the overall responsibility for each group).

8. Delivery

The overall discipline of Communications can be split into four activity areas: Press and Public Relations, Marketing; External Relations; and Internal Communications.

Press and Public Relations is a specialist activity. Until the end of September 2003, Audemars Communications developed the strategy for press and public relations. Thereafter a part-time Press and Communications Officer was appointed. Responsibility for all media liaison, most external publications and website management has now passed to the Press and Communications Officer.

Marketing is a specialist activity, currently carried out by the part-time Press and Communications Officer.

External Relations with governments, other organisations and partners is the responsibility of the Executive, but this has been highlighted in discussions with senior CIWEM members as a high priority area and consideration will have to be given as how to resource further activity in this area, particularly as decision-making becomes more devolved.

Internal Communications activities are carried out by all staff. Certain elements are streamlined, for example a monthly branch and group update goes out via the Membership Team; website changes for branch and group pages are made via the Communications Officer.

9. Recommendations for media work and marketing activities

Media

a) Use CIWEM's resources effectively to to inform the political and environmental news agenda

Gather information from members (particularly through the Panels) and staff on upcoming policy issues and match CIWEM's PR agenda as appropriate.

b) Plan ahead and communicate internally for maximum impact

Hold discussions at least every twice a year within the forum provided by the Communications Group to assess CIWEM's balance of priorities in terms of influencing public debate, either by reacting to particular issues or setting the agenda. This will be informed by information gathered from within the Institution

(see (a) above), research and policy development areas, and external circumstances. Establish a plan that reflects this balance and includes key CIWEM activities, as well as related government, partner and competitor activities. The plan can then be used to identify opportunities for CIWEM comment/involvement, publications etc. All CIWEM spokespeople should be aware of action decided, and well-briefed for involvement.

Examples of where internal communication is key to communications staff assisting with promotion of organisational objectives:

- Liaison between Comms staff and the Policy Researcher on presentation and content of reports
- Central processing of external documents from all teams via Comms staff to achieve common Brand and ensure consistency of messages

c) Set communications objectives to reflect membership recruitment strategy and policy goals

Examples:

- Publication of original research from CIWEM can be used by communications staff to draw attention to our expertise and policy goals, which in turn will improve awareness of the Institution.
- Communications activity can be targeted to raise our profile with audiences containing a high density of potential members. Eg if local authorities were to be the prime focus for a membership drive, communications activity should be steered accordingly with articles targeted at publications relevant to that market.
- The Careers Book provides a good opportunity to raise profile with undergraduates, young professionals and employers, but needs to be updated annually to be of continuing interest to the media.
- To attract the attention of decision-makers, publicise submissions to government, letters to people of influence and meetings with key stakeholders.

d) Make the most of CIWEM's existing activities

CIWEM's potential media stories include:

- Awards

- Conferences
- WEM and Journal articles
- Submissions to consultations
- Research
- Comment on existing and forthcoming legislation
- Careers-related activities eg CPD, New Members
- Policy Positions
- Campaigns
- Position on matters of national and international interest: e.g. climate change; flooding; sustainable housing and matters raised by members
- Advice and services for business (training, PEM)

e) Engage staff and Panel members in some blue sky thinking

Audemars Communications suggested that one task could be to find ways of demonstrating/explaining science/environment issues to the public. These ideas could be used as the basis for media stories or as a proposal to a TV company or for an exhibition with a partner/s. The knowledge exists within the Institution, but needs to be teased out and used creatively. Some examples:

An Oxford Union debate: “This house believes that environmentalists have done more to protect the nation’s health than the National Health Service”.

Changing Rooms for Sustainability: Join with a large organisation or company to ‘make over’ a home or office building using CIWEM’s best practice advice in sustainable building/energy saving/waste management in a low cost way. This could be targeted at a TV programme or the Ideal Home Show.

The CIWEM Industry Survey: This could be an annual product combined with membership research – an excellent opportunity to produce a short report on the state of the industry including, possibly, some shock statistics about working hours, lack of time for further training etc. – national media (education/environment/city) trade and professional press. Target audience: media, new members, existing members, industry, employers, governments, and general public. This requires budget and/or research capacity.

The CIWEM Annual 'understanding science' lecture: Joint venture with the Royal Society to have a lecture delivered by an eminent scientist on an environmental topic in terms the public would understand. Could link in with a key stakeholders event. Target audience: media, partners, industry, governments, NGOs.

f) Identify staff and members who can act as CIWEM spokespeople in the media

Be pro-active in promoting CIWEM spokespeople when the appropriate issue is on the news agenda; provide media training as appropriate.

g) Consider holding special round table discussions for stakeholders which will attract the media; one-to-one briefings; press briefings hosted by specialist venues (eg the Science Media Centre); and events with a media partner

For example to launch CIWEM's campaigns or particular policy positions.

h) Evaluate and feed back membership and communications successes to members

CIWEM News, internal bulletins to Branches and Groups, Panel Meetings and E-News are all vehicles for communicating progress on external communications and membership.

Evaluation methods:

- Track press coverage through a media monitoring service;
- Assess positive/negative/neutral coverage;
- Analyse which pre-agreed messages appear;
- Routinely ask potential or new members how they heard of CIWEM and which publications (trade, local, national) they read;
- Include the same questions in any market research.

Brand and Marketing

a) Develop the Communications Office to include marketing expertise

Supplement the part-time Press and Communications Officer (PCO) with a part-time Marketing Officer. This person would be based in the Communications Team and provide communications support that helps CIWEM to capitalise on all external activities.

b) Develop CIWEM's corporate identity

It should be modern, simple, clean and flexible. It should apply to *all* CIWEM's printed and web-based material, whether from John Street or from Branches and Groups: stationery, media materials, promotional literature, events leaflets, magazines, policy statements, reports and website.

c) Make the most of promotional opportunities offered by Branches and Groups

Branches and Groups hold hundreds of meetings each year, attracting thousands of non-members. Each event provides a way to introduce people to CIWEM's benefits and draw them into membership. Communications activities should be devised to tap into this source of members, partners, expert advice and affiliates.

d) Assist in the development of CIWEM's education and training activities as a vehicle for membership

More hands-on communication between CIWEM and people attending our registered and accredited courses may yield benefits in terms of membership, sponsorship and promotion. For example, short courses that we accredit could be provided with CIWEM literature and even receive visits from the Marketing Officer. Similarly, the Marketing Officer could attend at the end of PEM courses to outline more about attendees' future membership/involvement with CIWEM (eg their employers to become Business Affiliates, themselves to take out Environmental Partnership).

e) Be strategic about advertising and brand-based co-operation

CIWEM should target paid-for advertising to achieve defined outcomes (eg reaching a specific audience for membership). Often, reciprocal arrangements

can be made which are low or no-cost – preferable to paying for advertising particularly where the goal is general profile-raising. Editorial coverage can be more valuable than paid-for advertising and, in many cases, should be sought in the first instance. Advertising can then be used to capitalise on such coverage if appropriate and cost-effective.

