



The Association of Ecological and Environmental Clerks of Works

Strategy 2018 - 2021

Version 1

Contents

1	Welcome to AEECoW	1
	Scope of Strategy	1
2	Our Priorities	2
	Priority 1: Promoting the ECoW Role	2
	Priority 2: Developing Quality in the ECoW Role	2
	Priority 3: Delivering Training and Skills Development	2
	Priority 4: Providing a Forum for the EcoW Community	3
	Delivering our Priorities	3
3	Our Structure and Governance	4
	Our Team	4
4	Delivering our Projects	5
	Action Planning	5
	Responsibilities	5
	Accountability	5
	Review and Monitoring	5
Appendix 1		6
	Action Plans	6

1 Welcome to AEECoW

Scope of Strategy

- 1.1 AEECoW was established in 2009 as both a qualifying body and a unifying voice for Environmental Clerks of Works. The Association sought, and continues to seek, improvement in professional standards within the industry while raising awareness amongst decision and policy makers.
- 1.2 Since its inception, AEECoW's membership has grown to almost 100 environmental and construction professionals. The organisation has engaged with, and influenced, a wide range of stakeholders, while implementing a series of training and conference events. Today, the mission and vision created by the Association's first Management Committee hold true;

'Our vision is for the ECoW role to become standard practice on construction and engineering projects where significant risks to the environment exist.'

'Our mission is to develop and promote the role of Environmental Clerks of Works through the establishment of good practice and knowledge sharing for the benefit of the environment.'
- 1.3 AEECoW's first Strategy seeks to bring structure to the organisation's operations and sets our strategic priorities for the period 2018 – 2021. Our priorities have been informed by ongoing consultation with members and stakeholders.

2 Our Priorities

2.1 The AEECoW Management Committee has established 4 priorities for the Association during the period 2018 – 2021, each discussed below.

Priority 1: Promoting the ECoW Role

2.2 AEECoW's foremost priority will continue to be the promotion of the ECoW role, and the value it brings to construction projects. We will:

- **Engage with the environmental and construction industries, and their media, to promote the ECoW role and the opportunities it presents to businesses and individuals;**
- **Engage with policy and decision makers, including local government Planning Departments, highlighting the valuable role ECoWs can play in the planning and development process;**
- **Engage with NGOs and wider stakeholders involved in the planning and development process, highlighting the potential solutions offered by the ECoW role.**

Priority 2: Developing Quality in the ECoW Role

2.3 Since AEECoW's inception, the ECoW role has developed extensively. ECoWs now operate throughout the UK, supporting a wide range of construction projects. AEECoW will continue to influence the development of the role and its potential to improve environmental protection on construction and development projects. We will:

- **Work with members and partners, including other professional bodies, to identify and develop appropriate quality standards in ECoW;**
- **Develop awareness of the value of AEECoW peer-review membership**
- **Work with policy and decision makers to identify fair and efficient procurement routes for ECoWs;**
- **Promote quality standards within our membership and the wider environmental and construction industries;**
- **Develop, influence and/or publish appropriate good practice guidelines for practising ECoWs and decision makers.**

Priority 3: Delivering Training and Skills Development

2.4 In recent years, AEECoW has developed and delivered a number of training and skills development events. Over the course of the period 2018 – 2021, we will continue to develop our training and skills development offer. We will:

- **Identify and work with others to identify training needs within the ECoW community;**
- **Partner with training providers to deliver a range of practical and theoretical training courses across the UK;**
- **Compliment the Chartered Institute of Ecology and Environmental Management's emerging 'Accredited Ecological Clerk of Works' project, particularly in relation to other environmental disciplines;**
- **Deliver a topical annual conference;**
- **Seek opportunities to deliver training at wider environmental and construction industry events and conferences.**

Priority 4: Providing a Forum for the EcoW Community

2.5 AEECoW has learned since 2009 that the ECoW experience can often be isolating. We know that our members seek opportunities to meet with other ECoWs to share experiences and learn from others' approaches. We will

- **Develop and support local networks of members via support group meetings;**
- **Publish a regular newsletter that shares relevant news from across the industry;**
- **Connect our members with relevant events and organisations;**
- **Maintain a social and professional media presence.**

Delivering our Priorities

2.6 The Action Plans in **Appendix 1** set out the activities and initiatives we will undertake to deliver our priorities. Actions Plans will be flexible, but include clear targets against which to measure our progress.

2.7 Responsibility for each Priority Area will be held by a member of our Management Committee with support from Association members. Progress against our Action Plans will be discussed and challenged at each meeting of the Management Committee and regular updates will be provided to our membership and funders.

3 Our Structure and Governance

- 3.1 AEECoW currently enjoys the support of approximately 100 members. We have an active and engaged membership, spread across the length and breadth of the UK, allowing us to act on behalf of ECoWs at a national scale.
- 3.2 The following section describes our governance structure and set out our approach to succession planning. In **Appendix 1**, we have presented an Action Plan for 'Structure and Governance', ensuring we have a mechanism for succession planning.

