



People Planet Possibility

OUR CORPORATE VISION & STRATEGY

CIWEM



“

We will need a bigger, more diverse profession with knowledge at its fingertips... Never before has the expertise of CIWEM and our members been so crucial to society

”

Our vision

A world in which professionalism and excellence build connections to inspire widespread, impactful water and environmental solutions

We face urgent and intertwined climate and nature emergencies over the next decade and beyond. To address these effectively and at the same time unlock wider opportunities and benefits, we need to understand their complexities and ensure solutions will be effective, compelling and mainstreamed.

We will need to act rapidly, but with assurance and support.

As our leaders set targets on emissions reduction, climate resilience and nature recovery and begin to develop implementation policies and plans, demand for solutions will grow considerably.

This will need a bigger, more diverse water and environment profession with knowledge at its fingertips. Supported and inspired to deliver the best solutions and outcomes anywhere in the world. Informed to present decision-makers with the evidence for bold action in the right places. Collaborative and connected to share and mainstream best practice, for people and the planet.

Our goals

Our vision points towards three overarching goals:

Equipping people at every stage of their career with the latest knowledge and skills

1

We need empowered people at the heart of our profession, supported with the knowledge to grow and develop quickly in response to a rapidly changing world. Able to call on a wide range of skills and work effectively with a growing range of people and organisations.

Advancing excellence and professionalism to ensure the best solutions and outcomes

2

Trust in new and innovative ways of working as well as more conventional projects comes from credibility and confidence that they will deliver effective outcomes and lasting success.

Helping water and environmental professionals – whether individuals or organisations – achieve the highest standards of delivery in all they do is central to rapidly and effectively reducing carbon emissions, building climate resilience and recovering nature.

Connecting complex environmental challenges so solutions are effective and deliver widespread benefits and opportunities.

3

Environmental challenges are rarely simple or solvable with a single action. They are normally interconnected, systemic issues with many contributing pressures and actors.

With our diverse, multidisciplinary membership and expertise we will build understanding of these relationships, supporting capacity-building in important areas. We will collaborate to identify and implement solutions which manage risks at their source, achieve lasting improvement and maximise opportunities and benefits.

Building trust

From more detailed performance information for our board, to a growing range of information provided in our annual reports, we will increase our transparency to build trust in our position as a centre for professional excellence.



Our approach

To achieve our strategic vision and goals we have set out these enabling principles. These recognise that we are an organisation all about people, their knowledge and the benefits of sharing this widely.

Enabling principles

- 1 Make our people our priority
- 2 Connect a community inclusive and accessible for all
- 3 Use data and knowledge to underpin independent and creative engagement
- 4 Demonstrate the value in everything that we do
- 5 Create solutions that play to, and maximise our strengths
- 6 Have a bold, authentic and consistent brand
- 7 Take a commercial view for charitable means

1. Make our people our priority

As a member organisation people are at the centre of our world. Our members and their knowledge are our strength. With over 10,000 members across the world of all ages and backgrounds, we can draw on an extensive and wide-ranging experience-base to inform decision-making and delivery.

We are committed to investing in professional development, standards and member services to enable rising stars to become leaders and leaders to become mentors. For professionals to broaden their understanding and skills and for young people to recognise the exciting opportunities in our profession.

We will work to understand the wide-ranging needs of people working in the water and environment sector and develop services and member offerings to support them. We also recognise that the same principles must be applied to developing a passionate, motivated, inspired and skilled executive team and board to service our members and partners.

Professional development

We're investing in our Learning and Development team to bring a range of new, engaging and accessible courses designed with future skills demand in mind.

Meeting member needs

We're reviewing our member offering to ensure we're giving people the services they need, informed by regular engagement, surveys and member conversations.



Diversity and inclusion

We are committed to embracing diversity of thinking and supporting an inclusive culture that values everyone's voice.

Our diversity and inclusion strategy focuses on four themes: a visible commitment to diversity and inclusion, a diverse membership, an inclusive culture, and data and evidence.

2. Connect a community inclusive and accessible for all

Global environmental crises need a host of multi-disciplinary professionals and influencers across the world. Sharing experiences will be critical to achieving success so we are committed to reaching as wide an audience as possible, connecting people with knowledge wherever they are and whoever they are.

We recognise great value in the experience and perspectives of people of all backgrounds and at any stage of their life and career. We will champion the importance of diverse input to creative solutions and push our sector to embrace and advance diversity and inclusion.

Our networks, from our local and national branches and our subject-focused specialist panels and groups are the building-blocks of this community and we will nurture and grow their reach, accessibility and activities.

