



EIANZ (WA Division)
Strategic Planning Session
Outcomes & Action Plan (DRAFT)

11 December 2016

Define The Current State - Context

EIANZ (WA Division) aims to improve its identity in the broader environmental association space

- How do we reinvigorate a viable industry association for Western Australian environmental practitioners?
- The association is constrained by overall EIANZ and Central Office policies, resources and volunteer workforce



Major Drivers of Strategy

- **Organisation Culture:** Membership dynamics are good and very collegial.
- **Communication:** Struggles to provide consistent and regular communication to its membership
- **Membership:** One third of members did not renew their membership in the past 12 months, issues around cost of membership, value for money, payment terms and membership categories
- **Events and Professional Development:** Ad-hoc events planning and no structure in professional development activities
- **Relationships:** Good partnership ability and effectively implemented, but still unstructured, un-strategic and could be more effectively executed

Current Strategy

- No defined strategy or plan

Feedback from member survey

Key challenges and issues: structure, purpose, events and communication



1

Key Challenges

- In the past 12 months, 1/3 of the WA members did not renew their membership
- Key barrier to renewal was variations on cost (i.e. cost effectiveness, competition with other association memberships, value for money)
- Making the EIANZ (WA Division) relevant and events available to others who live outside Perth Metropolitan area and making events more regular and relevant to members
- Providing more professional development opportunities for all levels of environmental practitioners
- Providing better and more consistent quality communications
- Lack of clarity regarding the function and purpose of the EIANZ
- Lack of external awareness of the EIANZ, what it stands for and its influence on policy makers and others

2

Improvement Suggestions

- Options around membership costs, payment terms and membership categories
- Clarity on functions of Institute and communication from the WA Division
- Better planning and more regular functions and events that align with purpose of the Institute and environmental practitioner needs generally

3

Areas of focus

- Top topics identified for future events and professional development include:
 - Legislative changes and government policy
 - Environmental case studies
 - Environmental management systems and plans
 - Land rehabilitation and restoration
 - Personal development topics including professional writing, strategic thinking

Feedback from Workshop

Key challenges and issues: professionalism, viability, and perceptions



Improvement Suggestions

- A good **2 year plan** for EIANZ (WA Division) needs to be developed. The organisation is currently reactive and should be **proactive**. Especially in regard to approach, events and promotions.
- **Events:** These have been ad-hoc and sporadic in delivery previously. However, recent events and workshops have been well received and supported by practitioners.
- **Professionalism** and governance is missing. The Division has no strategic plan, no clear roles and responsibilities and no structure in how to measure success. Difficult to grow membership while WA Division is unstructured.
- The method of **communication** with members is ad-hoc and doesn't take advantage of changing demographics or use of new technology. No clear strategy around how to communicate and when to communicate

EIANZ (WA Division) Vision and Goals

Vision

To support the environmental practitioner community across all Western Australia and to promote excellence in the development of environmental policy and practice.

Governance & Structural

- Increase membership
- Increase participation and viability of Institute through events and activities
- Improve professionalism of the committee and WA Division

AND

Technical

- Become known as the premier environmental organisation in WA for practitioners
- Increase external parties contacting Institute for advice and expertise
- Increase members involvement in setting directions on environmental science, research and management areas

AND

Social

- Improve brand recognition of WA Division and Institute generally
- Improve and celebrate recognition of success in environmental practice

SWOT Analysis

Strengths

- Passionate
- Members like what we do
- Growing capacity of Committee
- Finances are healthy
- Good at partnerships
- Respected
- Diversity of membership base
- National (Australia & New Zealand)
- Certification scheme
- Australian Journal of Environmental Management
- Depth of experience in membership
- Long-time membership commitment
- Altruistic, value driven membership (welcoming group)
- Be part of a community and want to give back
- Building a diverse calendar of events
- Ability to learn from experience
- Good governance
- Corporate support on events management
- Responsive membership to potential volunteering opportunities to assist the WAD committee