Our Team

Management Committee

- 3.3 AEECoW's Management Committee is the executive arm of the organisation. Drawn directly from the membership, the Management Committee is responsible for the development and delivery of our priorities.
- 3.4 The Management Committee reports directly to the organisation's Chairperson. The administrative and financial function of AEECoW is managed by a secretary, with support from the Chairperson.
- 3.5 The Management Committee also acts as the organisations membership panel, acting together to determine the outcome of membership applications. Applications are considered to be successful when a majority of Management Committee members support the application.
- 3.6 All Management Committee roles are voluntary.
- 3.7 To date, the Management Committee has grown organically, recruiting new members as expressions of interest are raised. However, as the organisation grows, we propose to implement a more formal approach to the recruitment of Management Committee members. Over the course of this strategy period, the Management Committee will:
 - Determine an appropriate size for the Management Committee and recruit directly from the membership where necessary;
 - Define and publish the roles and responsibilities of Management Committee members;
 - Determine suitable periods of service, ensuring a rolling, but sustainable, Management Committee membership allows new ideas to develop;
 - Develop a plan for attracting new candidates from across the UK to Management Committee roles.

4 Delivering our Projects

Action Planning

4.1 Action Plans, relating to our priorities, are provided in **Appendix 1**:

- **Promoting the ECoW Role;**
- **Developing Quality in the ECoW Role;**
- **Delivering Training and Skills Development;**
- **Providing a Forum for the ECoW Community.**

4.2 Each Action Plan sets out a series of discrete, targeted activities which, when combined, aim to deliver the priorities set in **Section 2**. Each action is clearly defined and is allocated to a named member of the Management Committee. Delivery timescales are also provided, allowing actions to be prioritised and monitored.

Responsibilities

4.3 The Management Committee holds ultimate responsibility for the delivery of the Strategy. Each Action Plan is allocated to a named member of the committee who will take overall responsibility. The named committee member will develop actions, delegate tasks to other members and report on progress at Management Committee meetings.

Accountability

4.4 Strategy progress will be a standing item on the bi-monthly Management Committee agenda.

Review and Monitoring

4.5 This Strategy relates to the period 2018 - 2021. It is envisaged that the Strategy will be subject to review each year, allowing for revision if necessary.

4.6 The Action Plans are flexible documents. Actions will be determined on an annual basis, allowing ongoing development and progress to be made during the lifetime of the strategy. However, where necessary, individual actions will be amended or revised at Management Committee meeting.

4.7 Upon expiry of the strategy, a thorough review of its efficacy will be undertaken, with a view to informing the Strategy for 2021+.

Appendix 1

Action Plans

	Action Plan		Promoting the ECoW Role		
	Responsible Management Committee Member		Steve Jackson-Matthews		
Objective	Action No.	Action	Action Holder	Timescale	Comment
Engage with the environmental and construction industries, and their media, to promote the ECoW role and the opportunities it presents to businesses and individuals	1	Research and collate a list of relevant environmental organisations and potential member contacts (new central 'contact list').	SJM		Subject to GDPR requirements. Research initially in Scotland, subsequently adding in England and Wales.
	2	E-shot new contact list introducing AEECoW and inviting membership and attendance at free info event in Glasgow/Bristol/Manchester and London	SJM		To be produced through mail-chimp.
	3	Develop short, breakfast/lunch information events. Maximum of 1 hour	SJM		Event hosting duties to be divided between Management Committee members
	4	Based on lessons learned from above, develop similar format for construction organisations	SJM		This may progress faster if actions 1-3 run smoothly.
Engage with policy and decision makers, including local government Planning Departments, highlighting the valuable role ECoWs can play in the planning and development process	5	Research and collate a list of planning department contacts (and their umbrella organisations/professional bodies) in Scotland	SJM		
	6	Prepare a brief e-shot, re-introducing AEECoW and link to existing planning guidance	SJM		Link with Priority 2
	7	Follow up action 4 directly, gauging interest in workshops or training events	SJM		Workshops, if required, would be in early 2019. Link with Priority 2 and Priority 3
Engage with NGOs and wider stakeholders involved in the planning and development process,	8	Research and collate a list of relevant NGOs (primarily through Scottish Environment Link's Planning	SJM		

highlighting the potential solutions offered by the ECoW role.		Task Group).			
	9	Based on planning e-shot, prepare a brief e-shot for NGO contact list, introducing the existing guidance	SJM		Link with Priority 2
	10	Based on the success of actions 1-9, consider the value of a further attempt at a parliamentary event	SJM		