CIWEM's name and reputation is attractive to other organisations. In certain situations it may be desirable to lend the Institution's name to activities being organised by others. In Communications terms this might be when there is a possibility of CIWEM advertising at no cost, reciprocal advertising, or having the Institution's name linked with a more high profile name of good reputation (as we do with some of the Awards).

f) Promote CIWEM's publications

CIWEM's guides, handbooks and other publications are attractive to a wide audience. The Marketing Officer should be tasked with promoting these products.

Internal Communications

a) Use the Communications Group effectively

The Comms Group involves all the key people in the organisation's management structure. Bringing them together regularly enables the Communications Team to keep an overview of communications across the organisation, to review 'products' and services annually, and to decide policy-related directions for communications activity. Extended meetings (probably once a year) should involve elected members and discuss future directions.

b) Improve two-way communication with Branches, Groups and Panels

As often as possible, Communications Team members should attend Panel and Group meetings to identify upcoming issues and opportunities. They should be in regular touch with Branches via website updates, and develop a programme of attendance at events for promotional purposes. Comms team updates should

also feature as a regular part of Panel, Group and Branch Committee agendas, as well as in the monthly communication to Branches sent out from the Membership Team.

c) Help to use sponsorship links to generate other opportunities for CIWEM

The contacts within organisations who provide CIWEM with sponsorship could also act as conduits for signing up environmental partners or members within the company; encouraging business affiliation; promoting CIWEM structured training; running PEM courses within the organisation etc. Communications materials and other internal communication support will help to avoid duplication and expand the range of benefits that such links bring to CIWEM.

Appendices: Annexes from the Audemars Communications report, 2003

Annexe 1 Target Audiences

<u>Target audience</u>	<u>Methods of communication</u>	<u>Purpose</u>	<u>Primary responsibility current)</u>
Staff	Face to face, telephone, e-mail, publications, WEM, The Journal, website, electronic news, events/meetings/conferences	To keep staff informed of the full range of activity/policy to enable them to do their jobs.	Executive Director, line managers
President, Council, Cabinet, Boards	Face to face, telephone, e-mail, publications, WEM, The Journal, website, events/meetings/conferences	To keep governing body informed of the full range of activity to enable them to make decisions and guide the Institution	Executive Director, Management Team
Branches, Groups, Panels	Face to face, telephone, e-mail, events/meetings/conferences, awards ceremonies, publications, WEM, The Journal, website, electronic news	To keep them informed of activity/policy so that best practice can be shared and disseminated to members via events etc. and new members can be encouraged to join. To promote the ideals of the Institution.	Secretariat, Presidential Team, Senior Council Members
Members (inc. overseas)	Events/meetings/conferences, WEM, website, The Journal, e-mail, electronic news	As above	Secretariat, Presidential Team, Branch and Group Officers
Partners (eg Soc Env, Science Council, Engineering Council), other professional bodies including overseas organisations	Face to face, policy papers, WEM, website, e-mail, meetings, forums, conferences	To share best practice and put forward a balanced view for the sector. To promote the ideals of the Institution.	Executive Director, President, Senior Council Members, Director of Membership, Director of Professional Development
Governments, including Scotland, Wales, Northern Ireland, Eire and overseas	Face to face, policy papers, consultation responses, website	To advise and share best practice and knowledge. To promote the ideals of the Institute.	Executive Director, Director of Policy, Director of Professional Development, Senior Council Members, Branch Officers
Local authorities	Face to face, policy papers, fact sheets, publications, WEM, website	As above plus to encourage new members to join.	Executive Director, Director of Policy, Director of Professional

			Development, Senior Council Members
Statutory agencies, regulators	Face to face, policy papers, fact sheets, WEM, publications, website, conferences	As above	Executive Director, Director of Policy, Senior Council Members, Director of Professional Development
NGOs, trade associations	Face to face, policy papers, fact sheets, publications, WEM, website, conferences	As above	Executive Director, Director of Policy, Senior Council Members, Director of Professional Development
Industry	Publications, website, WEM, events/meetings/conferences	As above	Exec. Director, Senior Council Members
Consultants	Publications, events/meetings/conferences	As above	Executive Director, Director of Policy
Academics	Face to Face, letters, e-mail, The Journal, publications, course handbook, awards ceremonies, conferences, website	As above plus to engage them in developing courses and encouraging students to become members	Director of Professional Development
Students (inc. professional development)	Course notes, award ceremonies, face to face (mentors), courses, workshops, website, publications, WEM, The Journal, Careers Book (Dec. 02)	To assist with their learning/provisional development and encourage them to become members	Director of Professional Development, Director of Membership
Employers	Letters, WEM, website	To keep them informed of activity/policy so that best practice can be shared and to engage them in encouraging their staff to become members	Secretariat, Council Members, Branch and Group Officers
Media	Telephone, press releases, website	To promote CIWEM and to inform a wider public about environmental issues	Exec. Director, Director of Policy, President, Panel Chairs
The public	Website	To enhance the understanding of environmental issues and encourage trust in science.	Exec. Director, Senior Council Members Director of Policy

Annexe 2 Strategy/Actions

Strategy	Action	Priority	Responsibility
Raise profile of CIWEM via the media Phase 1 (pre-appointment of Press and Communications Officer - PCO)	Develop rolling diary of events and opportunities Draw up list of target publications Develop relationship with key target media Develop information materials for media Develop plans for publicising Careers Book Develop plans for publicising World Wetlands Day Conference? Develop theme for 2003? Start planning for CIWEM Industry Survey? Develop other new opportunity ideas?	High	Audemars Communications Priorities to be discussed with Executive Director
Appoint full-time PCO	Establish priorities for post and draw up job description Set clear objectives and prioritise	High	Executive Director
Raise profile of CIWEM via the media Phase 2 (when PCO in post)	Develop press/media page for website Hold briefings for target media if appropriate Use the political agenda to provide focus and develop theme for 2004 Identify no more than 3 high points for publicity Find angles in conference agendas and reports	High	PCO Executive Director
Devise and disseminate messages, ensuring that they are delivered effectively Phase 1 and ongoing to Phase 2	Disseminate key messages so that they can be used on all publications, including website Produce Facts & Figures of CIWEM which can be used for a variety of purposes Develop Q & As about CIWEM Arrange media training for Directors and President Monitor media coverage	High	Audemars Communications PCO

Strategy	Action	Priority	Responsibility
Develop corporate image of CIWEM Phase 2	Place articles in partners' publications Follow up mailings to see if effective Identify opportunities for Honorary Presidents to take leading role Hold conference/exhibition in 2003 to launch CIWEM's policy initiatives Agree key messages for government and ensure these are included in all communications	High	Communications Officer Executive Director
Develop budget for all of above		High	Audemars Communications
Consider developing Corporate Identity Phase 2	Identify possible agencies' Apply corporate identity to all CIWEM publications/information material	High	Executive Director PCO