SWOT Analysis

Weaknesses

- No plan
 - No purpose (clear)
 - Workload falls on relatively few people (fatigue)
 - All responsibility rests with four roles
 - No defined roles and responsibilities
 - No brand awareness
 - High membership fee and payment in one lump sum
 - Pricing structure and membership deliverables
 - No events calendar
 - Not fully utilising/understanding support from Central office
 - WA Division is not clear about what it wants from Central office
 - Four different email addresses from Central office
 - Central office resources/politics/priorities
 - WA has no power in central organisation
 - Distribution of resources (\$) from Central
- WA Division not clear on student role
 - Don't know what students want from membership
 - No idea of perception of students towards EIANZ
 - What does EIANZ offer students?
 - Student role value – where do we fit?
 - Communications
 - Email
 - Website
 - Social media – FB or Linked In (and other broader social media)
 - No WA face in central communications
 - Poor advertisement of EIANZ (WA Division)
 - Cost of running events due to the size of the state
 - Rely upon goodwill of members to make Division work

SWOT Analysis

Opportunities

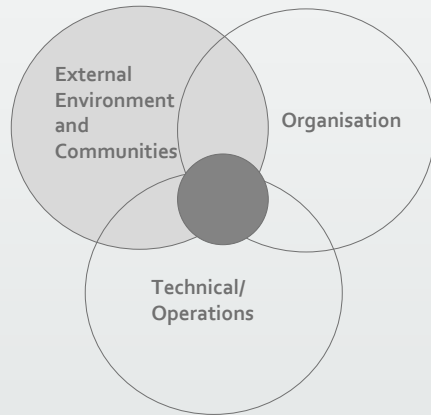
- Isolation provides independence from Central office
- Defining & communicating standards to environmental industry
- Engaging students in WA universities
- Increasing partnership opportunities in events
- Increasing numbers of <25 year old membership
- Commonwealth State of Environment Reporting in 2017 – opportunity to do WA event that is not available to other organisations
- Greater involvement in legislation and policy reforms
- State election in March 2017
 - Manifesto to influence policies
 - Platform for environmental debate of environmental ministers
- Change negative perceptions of members from survey
- Harness goodwill of members wanting to get involved
- Branding and marketing
- Partnering with companies for handling events
- Webinar platform that can be used
 - Promote on social media / podcast
- Certification recognition by regulators
- Increase information to members at low cost through better communication
- Create the environment community under EIANZ (WA Division) banner
- “Piggyback” onto other conference’s or events for our advantage
- Be more active in design of science and scientific research in institutes and universities to benefit members
- Economic downturn opportunity through more time; more networking
- Learn from what other Divisions are doing and benchmark performance
- More clarity on roles and responsibilities and increase engagement of volunteers
- Mentoring; student work experience opportunities / vacation employment
- Target greater resources of central through showing how at risk WA Division is – may disappear
- Benchmark against international associations – learnings
- New technology topics for events
- New technology for social communication
 - “Apps”
- Citizen science / traditional knowledge learnings and sharing opportunities