Wide-ranging opportunities for knowledge exchange

From roundtable meetings to multi-day conferences, freely accessible topical webinars to local branch networking, or communities of practice for specific subject focus, we're expanding our portfolio of opportunities for people to network, share, learn and discuss.



Working with nature

We declared a climate and nature emergency in 2019. Supporting a sector that understands the full range of management options – wherever possible using nature-based solutions to deliver multiple benefits for climate, nature and people in an integrated way – is our mantra.

3. Use data and knowledge to underpin independent and creative engagement

To reach a diverse audience effectively we need to ensure that our content is curated in a way which understands and meets the needs of our stakeholders. To do this we will upgrade our digital systems to provide us with the data we need to really understand our audiences. This will enable us to target content effectively, ensuring it is highly relevant and will help people build their knowledge, understanding and skill sets.

We will also use digital media to enable access to this content as readily as possible, throughout the world, bringing information and stories to life and making the evidence and explanations compelling. Where subject matter is technical we will use straightforward language and multimedia to convey the information clearly and simply. For our technical audiences we will make our resources readily identifiable and accessible.

Whether you are a student or senior professional, politician or decision-maker, social scientist or engineer, journalist, campaign group or passionate member of society, we will showcase the art of the possible and make the case for it to become our new normal.

New digital infrastructure

We're undertaking an update to our digital infrastructure including a new customer relationship management database, member support services and tools, communities platforms, website and more to ensure we connect with our members and wider audiences as effectively as possible.

Developing engaging content

In a digital-first age we recognise that high quality content, effectively delivered is critical to sharing knowledge and experiences. We are reviewing our content channels to ensure they are widely accessible, engaging, contemporary and low-carbon.



Photo: George Warren

4. Demonstrate the value in everything that we do

It is essential that we understand what our members and wider audiences need and value. This starts with listening, and then scrutinising our activities to ensure that they speak to these needs and values and point towards our vision.

If activities don't provide value to us as an organisation, our members, partners, stakeholders and the environment, we will stop them and focus where we can achieve more value and impact. We will measure and report on our own environmental performance, range of services, growth and financial strength, held to account by our board of trustees.

Listening

As an organisation committed to collaboration, understanding what our members, partners and wider audiences need from us is essential. We will actively seek feedback on our services wherever we can and use it to continually improve.

5. Create solutions that play to and maximise our strengths

The world of water and the environment is exceptionally broad. As a small but growing organisation we cannot possibly cover this breadth of issues in full, though we set our thinking in the context of global natural and social systems.

We will focus on the areas where the knowledge and expertise in our membership makes us ideally placed to build capacity and drive forward change which is beneficial to society and the environment. This means those areas where people, land-use and water interact.

Our multidisciplinary nature, underpinned by our range of issue-focused specialist panels and groups, means we have the knowledge and experience to consider these interactions which are at the forefront of so many contemporary environmental issues. These panels and groups are the foundation for development of our advocacy, thought-leadership and knowledge-sharing activities and lend the legitimacy of extensive experience to our work.

Alongside this we are proud collaborators. We work with those organisations for whom our members work but also many beyond. Whether building consensus for a course of action or sharing experience to innovate or advance good practice, we achieve our biggest wins in concert with others. We will look to expand this approach with an ever-growing range of organisations.

Collaboration

We're a small organisation in a big world facing mounting challenges. We will be more effective by working with a wide range of partners. From our corporate and academic partners to issue-led link-ups with NGOs and critical friendship for governments, we're engaging positively with a growing and diverse range of organisations.



6. Have a bold, authentic and consistent brand

As a Royal Chartered institution and charity we are regarded as an independent and trusted voice on water and the environment. This reputation is fundamental to our brand, and fundamental to our future. We will champion the importance of impartial commentary and advice, of expertise and knowledge born of delivering wide-ranging environmental solutions on the ground.

To this end we will ensure that our messaging is recognisably clear and consistent, evidenced and trustworthy. We will be an organisation whose behaviours match our assertions. This will be our brand, and will reach across all our various activities.

Growing our visibility and recognition

Through our digital transformation and content strategy we will work to ensure that audiences recognise CIWEM and understand what we're all about. We will refresh our brand so it fully reflects our vision, goals and values and speaks compellingly to our audiences, building on outreach successes such as our Environmental Photographer of the Year competition and Flood & Coast event.