Example of rolling diary 2002/3

2002

- August **Johannesburg Summit** – all environmental organisations will be pushing for media coverage, however there may be opportunities to offer CIWEM's views when outcomes of Summit known. Possible opportunity for Executive Director to write 'opinion' piece?
- September **CIWEM International Conference on Management of Wastes from Drinking Water Treatment** – need to find an angle. This falls right into CIWEM's most recognised area of expertise and according to the leaflet, little attention has been given to this area. Some care should be taken to look for angles for the media. (date/venue?)
- September ? **Party Conferences** – what will be on the agenda re environment? - input please Justin. Possible opportunity for CIWEM to say what government should be doing, although most environmental organisations will be trying to do the same. (dates/venues?)
- 8-13 September **CIWEM Young Members Study tour, Chester College** – Transport and Regeneration, Wastewater Management, Energy, Flood, Waste Management. Annual national event aimed at young professionals, organised by North West/North Wales Branch. As a members' event, this is more difficult to promote widely unless there is an angle in what is being studied. May be an opportunity for local press if not national. Possible link to launch of Careers Book as an illustration of the benefits of membership.
- October **Start of two university courses newly accredited by CIWEM.** Environmental Design course at Glasgow University and a.n. other at University of Hertfordshire. Could possibly be linked to launch of Careers Book. Possible photo opportunity for local paper or for university paper.
- 22 October **Launch of SocEnv** at Environment Agency Conference and AGM. Margaret Beckett and possibly Tony Blair expected to be at the Conference. Good networking opportunity.
- 7 November **Presentation of Green Flag Awards.** Nick Reeves, Chairman of the Green Flag Steering Group, will be presenting awards with Tony McNulty, Regeneration Minister. Event hosted by LB Bexley.

- 7 November **CIWEM Conference on Odours – What a nuisance.** Possible opportunity for media coverage because it has potential for humour as well as serious content – Radio 4 You and Yours/Today programme?
- 2003**
- Jan **CIWEM publication: Careers Book.** Opportunity to promote CIWEM to undergraduates, young professionals via national environment, careers, trade and professional media.
- February **CIWEM World Wetlands Day Conference,** working with EA, EN, RSPB. Possible involvement of Minister. Opportunity to promote CIWEM to its peers, statutory agencies etc. Other partners are all high profile and therefore CIWEM will need to work hard to get media coverage. (date/venue?)
- 2 April **CIWEM Annual Dinner** at Drapers Hall. Guest speaker Jonathan Porritt (Tbc). Awards ceremony, opportunity to promote award winners to local papers and trade press. May also be an opportunity from Jonathan Porritt's speech, but only if he's saying something new.
- May **CIWEM Annual Report 2002** published
- 19 June **CIWEM AGM** – Junior Vice President announced
- June **CIWEM Presidential Conference** – Transport expected to be the theme for conference. (date/venue?)
- 10-12 September **CIWEM International Conference and Exhibition,** Harrogate Conference Centre. 'Environment – Vision, Values and Innovation. Launch of CIWEM's forthcoming plans should provide an opportunity for a news story. Northern correspondents could be targeted as well as environment correspondents.

CIWEM Communications Plan – summary of stakeholders’ responses to questionnaire

1. How do you think CIWEM can improve its profile?

Almost half of those questioned said that they would like to see CIWEM raising its profile with government and to see CIWEM taking part in the debate about policy issues. It was felt that this would help to raise profile in the media. Others were keen that CIWEM should raise its profile with young people.

2. What are the most likely sources of new members?

Nearly all cited young people, whether undergraduates, the newly qualified and young professionals as a good target for membership. There was also a strong feeling that there was still plenty of scope in the traditional sectors – water industry, EA etc. Local authorities (Agenda 21 and waste management) were also felt to be a good source of potential members. The chemical industry, non-professionals (procurement managers) were also suggested.

3. Are there any specific topics you would like to see CIWEM's name attached to in the press?

Sustainable development, water, flooding, climate change, recycling and transport were all popular topics. European directives were also mentioned as an area where CIWEM could lead the debate.

4. Would you like to see CIWEM being more controversial by setting agendas and not just contributing to existing agendas?

Three quarters of respondents replied yes to being controversial, but a number had a caveat, which was that any controversial stance should be rooted in science and that it should be on a topic that members felt strongly about. Nearly everyone agreed that CIWEM should engage in the debate and get into the political arena in a more pro-active way.

5. What are the three most important things you would like to tell the audience of the Today programme about CIWEM?

John Humphries himself would have been confused by the variety of answers to the above question. However, the professionalism, the breadth of expertise, the scientific knowledge, the independent and balanced view of members were the most frequently cited answers.

6. Can you identify any priority areas on which CIWEM is uniquely qualified to speak as a voice for the environment?

The overwhelming majority chose water and all the issues surrounding it as the area on which CIWEM is uniquely qualified to speak: water resources, wastewater management, sanitation, flooding, river and coastal management, water conservation and drinking water. Sustainability, climate change and transport were also mentioned by number of stakeholders as were the code of ethics and professionalism.

7. Which journals/publications do the people working in your sector read? (specialist and non specialist)

The range of publications read by stakeholders is, as expected, wide. Among the most frequently mentioned were WEM and New Civil Engineer. Others, which received more than one mention, were: Landscape Design, Water Bulletin, ENDS, and Utility Week

8. Do you belong to any other professional institutions or trade associations?

Three respondents do not belong to any other professional institution, four are members of ICE and the others are members of a wide range of institutions ranging from IEMA and the Landscape Institute to the Chartered Institute of Personnel and Development and the Institute of Biology.

9. Should CIWEM initiate, or associate itself with, targeted environmental campaigns?

The answer to this question was fairly evenly split between yes, no and maybe. A number said that if the campaign was supported by scientific evidence and if members felt strongly about it they would be in agreement. But those who were opposed felt that CIWEM's strength was that it was unbiased and professional and that it would be a mistake to be associated with organisations like Greenpeace.

CHARTERED INSTITUTION OF WATER AND ENVIRONMENTAL MANAGEMENT

CIWEM AWARDS POLICY

Introduction

CIWEM Awards are important because they celebrate the excellence and achievements of environmental professionals, and raise public awareness of the important work that environmentalists do.

In setting this policy we have ensured that sustainability lies at its core: the sustainability of the Awards and the sustainability of the achievements that the Awards seek to celebrate. All existing Awards, and proposals for new Awards, must meet this criteria.

Policy Framework and Criteria

1. Purpose of CIWEM Awards

- Raise the profile of CIWEM and its activities in all environmental disciplines;
- Recognise and celebrate the achievement of individuals and organisations;
- Enhance the status and standing of the environment profession;
- Contribute to the delivery of CIWEM's corporate objectives.

2. Key Attributes of CIWEM's Portfolio of Awards

- Attractive and appealing to potential candidates/entrants and sponsors;
- Relevant to the public and the profession;
- Contribute to improved knowledge and understanding of environmental issues;
- Sustainable i.e. will become an established Award.

3. Essential Criteria for new CIWEM Awards

- Reflect the broad environmental remit of CIWEM;
- Enhance the reputation and standing of CIWEM;
- Reflect the history and heritage of CIWEM;
- Reflect the Vision and Values of CIWEM;
- Promote sustainability;
- Inclusivity.

4. Desirable Criteria for new CIWEM Awards

- Encourage contributions from young people and under represented groups within the Institution and the profession;
- Achieve public recognition;
- Externally funded through long term sponsorship/endowment arrangements.