SWOT Analysis

Threats

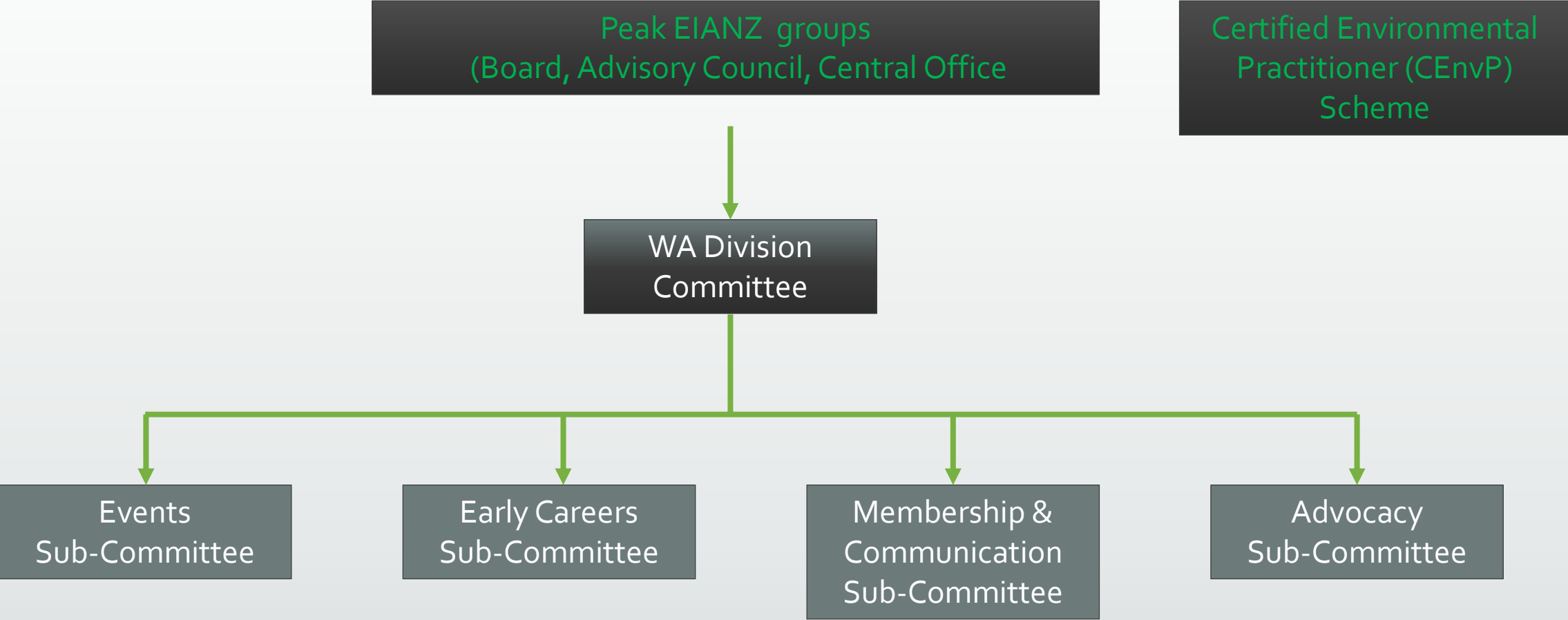
- Not delivering on the plan
 - Disconnect between Central and WA Division – desires and needs
 - Losing focus – spreading too thin
 - Being realistic about what we can achieve
 - Competing organisations
 - Lack of \$ to be involved; reduced employment; decreased sponsorship; migration back to east coast
 - Losing relevance in changing demographics
- Perception about what EIANZ stands for – unclear what this is across membership
 - Australian community focus on environment
 - Declining
 - Political climate unsupportive
 - Perception that environmental issues are ‘elitist’ views
 - Jobs versus environmental protection
 - Some bodies discouraging membership
 - Changing demographic influencing membership