7. Take a commercial view for charitable means

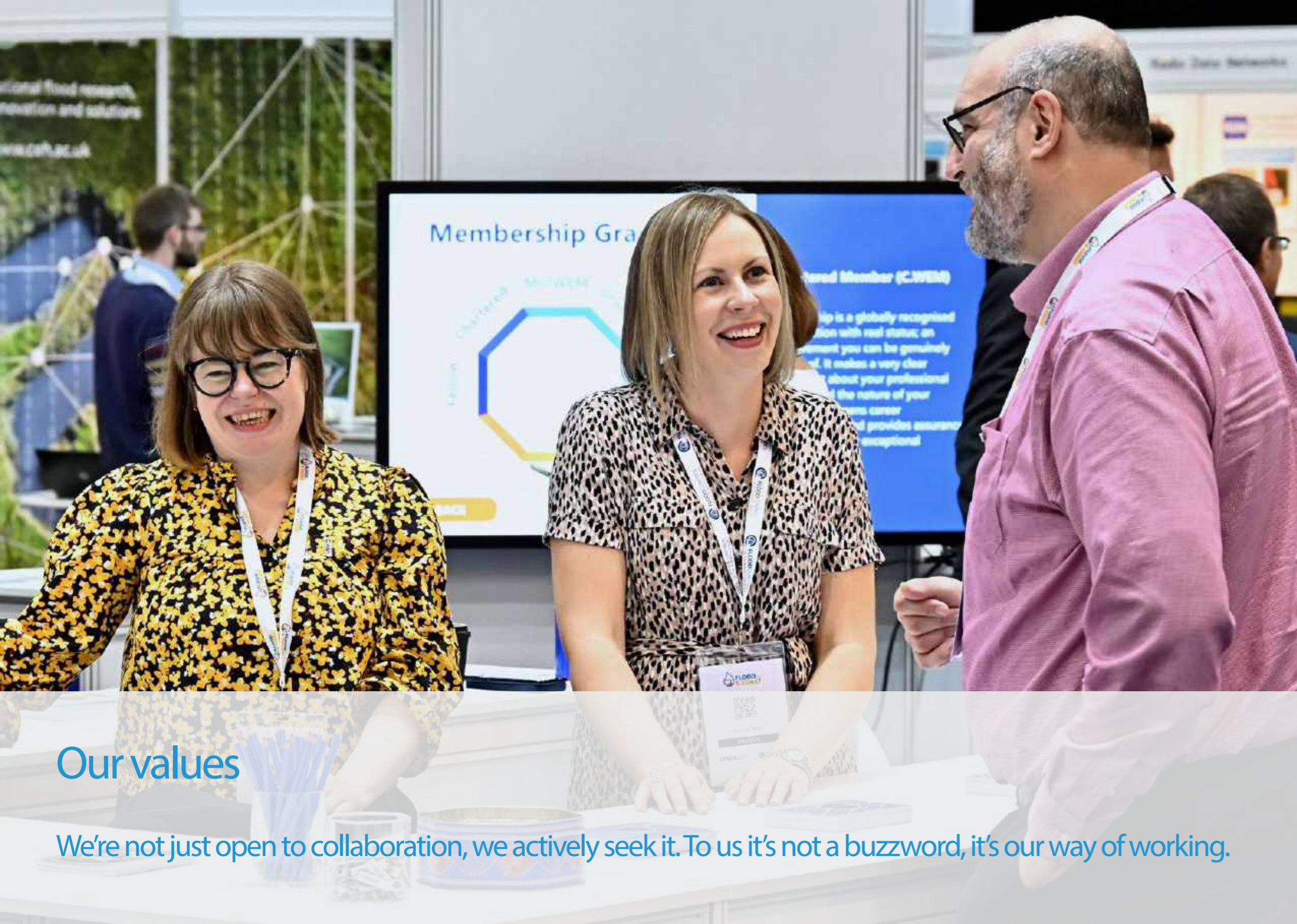
We know that to achieve our goals of supporting and growing a profession well-equipped to tackle the climate and nature crises we must grow our finances to invest in our charitable activities.

We will identify opportunities to grow commercial revenue streams, which can be gifted back to our charity. These commercial activities must satisfy the challenges of delivering value to our members, partners, stakeholders and the environment as would any of our other activities.

In the coming years we will work to grow our financial reserves to ensure that we are on a strong and sustainable footing for the future, and able to expand our range of services to meet the needs of a growing profession. The more we can grow and diversify our income streams the more we can invest in our charitable work.

Not-for-profit growth

All of the surplus we make from commercial activities is gifted back to our charitable entity to deliver work which supports our members and profession, and delivers our public benefit remit under our Royal Charter.



Our values

We're not just open to collaboration, we actively seek it. To us it's not a buzzword, it's our way of working.