CHARTERED INSTITUTION OF WATER AND ENVIRONMENTAL MANAGEMENT

A MANIFESTO FOR THE ENVIRONMENT – AN AGENDA FOR CHANGE

'involving, informing, inspiring - for the environment, for the profession, for you'

About CIWEM

CIWEM, the Chartered Institution of Water and Environmental Management, is an independent professional institution, learned society and qualifying body for environmental professionals. CIWEM's mission is to advocate an integrated approach to environmental management and sustainable development and to achieve wide public engagement in environmental affairs. The Institution was founded in 1895 and was granted a Royal Charter in 1995. CIWEM is a registered charity and has a public benefit ethos.

CIWEM's Vision

CIWEM's Vision is **"CIWEM – The best at working with people and professionals working for a cleaner, greener, fairer and sustainable world"**

Purpose

The purpose of this Manifesto is to promote certain policies and actions that will contribute to CIWEM's Vision of a cleaner, greener, fairer and sustainable world.

Context

For the purposes of this Manifesto 'Environment' is defined as – the condition in which we live.

CIWEM is part of the environmental movement. This Manifesto is a declaration of our position on a range of issues that affect the environment and people's relationship with it.

The Manifesto will evolve as we become more knowledgeable.

The Earth is under increasing pressure from unsustainable human activity. Such activity is threatening the health and well-being of the environment on which all life depends. Conventional attitudes to the way in which most people, communities, institutions and nations conduct themselves are failing us and their values and practices must change.

Environmental issues are staggering in their complexity and complexity often undermines legitimacy. If people cannot grasp the issues, and how the environment works and affects them, they will not be interested, relegating it to that ever growing list of 'things I ought to know about but have neither time nor

energy to comprehend'. Indeed one of the impediments to public understanding and interest is the complexity of the issues and the structures of environmental management with their multiple layers of delegated authority. The fewer the citizens who engage in the environment the more difficult it will be to improve it. A key role of this Manifesto, therefore, is to reach a wider public audience and raise awareness.

CIWEM is an independent, non-political organisation and the statements that we have developed and expressed in this Manifesto are fundamental beliefs and aspirations based on ethical and scientific principles and the goal of a sustainable planet. These include:

- All living things depend on the diversity of the natural world for their existence and well-being. CIWEM does not believe that any species is expendable.
- The human footprint is destroying the delicate balance of nature and its ecosystems. Every 20 minutes the world adds 3,500 human lives to the world, but loses at least one species of plant or animal. With the loss of around 27,000 species each year we are seeing the largest mass extinction of species ever. Meanwhile the human population grows by some 76 million annually.
- The Earth's physical resources are finite. We are in ecological overdraft. If we continue to live beyond our means and beyond the capacity of those resources to support us we threaten the future of all life. CIWEM believes that we must build a society(ies) of sustainable communities that guarantees the long term future of the planet.
- One of the main contributors to environmental degradation has been the constant drive for economic growth. If all the developing countries in the world achieved the same level of wealth as the UK or the USA it would take the physical resources of up to four planet earth's to meet demand. CIWEM believes that growth and development should be within environmental limits.
- Sustainable communities and a sustainable environment enhances peoples lives. CIWEM believes that every person should be entitled to a good quality of life and basic material security as of right.
- The actions of people and institutions affects the well-being of other people, nations, other species, and future generations. CIWEM believes that we should not advance our own well-being to the detriment of others.
- The co-operation of empowered individuals and institutions is essential to a healthy society at ease with itself. CIWEM advocates a culture of inclusivity free from discrimination on any grounds.
- The measure of a society, institution or any organisation cannot be considered by narrow economic indicators alone. Their success should also be measured in terms of: the quality of life of people, the health and diversity of the environment and its ecology, social equity and human fulfilment. CIWEM believes that economic growth is a poor guide to human welfare and

that the drive for economic growth has contributed to environmental degradation and inequality around the world.

An Agenda for Change

Some eminent scientists, not normally given to extreme views, are telling us that unless we all change our way of thinking and our way of living then the future of our planet looks extremely bleak. It may not survive in its current form beyond the end of the century. While such views have led to disagreements about the precise condition of the biosphere nearly all respected commentators agree that most human actions are unsustainable and that all life on Earth is under immense pressure. The health and wealth of people depends on the quality of space we live in, our mode of travel, the air we breathe, the food we eat, our relationship with nature and the water that sustains all living things.

To achieve sustainability CIWEM calls on all people, institutions and nations to work together to initiate an agenda for change. This Institution's contribution to that agenda is set out below as a set of actions and issues which we feel are of the highest priority. They include some 'big ticket' global strategic issues and some very local 'must do' practical actions. We understand that for many change will require a huge cultural and social shift. For others it will involve resolving hitherto intractable conflicts. But, a world of 8 billion people competing for finite resources is unlikely to be a world at peace. So, something must be done. CIWEM has set out a framework of 8 guiding principles as the driver for action:

Guiding Principles

1. There are social, economic and environmental limits that must be protected in all circumstances.
2. Top priority: to protect critical natural capital and biodiversity under all foreseeable circumstances.
3. Accept that not all economic growth is desirable. Growth should not just be measured against Gross Domestic Product (GDP), which takes no account of the quality of economic growth or its environmental impacts.
4. The 'predict and provide' approach to transport, housing, and air travel is outmoded and unsustainable and undermines actions to reduce greenhouse gas emissions.
5. Governments should adopt indicators that decouple economic growth from environmental degradation.
6. Accept that the key to achieving the sustainable use of natural resources is behavioural change using education, regulation, incentives and green taxes as drivers for such change.
7. An unbreakable link between the environment, ethical behaviour and social justice must be a priority for long term sustainability. Unless social inequalities are addressed, environmental issues will not be a priority for the socially excluded.
8. All countries and cultures are linked when it comes to sustainable development. Inter-governmental learning on best practice is therefore essential.

The Way Forward

CIWEM proposes a multi-faceted strategy of regulation, fiscal measures, incentives and education. In no particular order of priority we propose the following measures and actions:

Agriculture

- The UK market for organic food is growing rapidly and yet we still import huge quantities because we have not responded quickly enough. Resources should be concentrated to meet the demand with the aim of reducing imports and creating employment in rural areas.
- There is still public confusion about genetically modified (GM) food and crops. The government should listen to the concerns of consumers and invest in independent high level research so that the public is properly informed about the benefits and dangers. Such information should be communicated in such a way that the issues are easily understood, and are unambiguous.

Corporate Social Responsibility

- Employers should introduce flexible family friendly working practices. With recent technological advances in communications, there is no excuse not to virtualise certain working practices. Research shows that employees would be more productive and self motivated. Also the need for commuting would be greatly reduced to the benefit of the transport infrastructure and to the environment.
- Employers with an annual turnover of more than £5 million should be required to produce an annual environmental report to their stakeholders. These should be public documents independently verified by a Chartered Environmentalist. Directors should be held personally and legally accountable for the environmental performance of their organisation. And all employers should be legally required to nominate a 'Statutory Officer' responsible for the environmental impact of the activities of the organisation.