	Action Plan		Developing Quality in the ECoW Role		
	Responsible Management Committee Member		Simon Knott		
	Objective	Action No.	Action	Action Holder	Timescale
Work with members and partners, including other professional bodies, to identify and develop appropriate quality standards in ECoW;	1	Create survey to identify minimum experience/knowledge criteria expected of ECoWs from stakeholders	SK		Use survey Monkey or equivalent
	2	Engage with stakeholders to identify perceived standards <ul style="list-style-type: none"> • Construction industry • Developers • Statutory Bodies • Professional Bodies • Members 	Management Committee SK to coordinate		Management committee to identify contacts that they know – GDPR?
	3	Review feedback	Management Committee SK to compile feedback in to report/coordinate		
	4	Create quality standards	Management Committee SK to draft standards/coordinate		
Work with policy and decision makers to identify fair and efficient procurement routes for ECoWs;	1	Engage planning authorities and statutory bodies to advise them on ECoW condition terminology	SK/anyone that already has good contacts with PAs		There is already the AEECoW guidance for planners, but I feel we need to follow this up with meetings.
	2	Engage with Developers to advise on contract terminology <ul style="list-style-type: none"> • Draft guidance for developers 	SK/anyone that has good contacts with developers		
Promote quality standards within our membership and	1	Publish quality standards on line	SK to Coordinate		

the wider environmental and construction industries;	2	Issue to membership by email	SK to Coordinate		
	3	Issue to industry by email	SK to Coordinate		
Develop, influence and/or publish appropriate good practice guidelines for practising ECoWs and decision makers.	1	Engage with stakeholders and identify who would be interested in collaborating <ul style="list-style-type: none"> • Good practice on windfarm collaborators for example 	SK to coordinate		Could this be a CIRIA doc?
	2	Research current similar guidelines			
	3	Draw up outline content	SK to coordinate		

	Action Plan		Delivering Training and Skills Development			
	Responsible Management Committee Member		Simon Knott			
Objective	Action No.	Action	Action Holder	Timescale	Comment	
Identify and work with others to identify training needs within the ECOW community;	1	Add training needs section in to survey above	SK		<i>Link to priority 2</i>	
	2	Identify training needs as a management committee	Management Committee		<i>SK issued draft training schedule 02/04/18</i>	
	3	Ask membership	SK to coordinate		<i>Survey from priority 2</i>	
Partner with training providers to deliver a range of practical and theoretical training courses across the UK;	1	Review data from action above to identify needs	SK to Coordinate – Management committee to review			
	2	Liaise with appropriate training providers	SK to Coordinate			
Compliment the Chartered Institute of Ecology and Environmental Management's emerging 'Accredited Ecological Clerk of Works' project, particularly in relation to other environmental disciplines;	1	??	SJM		Steve to provide update	
Deliver a topical annual conference;	1	Topic chosen for November – review of environmental management and root cause of incidents	SK to coordinate		Rick Sykes and Ash Bennett, authors of the review have confirmed they wish to present	
Seek opportunities to deliver training at wider	1	Research opportunities	SK to coordinate		Need to clarify what we will be presenting	

environmental and construction industry events and conferences.					
---	--	--	--	--	--

	Action Plan		Providing a Forum for ECoWs		
	Responsible Management Committee Member		Rebecca Passmore		
Objective	Action No.	Action	Action Holder	Timescale	Comment
Develop and support local networks of members via support group meetings	1	Draft a recruitment plan for volunteers.	RP		Provide brief paper identifying recruitment opportunities and targets.
	2	Recruit volunteers in various parts of the country.	RP		Establish network of regional leads and support groups. It is considered that this will take 2 - 3 years to implement nationally.
Publish a regular newsletter that shares relevant news from across the industry.	3	Finalise, and confirm, secretarial role and administrative support.	All		
	4	Co-ordinate, and obtain, regular reviews / input from management committee / members regarding other organisations websites to keep abreast of relevant industry developments and post / link them on website.	RP		Establish effective and proactive ongoing management of website and social media platforms.
	5	Manage and issue newsletter.	RP		Newsletter to be issued regularly on a twice annual basis (spring / autumn).
Connect our members with relevant events and organisations.	6	Explore options for, and establish uses of, social media, creating a blog, Facebook account, Twitter, LinkedIn, etc.	RP		Establish effective and proactive ongoing management of website and social media platforms. Links to Priority.
	7	Update website - have affiliated / relevant events linked from our website and affiliated organisations websites, ensure they are included	RP		Links to Objective 1 Priority 2 and Objective 2, Priority 3 and Action 4 (above).

		in the newsletter.			
	8	Identify highly relevant events to e-shot to our members.	RP		Links to Objectives 2 and 3, Priority 3.
Maintain a social and professional media presence.	9	Ongoing management of social media presence (Facebook/ Twitter / LinkedIn / blog).	RP		Links to Action 4 (above).
	10	Attendance at events and represent the Association, as required.	RP / All		At least one management committee member to attend an event at each affiliated organisation. Links to Objective 1 Priority 1.