External Analysis

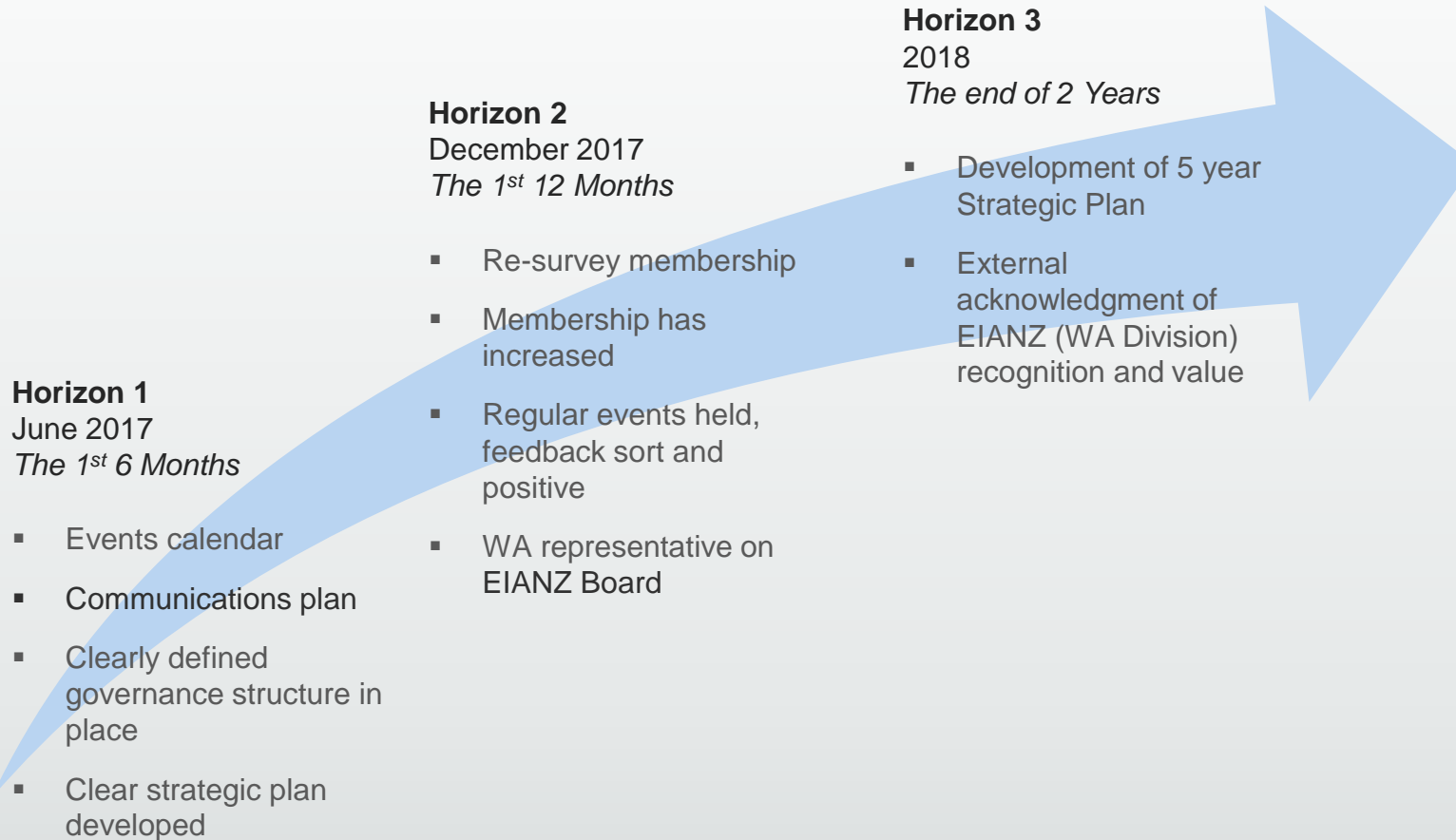


External Shifts	
1	<p>Social</p> <ul style="list-style-type: none"> Perceptions of community regarding environmental practitioners (ie no commercial acumen etc, against development and industry) Conflict between industry and environmental values
2	<p>Economic</p> <ul style="list-style-type: none"> WA has significant downturn in key industries over past 2-3 years (ie resources) Resources industry is a key employer of many environmental professionals and also provide significant sponsorship to environmental related projects
3	<p>Political</p> <ul style="list-style-type: none"> Newly appointed EPA Chairman and changes within the Office of the EPA provide an opportunity to bring fresh perspective to EIA in Western Australia State election occurring in March 2017 provides an opportunity to influence policy agenda on environmental related issues for next term of government
4	<p>Regulation</p> <ul style="list-style-type: none"> Continuously changing legislation and interpretation of legislation provides opportunity to influence agenda Government agencies discouraging membership – based on perception of environmental lobby groups rather than professional standards organisation
5	<p>Organisation</p> <ul style="list-style-type: none"> Political manoeuvring at national level Geographical separation from Central office provides opportunity to be more independent

Organisational Chart



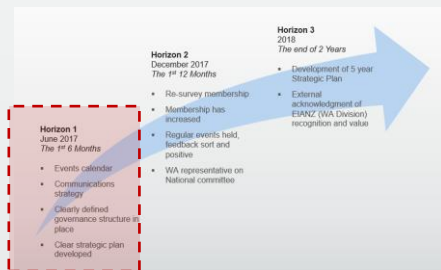
Future Horizon Goals



EIANZ (WA Division) Goals

Goal: The 1st 6 Months

Key question: What do we need to do to become more organised and effective as a Division?



1	Governance	<ul style="list-style-type: none">▪ 2 year strategic plan developed and communicated▪ Develop MOU between EIANZ Board/Central office and WA Division Committee▪ Develop “Constitution” document for WA Division Committee▪ Roles and responsibilities defined▪ Develop business case for EIANZ Board/Central office to access additional funding to assist WA Division to promote benefits of Institute
2	Events	<ul style="list-style-type: none">▪ Develop 12 month events calendar▪ Implement events & obtain feedback on effectiveness
3	Communications	<ul style="list-style-type: none">▪ Develop & implement 12 month communication plan
4	Membership	<ul style="list-style-type: none">▪ Develop & implement schedule of participation at university orientation and careers fairs, conferences and other networking opportunities to promote the Institute and its role▪ Identify opportunities for professional development and benefits to be obtained by members from involvement with Institute

EIANZ (WA Division) Goals

Goal: The 1st 12 Months

Key question: What changes should we be seeing after 12 months?