Ecology

- Provide help and aid to cash starved but species rich nations. Up to half of all species could be lost within the next hundred years.

Energy

- More research is needed in the drive for sources of renewable energy produced locally to meet local needs. A huge global population reliant on far flung supply networks of clean water, food, oil, electricity and gas means that conflicts could trigger famine and water shortages very easily and very quickly.

Ethics

- More resources should be devoted to the lifelong learning of people in environmental issues. The principles of environmental stewardship should be a core curriculum subject at school with opportunities for continued learning throughout adulthood and in the workplace.

- All scientific and technological research proposals should be submitted to independent Ethical Boards to evaluate them for sustainability, public benefit and social purpose, human and animal welfare, environmental impact and other similar relevant criteria. Such criteria would be developed with public participation and debate. Membership of the Ethical Boards would be broad and include scientists, technologists and the laity, and they would be constituted to maintain independence and public accountability.
- Understanding the provenance of manufactured goods has become important in verifying the sustainability of the manufacturing process and the source materials. CIWEM believes that all goods for sale should carry a sustainability statement and that such statement should be a legal obligation on manufacturers and retailers.

Regulation

- Pollution fines should be increased - or implemented where they do not now exist – to a level that inflicts financial pain that hurts the polluter. Green crime needs to be taken more seriously by all governments, regulators, local authorities, communities and individuals.
- Environmental regulators should be given more resources and powers to educate, monitor and police industrial pollution and company directors should be held personally accountable for pollution incidents. However, the emphasis should be on education and prevention measures.

Sustainable Communities

- Make local government really local and empower communities to have more control over their own environment, towns and cities. In particular, councils should determine housing needs without pressure to build on flood plains or on land at risk of flooding.
- End the culture and practice of 'predict and provide' in the planning of services such as public transport, housing and the infrastructure of communities.
- More urgent research is needed into population control measures which are neither coercive or repressive. However, logic dictates that if action is not taken to reduce the rate of population growth to a level that is sustainable human numbers will increase until the population is curtailed by 'natural' limiting factors such as disease, famine, pollution or war.

Transport

- Introduce proper integration of road, rail and other transport systems and introduce greater regulation and public control of the transport infrastructure.
- Apply VAT or other green tax on aviation fuel. Aircraft pollution is increasing to the detriment of people's health and the environment. Cheap flights are encouraging more frequent travel and increasing the demand for more airports and runways. Environmental considerations should override all others that seek to encourage more travel on economic grounds.

Water

- Government should consult with the public before introducing fluoridation of the water supply. It should also ensure that any such initiative does not contravene the right of individuals or communities to opt out of such a proposal, or the right of water supply professionals to refuse to implement the introduction of fluoride into the water supply for professional ethical reasons.
- One of the biggest challenges we face is to get clean water to where it is most needed. One of the most controversial water transfer methods is the construction of multiple dams and reservoirs. Dams cause untold harm to the environment and ecosystems and involve the displacement of people. The damage they do is frequently underestimated taking little account of the negative impact they have on the ecology of neighbouring communities and countries. It is appreciated, though, that dams can bring benefits: water supply, irrigation for farming, electricity and flood protection. Consequently, CIWEM believes that there needs to be much more careful planning involving needs and options assessment to ensure that only dams that have minimum impact are built.
- Our changing climate, the pressure of development and growing consumer demand means that water scarcity is now a serious issue. CIWEM believes that universal metering should form part of a strategy of measures to encourage greater water efficiency.

A New Hierarchy

To meet the challenge of sustainable development and environmental improvement we advocate a hierarchy of behavioural change where reduction comes at the top (of the waste management hierarchy of reduction, reuse and recycling). This will reduce the environmental footprint of every person and enterprise. So, for business, tools such as internal environmental audits and analysis of sustainability along supply chains become more important in order to identify areas where impact can be minimised. Mechanisms such as trading permits are a long way down the hierarchy, since they are not about each company taking responsibility for reducing its own impact.

Government Action

It is the responsibility of governments to lead, inspire and monitor delivery through appropriate strategic frameworks and systems, and to support initiatives. The best intentions of government can be compromised its own conflicting actions, for example on aviation fuel and sustainable housing. Consistency and firm action by government, and joined-up policy and thinking across government departments, its agencies and the regulators are essential. For example:

1. Standards and objectives must be consistent and underpinned by international obligations.
2. There must be a commitment to sustainable development across all areas of government, agencies and regulators.
3. Integration at and between governance levels must be more robust.
4. Regulators must be given more resources and powers to educate, monitor, and police pollution.

5. The environment should be a part of the National Curriculum and every school should have an environmental champion.
6. The 'polluter pays' principle should be rigorously enforced with fines that are a real deterrent.
7. Green crime should be taken as seriously as other forms of crime.
8. Establish a better understanding of socio-economic/environmental inequalities and how to address them.
9. Deal with environmental disadvantage by tackling social exclusion and economic inequalities.
10. Involve local people in decisions about their local environment.

More generally, CIWEM believes governments should:

1. Create resource efficiency targets to encourage innovation and provide direction.
2. Use economic measures to ensure that the price of resources takes account of environmental impacts.
3. Overcome barriers to resource efficiency through training and information.
4. Provide clear information so that people can make informed procurement and lifestyle choices.
5. Manage people's expectations so that they realise environmental limits.

The Chartered Institution of Water and Environmental Management

CIWEM DECLARATION FOR SUSTAINABLE DEVELOPMENT

'involving, informing, inspiring - for the environment, for the profession, for you '

What is Sustainable Development?

Over two hundred years of industrial and economic development have made life better for many people. But, it has also come at a cost and damaged the physical and social systems on which the well-being of all living things depends. We cannot continue in this way and to do so risks unimaginable harm to people and the planet. What is needed now is a change of direction. We need a new kind of development that meets people's needs without compromising our future. To be sustainable we must take account of the social, economic and environmental impacts of our decisions and all our actions – at home, at work, at leisure.

CIWEM, the Chartered Institution of Water and Environmental Management, believes that sustainable development is integral to the care, management and evolution of the environment and to all life systems. Sustainable development is necessary to achieve fairer and more equitable communities and requires that people in all areas of life are literate in the principles of sustainability.

CIWEM recognises the need to protect and enhance the environment and that resources must be used in a way that does not compromise the ability of future generations to meet their own needs or harm the biodiversity of the planet.

This Declaration commits this Institution, and its members, to understanding the needs of society and its diverse communities; and to develop and deliver solutions that are sustainable and that meet the aspirations of all people. In so doing environmental practitioners will contribute to a better environment, an improved quality of life for all and a more equitable world.

In order to achieve these objectives innovative solutions will be required that take account of sustainability, social issues, economic factors, ethical behaviour and biodiversity.

CIWEM members must aspire to high levels of sustainability awareness and ethical behaviour (in accordance with the Institution's Code of Ethics) in order to achieve and maintain sustainability performance in all aspects of their work and in their lifestyle choices.