We are clear that to be effective in delivering our vision we must live and work by our values.

As an organisation and community we will:

Be **united by passion**, caring for our planet and recognising it is the only home we have

Take **action with accountability**, backing up what we say and do with evidence and transparency and acting honourably and professionally whatever we do

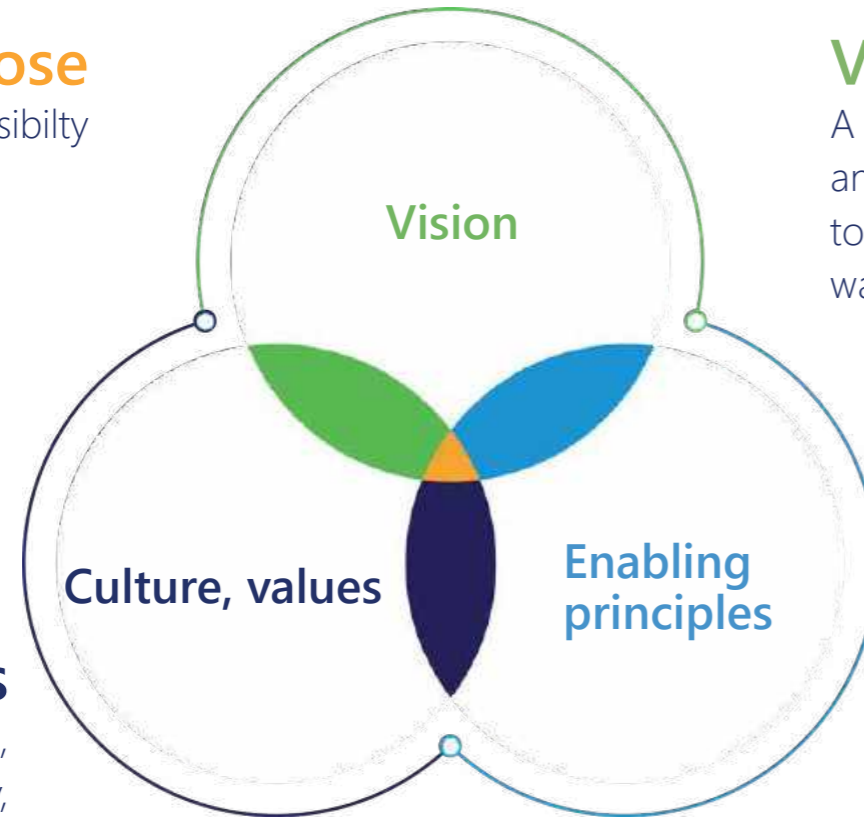
Be **inspired and inspire**, taking inspiration from the good practice delivered by our members and committed to sharing it widely to inspire others

Collaborate with conviction, always committed to working together with our teams, our members and wider organisations to achieve our vision and goals, and

Celebrate success, championing the best solutions, showing the world what good looks like and making the case for pockets of excellence to be mainstreamed for the future. At the same time ensuring that valuable lessons are learned and shared.

Purpose

People, Planet, Possibility



Vision

A world in which professionalism and excellence build connections to inspire widespread, impactful water and environmental solutions.

Culture, values

We will be united by passion, take action with accountability, be inspired and inspire, collaborate with conviction, and celebrate success.

Enabling principles

Our 7 enabling principles set the context and will focus our activities on those with the most meaningful impact on our community, our environment, and our society.

Our framework for success

When our culture and values and enabling principles come together, we find our purpose and can achieve our vision.



*Net-zero transition: Photobioreactor 2020,
Simone Tramonte,
EPOTY 2021*

*The Nemo's Garden 2021,
Giacomo d'Orlando,
EPOTY 2021*

By following our enabling principles and living our values we will achieve our goals and vision to:

Support a growing, globally connected community of professionals inclusive and accessible to all

Build a widely-recognised brand associated with good practice and independence

Be recognised extensively as a sector-leading training and events provider

Be valued as the go-to source of trusted expert knowledge on water and environmental issues

Be an influential and inspirational adviser to government, politicians, the media and public, and

Significantly increase our charitable capacity through enhanced revenue streams.

Our future

In a rapidly changing world and a decade for action we will need to be nimble and responsive to changes in policy and demand for solutions delivery.

A scenic view of a river flowing through a lush green forest under a cloudy sky. The river is in the foreground, reflecting the surrounding greenery. The trees are dense and vibrant green, with some taller trees in the background. The sky is filled with soft, grey clouds, with a hint of blue visible. The overall atmosphere is peaceful and natural.

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