1

Membership

- Capture updated membership views through 2017 survey
- Consultation with members not renewing membership to determine reasons, quantify against previous years information

2

Events

- Review the performance of the events calendar - determine participation, value for money, alignment with Institute objectives
- Review the events calendar for 2018

3

Governance

- Conduct AGM
- Review 1st 12 months operation of the strategic plan

4

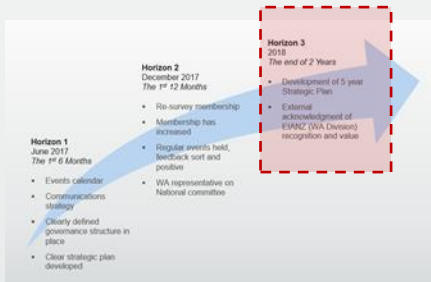
Communications

- Review the performance of the communication plan - determine participation, value for money, alignment with Institute objectives
- Review the communication plan for 2018

EIANZ (WA Division) Goals

Goal: The end of 2 years

Key question: What will be achieved by end of 2018?



1

Membership

- Membership numbers have increased
- Reduction in members not renewing their membership

2

Events

- Regular events conducted, well received, and well attended. Events are either cost neutral or providing resources to fund other activities of Division

3

Communications

- Regular communication to membership occurring and well received. Success determined through active engagement in social media and other communication channels

4

Governance

- A WA representative appointed to the EIANZ Board
- Improved working relationship between EIANZ Board/Central office and WA Division Committees through MOUs and improved communication

5

Advocacy

- Greater brand recognition within industry and government of WA Division and EIANZ of the role of the Institute
- A list of key positions and policies of the WA Division in relation to WA environmental legislation and other key areas
- Recognition of certified practitioners by regulators as ethical and competent environmental professionals

Action Plan – Gantt Chart

2017-2018

Action Plan

THEME	ACTIVITY	Horizon One					Horizon Two					Horizon Three					RESPONSIBILITY											
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
Governance	Release 2 year Strategic Plan	█																									WA Division Committee	
	Develop MOU between WA & National Committee				█	█	█																				President	
	Develop Constitution document for WA Committee (incl roles and responsibilities)	█	█	█																							President & Vice President	
	Appointment of additional WA representative to National board						█																				President	
	Develop business case for additional funding from National office			█	█	█																					WA Division Committee	
	Review Strategic Plan											█												█			WA Division Committee	
	Conduct Strategic Planning Session for renewal of Division Strategic Plan																							█	█		WA Division Committee	
	Division AGM							█																	█		Secretary & President	
	Division Committee Meetings	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	WA Division Committee
	Events	█																										Events Sub-Committee
	Impelmentation of events strategy		█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	Events Sub-Committee	
	Develop proposal for Central to provide greater support for events promotion		█																								Events Sub-Committee	
	Participation at University Orientation Week		█																								Events Sub-Committee	
	Participation at University Careers Week			█																							Events Sub-Committee	
	Co-hosting and participation in the Environmental Practitioners Workshop					█																					President & Vice President	
Communications	Develop Communication Strategy		█	█	█																						Membership & Comms Sub-Committee	
	Division Newsletter	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	Membership & Comms Sub-Committee	
	Implement Communications Strategy (incl. social media actions, podcast talks)						█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	Membership & Comms Sub-Committee	
	Send annual acknowledgement to members recognising their support																								█		President	
	Developing branding & promotional material to support Division communications			█	█	█																					Membership & Comms Sub-Committee	

Action Plan – Gantt Chart (cont.)

2017-2018

Action Plan

THEME	ACTIVITY	Horizon One						Horizon Two					Horizon Three												RESPONSIBILITY		
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov		Dec	
Membership	Develop proposal for National Office to vary payment of membership fees		█	█																							Membership & Comms Sub-Committee
	Identify opportunities/sponsorship/ benefits for members		█	█	█																						Membership & Comms Sub-Committee
	Conduct annual membership survey										█													█			
	Followup with members who have not renewed Membership								█												█						President & Vice President
	Establish students and early careers sub-committee to advise on development of activities related to this area	█																									President & Vice President
Advocacy	Develop list of areas WA Division may provide strategic position upon		█	█	█																						Advocacy Sub-Committee
	Identify opportunity with research institutions and universities to influence and advise on environmental science							█	█	█	█	█	█														Advocacy Sub-Committee
	Develop plan and approach to encourage government and regulators to recognise certification program				█	█	█																				Advocacy Sub-Committee