CIWEM urges all Institution Members to:

- maximise their knowledge and understanding of sustainable development principles and apply and promote sustainability in all their endeavours;
- value and encourage the contribution of all professions and occupations in the goal of sustainable development and biodiversity;
- use their skills, knowledge and experience to integrate sustainability into their professional practice, their organisations and their communities;
- ensure that sustainability underpins all their professional development and lifelong learning activities;
- foster, promote and disseminate sustainability principles at every opportunity - in the workplace and elsewhere.

CIWEM will:

- champion sustainable development and sustainable environmental management;
- encourage Institution members, and others, by sharing knowledge and practices to meet the aims of this Declaration;
- harness strategic partnerships with other organisations to initiate team working on delivery of sustainable development principles;
- adopt the principles of sustainable development in its own activities and monitor its performance in order to identify opportunities for continuous improvement;
- promote and disseminate this Declaration as widely as possible in order to encourage and inspire others in the goal of a sustainably developed world.

CHARTERED INSTITUTION OF WATER AND ENVIRONMENTAL MANAGEMENT

CIWEM TRUSTEE INDUCTION

THE ROLE AND RESPONSIBILITIES OF TRUSTEES

*“Ask not what your Institution can do for you,
but what you can do for your Institution.”*

1) Purpose of this Briefing

CIWEM is a Registered Charity and Institution Council members are its Trustees. This means that Trustees have certain legal and other obligations for which they are accountable.

The Charity sector is among the most regulated of any so leadership and governance issues need to be clearly understood by those who have legal responsibility for the actions of Charities.

The purpose of this document is to help Trustees, and those who aspire to become Trustees, have a better understanding of their role, responsibilities and liabilities, and what they need to know and do to ensure that they are able to fulfil their role effectively on behalf of the Institution's members, staff and other stakeholders.

2) About CIWEM

The Chartered Institution of Water and Environmental Management (CIWEM) was founded in 1895. The Institution is a Registered Charity and is accountable to the Charity Commission (a statutory Agency of government responsible for regulation of charities) for its actions. As a Charity CIWEM exists for the benefit of others and has a public benefit ethos. The Institution is also a Chartered body and its Royal Charter, Regulations and Bye-laws sets out the constitutional framework under which the Institution must operate. This framework is entirely in accord with the Institution's role as a charitable organisation. The Institution's Royal Charter also explains the role and remit of CIWEM and the purposes for which it exists. Paragraphs 3a, 3b and 3c of the Charter sets out the Institution's Objects. (A copy of the Royal Charter is available from the Executive Director).

3) CIWEM Council

The Institution's Council is the governing body of the Institution. It comprises Council members who are Trustees of the Institution. Trustees are appointed to the Institution's Council in accordance with the procedures set out in the Institution's Royal Charter and Bye-laws. (A copy of the Royal Charter and Bye-laws are available from the Institution's Executive Director).

The Council of the Institution is responsible for the good governance of the Institution through appropriate policies, actions and strategic plans.

4) Responsibilities of Trustees

- Trustees take overall legal responsibility for the work of the Institution
- Trustees must act in the best interests of the Institution, its members and staff
- Trustees may delegate tasks and responsibilities to staff and members of the Institution. (The scope of such delegation is set out in the Institution's Scheme of Empowerment document, available from the Executive Director).
- Trustees are volunteers and cannot be paid for the work that they do, other than to recover out of pocket expenses
- Trustees serve for a term of office. (This is defined in the Institution's Royal Charter and Bye-laws)
- Trustees take important decisions about the future direction of the Institution
- Trustees ensure that the Institution is legally compliant and safe
- Trustees guide and support the Institution's staff
- Trustees ensure that the work of the Institution is carried out
- Trustees ensure that they are up to date and are able to do the job

5) Twelve Essential Trustee Responsibilities

- **Determine CIWEM's Vision, Mission and Values** – Only Council has the power to create and change the organisation's essential Vision, Mission and Values. Every policy decision Council makes is designed to help realise the Institution's aims as laid out in the Mission.
- **Engage in Strategic Planning** – Council makes strategic policy and works with the Executive Director and other staff to develop long term strategic plans. Ideally, Council meeting agendas relate to key objectives in the Corporate Plan to ensure that key issues are being dealt with and monitored.
- **Formulate Policies** – Council creates policies to deal with constitutional and organisational activity, providing guidance to staff, setting up systems for reporting and monitoring, and establishing an ethical framework for all those who work, in any capacity, for or on behalf of the Institution. It also creates policy governing the behaviour of Trustees and other Honorary Officers, and all aspects of Council business.
- **Ensure the adequacy of Financial Resources** – Trustees must make sure that the Institution has the resources to carry out its Mission. This involves creating policies governing financial reserves, investments and fundraising.
- **Approve and Monitor the Institution's Services and Initiatives** – Council ensures that all the Institution's activities comply with the law and effectively serve its Mission.
- **Effective Fiscal Oversight and Risk Management** – Council approves the budget, annual financial statement and the Five Year Corporate Plan and Budget. It creates policies to manage and protect the Institution's assets and ensures that finances are handled to the letter of the law. Council also protects CIWEM against any risks and liabilities by undertaking a regular review of its Risk Assessment Plans.

- **Support of the Executive Director** – Council is responsible, via the Remuneration Committee, for establishing and reviewing the remuneration and terms and conditions of the Executive Director. It is also responsible for the annual review of the performance of the Executive Director, which includes development and support of the post-holder.
- **Understanding and Respecting the relationship between Trustees and Staff** – Council needs to recognise the areas of staff responsibility and avoid 'interfering' in matters which are properly the domain of staff. At the same time, it creates policy that guides staff activities and safeguards the interests of the Institution. The Institution's Scheme of Empowerment document sets out the respective roles of staff and Trustees.
- **Act as a Responsible Employer** – Council establishes fair personnel policies that meet legal requirements and protect both employees and the organisation.
- **Appointing new Trustees** – The Institution's Royal Charter and Bye-laws sets out the procedure for election and appointment of new Council members. In essence it is a democratic process and it is the membership that nominates individuals for election to Council. Council has the powers within the Bye-laws to co-opt up to four additional members if it needs Trustees with particular skills or attributes.
- **Enhancing the Institution's Public Image** – Through their own actions, on behalf of the Institution, Trustees should enhance and protect the public reputation and standing of CIWEM.
- **Carry Out Council Business Effectively** – Council keeps its own house in order by conducting productive meetings where organisational issues are dealt with effectively and efficiently. It delegates delivery of Institution policy and strategy to Cabinet and Council monitors and scrutinises Cabinet's delivery of those policies and strategies. It engages in periodic self assessment to strengthen its effectiveness.

This means.....

- **Working for others and not yourself** – Trustees must act in the best interests of the Institution and the body corporate and not any other interest. Personal interests, the views of a section of the membership and any outside interests must be set aside before Trustees act for the Institution.
- **Taking legal responsibility** – Trustees are ultimately responsible for what goes on in the Institution. This includes financial matters and employment of staff. Sounds a bit scary? Don't worry! As long as you have followed the rules of governance of the Institution and have made proper informed decisions then you shouldn't run in to any trouble.
- **Give time** – Trustees must be able to give sufficient time to the Institution. The amount of time will vary but it's not just about attending meetings. If you are

unable to devote sufficient time to play an effective role for the Institution you shouldn't be a Trustee.

- **Working as a team** – You have joint responsibility with other Trustees. It's a team effort and this means trying to get on with other Trustees and staff. It also means listening to others, saying what you think and accepting, and taking responsibility for, the majority decision. Even though you may not agree with that decision you must ensure that it is actioned.
- **Keeping up to date** – To do the job properly you will need to make sure that you are aware of what is happening in the organisation – its services, future plans, opportunities and risks. It is the Trustees responsibility to find out what is going on.
- **Understanding your role** – New Trustees are given a pack of information (including this document) and a Code of Conduct to help them understand their role. They are also advised to visit the Charity Commission website which provides a lot information about the role and responsibilities of Trustees and information about the Charity sector. If you are unsure about what any of this means – ask. The Executive Director and his staff are there to help.

6) Who can be a Trustee?

To become a Trustee of the Institution you must:

- Be a voting member of the Institution i.e., a Member or a Fellow
- Be over 25 years of age
- Not be disqualified or bankrupt
- Not have been convicted of dishonesty
- Be able to manage your own affairs
- Be prepared to comply with and sign the Institution's Code of Conduct for Trustees

The Charities Act 1993 sets out who is disqualified from acting as a charity Trustee. This applies to all charities.

7) What skills does a Trustee need?

To be effective Council should be able to draw on a wide range of skills, experiences and backgrounds. The following are some of the most useful and relevant:

- 'Hard' skills – legal, financial, management
- 'Soft' skills – diplomacy, team working, problem solving, decision making and a sense of humour
- Different experiences and perspectives – with a good understanding of the professions, communities and constituencies they represent
- Values – Trustees have an important duty so they should be able to demonstrate integrity and honesty, and be committed to ethical behaviour as defined in the Institution's Code of Ethics, which is available from the Executive Director and is published in the Corporate Plan

8) Before becoming a Trustee, what do you need to consider?

You should become a Trustee for the right reasons. It should not be seen as a route to career enhancement or a way of raising your personal profile or that of

the organisation you work for. Neither should it be seen as a means of gaining business advantage or advancing a personal agenda.

Having made the decision to become a CIWEM Council member find out as much as you can about the Institution. Even though you may have been a member of the Institution for some time there will be an awful lot you don't know about the organisation. So, talk to staff, existing Trustees and find out about the role and responsibilities of Council members, and find out about the level of commitment required.

9) What are the benefits of being a Trustee?

- You are at the centre of things, helping to determine the things that matter
- You can put your skills and other attributes to good use, to benefit the profession and the public
- You can learn new skills. The charity sector is the most regulated of any sector so you will learn how to deal with a different business environment
- You will have the opportunity to build relationships with a much wider range of individuals and organisations for the benefit of the Institution

10) What is the Role of Council?

Council is the governing body of the Institution and is ultimately responsible for everything that the Institution does. It is accountable in law to the members of CIWEM. Trustees must act in the best interests of the Institution, its members and staff, exercising the same duty of care that a prudent person of business would in looking after the affairs of someone for whom they had responsibility. Trustees must act as a group and not as individuals. Trustees must set aside personal and employer interests and give their time freely to carry out their duties for no payment or other gain.

At its simplest, Trustees receive assets from members and other donors, safeguard them, and apply them for the charitable purposes for which the Institution was established.

11) What is Governance?

Governance is about leadership and direction. It is also about ensuring that the Institution has a clear and shared Vision of its purpose, what it is aiming to achieve and how it will go about doing it. Trustees must set clear aims and objectives, establish priorities, safeguard CIWEM's assets and use them effectively for the benefit of those for whom the Institution exists. This includes ensuring that the Institution is well managed and operating within its Corporate Plan and Budget, and within the law.

12) Trustee's main Roles are to:

- Determine the Institution's Vision, Mission and Purpose
- Safeguard the Institution's reputation, ethos and values
- Develop and review the Institution's long term strategic plan
- Develop and agree the Institution's policies
- Ensure that all the Institution's activities are within the law
- Ensure that the Institution's activities are within its charitable objects and its Royal Charter

- Ensure accountability as required by the Charity Commission, Privy Council, HM Customs and Excise and the Inland Revenue
- Ensure that the Institution is financially sustainable and has adequate resources to carry out its work
- Ensure that the Institution, its members and staff conform to the principles of sustainability and good environmental practice
- Ensure that the Institution's assets are managed effectively and ethically
- Agree the budget and monitor financial performance
- Regularly review performance
- Operate good and fair employment and personnel practices
- Support the Executive Director and the Institution's other staff
- Ensure that all rules and policies are complied with

Trusteeship is a serious responsibility requiring an active role in the governance of the Institution. Time must be given to read and understand papers, attend Council and other meetings and keep informed.

13) Liabilities of Trustees

The Charity Commission states: ***"If Trustees act prudently, lawfully and in accordance with their governing document then any liabilities they incur as Trustees can be met out of the Charity's resources."***

The Courts have the power to relieve Trustees from liability where they have acted honestly and reasonably. If Trustees act reasonably, work within the Institution's governing document and take appropriate legal advice, then it is unlikely that they would be held personally liable. A well managed organisation, complying with legislation and following good practice, with good management and safeguards, and an effective Council of Trustees, will minimise any risks.

However, there are issues of personal liability and risk which Trustees need to be aware of. Trustees of all types of Charity, including CIWEM, can be held personally responsible for:

- Acting as a Company Director when disqualified
- Acting as a Trustee when disqualified
- Breach of trust under Charity Law (this includes spending the Institution's money on an activity which is outside its charitable objects, unpermitted political activity, fraud, serious negligence or receiving personal benefit)
- Failure to comply with relevant statutory requirements in areas such as employment, health and safety, VAT and taxation
- Failure to deduct employee's PAYE

14) Trustee Liability and 'Term of Office'

Normally the Charity Commission will expect new Trustees to take responsibility for the decisions made by Trustees in the past. However, new Trustees do not have to assume responsibility for past breaches of the Charity's trusts. If new Trustees discover, on taking office, that the Charity is currently acting in breach of trust, they must take steps to remedy the situation or they will become liable for the breach.

Trustees do not cease to be liable for their actions on retirement or resignation from the Institution. Trustees remain liable for any breaches of trust committed during the Trustee's term of office.

A breach of trust arises when an action is taken by Trustees which is outside the powers of the governing document.

15) Taking steps to Protect Trustees

There are a number of ways a Trustee can limit personal liability:

- Good management practice
- Clear roles and responsibilities
- Records of decisions taken – Minutes of Council meetings are the legal record of Council decisions. If you don't agree the minutes, say so before they are adopted as a correct record of proceedings
- Insurance – The Institution has Liability Insurance which covers Trustees and Staff
- Contingency Fund – These can be built up so that sufficient reserves exist to meet potential liabilities such as premature termination of leases or staff redundancy costs

16) Limiting Trustee Liability

If a Trustee is in disagreement with a Council decision over an issue and is concerned about personal liability, the Trustee should withdraw from that decision and ensure that the disagreement is minuted. However, Trustees are normally judged to act jointly so it can be argued that continued membership of Council will not remove liability.

17) Trustee Job Description and Person Specification

The vast majority of charitable organisations recruit Trustees in a way that most employers recruit staff – on the open market. However, professional bodies are generally democratic organisations and Trustees are normally elected from within the membership of the body. So it is incumbent on potential candidates for election to the governing body (Council) that they are able to meet the role and many demands on a Trustee.

Job descriptions and person specifications for Trustees are useful for clarifying the role and responsibilities of Trustees. They also enable Trustees to measure their own performance.

The Job Description sets out the roles, responsibilities and tasks that Trustees are expected to carry out.

The Person Specification identifies the skills, experience and attributes which are expected of Trustees.

The following is the Job Description and Person Specification for CIWEM Trustees:

TITLE: Trustee -

The Chartered Institution of Water and Environmental Management

DUTIES:

The duties of a Trustee are:

- To ensure that the Institution complies with its governing documents i.e. its Royal Charter, Regulations and Bye-laws; Scheme of Empowerment; Corporate Plan; Branch and Group Rules; Codes of Ethics and Conduct; Environmental Policy; Charity Law and any other relevant legislation.
- To ensure that the Institution pursues its objects as defined in its governing documents
- To ensure the Institution applies its resources exclusively in pursuance of its objects
- To contribute actively to the Council's role in giving strategic direction to the Institution, setting overall policy, defining objectives and setting performance targets and evaluating performance against the agreed targets
- To safeguard the reputation, name and values of the Institution
- To ensure effective and efficient management of the Institution
- To ensure the financial stability of the organisation
- To protect the assets of the Institution and ensure proper and ethical investment of its funds
- To appoint and support the Executive Director of the Institution and review his/her performance
- Apply any specific relevant skills or knowledge to help Council reach sound decisions

TRUSTEE PERSON SPECIFICATION

- A commitment to the Institution and its objects
- An ability to devote the necessary time and effort
- An ability to represent the Institution effectively in public
- A strategic thinker
- Good, independent judgement
- An ability to think creatively
- A willingness to express views constructively
- An understanding and acceptance of the legal responsibilities and duties of Trusteeship
- An ability to work effectively as part of a team and to accept and deliver majority decisions of Council

- An ability to: be selfless; show integrity; be objective; be accountable; be open; be honest; be discreet; show leadership

18) Further Information for Trustees

Further information about the role and responsibilities of Trustees can be obtained from the following organisations. The Charity Commission is, arguably, the most useful source of additional information and Trustees should make every effort to visit the Charity Commission website.

- Charity Commission
Harmsworth House
13-15 Bouverie Street
London EC4Y 8DP

Tel: 0870 333 0123

www.charity-commission.gov.uk

- Directory of Social Change
24 Stephenson Way
London NW1 2DP

Tel: 020 7209 4949

www.dsc.org.uk

- HM Customs and Excise
VAT offices
New King's Beam House
22 Upper Ground
London SE1 9PJ

Tel: 0845 010 9000

www.hmce.gov.uk

- Information Commissioner
Wycliff House
Water Lane
Wilmslow
Cheshire SK9 5AF

Tel: 01625 545745

www.dataprotection.gov.uk

- National Council for Voluntary Organisations (NCVO)
Regent's Wharf
8 All Saints Road
London N1 9RL

Tel: 020 7731 6161

www.ncvo-vol.org.uk

The Chartered Institution of Water and Environmental Management

**Route Map to a Sustainable Institution
A Strategic Overview**

'involving, informing, inspiring – for the environment, for the profession, for you'

Headline Aspirations

- A cleaner, greener, fairer, sustainable world;
- To win the hearts and minds of people and professionals alike;
- Global influence and contribution.

What We Want to Be

- The Institution of choice for all;
- A leader in the environment;
- Member and stakeholder focussed;
- Inclusive and innovative;
- The Institution of choice;
- Financially secure;
- A respected Qualifying and Regulatory Body for environmentalists, scientists and engineers;
- Independent.

What We Will Do

- Show leadership;
- Engage with the public and practitioners;
- Be true to our Values, our Royal Charter and our Charitable Purpose;
- Seek to achieve our Vision;
- Deliver our Mission – which is to:
 - Support governments, employers and practitioners to achieve sustainability and contribute to Corporate Social Responsibility (CSR);
 - Develop learning programmes and CPD to achieve ethical behaviour and high standards of practice;
 - Enable Members and other stakeholders to celebrate their achievements and endeavours;
 - Develop and disseminate best and better practice;

- o Deliver high quality relevant services;
- o Be inclusive, empowering and work in partnership with others;
- o Continue to achieve sound financial and resource management, and good governance.

Context of Change

Continuous improvement:

- With successive financial surpluses;
- With a strong asset base and cash position;
- Leading to a higher public profile;
- Leading to influential environmental policies;
- Resulting in a wider range and more balanced portfolio of learned activities.

Strategy Review of 1999

Establishing 'A Time for Change' (ATC) priorities and actions through:

- Member consultation – directly and via Branches & Groups;
- Stakeholder dialogue – employers, NGOs, national agencies;
- Pan-Institution consultation.

Strategy Review Commitments

- A new Vision and strategic objectives;
- More outward looking;
- Be Inclusive and equitable;
- Establish a Code of Ethics;
- Modern business practice;
- Create an umbrella/regulatory body for all environmental practitioners;
- Financial stability;
- Growth;
- A higher profile.

Our Achievements

A new Corporate Plan 2001-2005 (first steps & achievements)

- Financial stability and rigour;
- Stronger asset base;
- Identification and management of risk;
- A diverse membership profile;

- A higher public and media profile;
- Creating a strong brand;
- Infrastructure investment for more services more effectively delivered;
- Influencing the global, national, regional and local environmental agenda;
- Enhancing the global dimension of CIWEM;
- Establishing a new chartered qualification for environmentalists with a supporting regulatory framework.

Corporate Plan 2006-2010 (next steps)

- Organisational Structure – Review our ability to respond to the government's devolution agenda through the Branch and Group structure and respond with a commitment to empower Members locally – ie, the BaGReT initiative of Council;
- Public Benefit – Develop and promote a 'CIWEM Manifesto for the Environment' for the public and Member benefit;
- Governance – Achieve greater clarity of learned, charity and commercial activities through appropriate changes in governance and organisational structure;
- Sustainable Institution – Sustainable growth of finances, resources and membership;
- Managing Risk – Mitigate financial and related risk through greater diversification of income;
- Global Contribution – A robust international role with measurable outcomes.

Key Reference Documents:

- 'A Time for Change' Consultation Document – 1999/2000
- Corporate Plan 2001-2005
- 'A Strategy for Our Future' leaflet (also published in WEM)
- University of Warwick Away-Day Papers – 2003
- Draft CIWEM Manifesto for the Environment – 2003
- Council Agenda & Papers: 1999 – 2004
- CIWEM Annual Reports &Accounts 2001 to 2003 incl.
- BaGReT Notes and Briefing Papers – 2003/04