



IMarEST Strategic Plan
2018 – 2022

Foreword

Covering more than two-thirds of the Earth's surface, the world's oceans are fundamental to life on our planet. They provide food and other natural resources, help regulate the climate and are characterised by a rich natural biodiversity.

Neither should their importance to the global economy be ignored. It is estimated the oceans generate over 350 million jobs, worth \$3.6 trillion a year, providing employment and food security to many of the world's poorest people. Moreover, thanks to the shipping industry, the oceans connect people and markets and facilitate 90% of world trade.

The work of the Institute is thus more important and relevant today than ever before. Through the delivery of our charitable purposes we will continue to support the marine workforce and environment in pursuit of our vision of a world where marine resources are managed and sustained for the benefit of humanity.

Between 2012 - 2017, the Institute accomplished much through its 5-Year Corporate Plan. Our membership grew by more than 80%, from 12,000 to over 22,000 members. This was in part thanks to more straightforward pathways

to membership and registration and a string of new partnerships. We adopted lean principles and streamlined operations through a mix of outsourcing and restructuring. We ramped up our learned society activity with a renewed emphasis on contributing at inter-governmental level to inform sound marine policymaking globally.

However, there is still much to do. We have outlined this work in the IMarEST Strategic Plan for 2018 - 2022, which lays out the Institute's high-level goals for the next five years. In particular, it identifies three key priority areas: 1) promoting professionalism and technical leadership; 2) supporting the development and sustainability of the marine sector; and 3) establishing the Institute as a high performing organisation delivering strong value.

These objectives build upon our past achievements and go to the very heart of our mission as an Institute. We will continue to facilitate knowledge sharing, foster innovation, promote environmental sustainability and drive professionalism to ensure we are well equipped to overcome the challenges we face as a global ocean community.

For instance, the list of environmental issues continues to grow. Micro-plastics and ocean acidification now join

harmful atmospheric emissions, the spread of invasive species and overfishing as problems that must be grappled with by the sector's regulators and other stakeholders. Neither can climate change and rising sea levels be ignored. With no respect for national boundaries, they threaten small island developing states and major ports across the developed world alike.

Meanwhile, the commercial marine sector is being buffeted by the waves of the digital revolution and the networked economy. Ships are becoming ever more sophisticated and automated; supply-chains are becoming tighter, yet more fragile; offshore resource extraction once limited to hydrocarbons now encompasses renewable energy and possibly soon deep sea mining. These are exciting changes that should not be feared but seized as opportunities. However, to be realised they will require new competencies, skills and knowledge and above all the innovation and the courage to push the boundaries of possibility.

I am looking forward to continuing to work with the Institute's membership and partners over the coming years as together we strive to enhance professionalism throughout the marine sector and the achievement of safe, sustainable seas around the globe.

David Loosley
Chief Executive



David Loosley

TO PROMOTE PROFESSIONALISM AND TECHNICAL LEADERSHIP

Goal 1

We will achieve this by:

1. Setting and upholding standards

- Registration offering universally recognised professional credentials
- Accreditation of courses, industry frameworks or corporate learning schemes
- Continuing professional development (CPD) recognition of courses and events
- Mutual recognition of equivalent standards internationally
- Encouraging members to undertake and record professional development activities
- Awards to recognise and promote excellence across the sector

2. Providing technical leadership and sharing knowledge

- A range of accessible member benefits to help members excel in their careers
- Branch networks and activities, conferences, events, training and technical publications
- Technical leadership and engagement with governments and intergovernmental organisations to provide expertise to inform decision and policy-making processes
- Technical Special Interest Groups, technical activities, projects and supporting research and development
- Latest industry information and news so members are equipped to adapt and respond to a fast changing environment

3. Developing marine education and skills

- High quality relevant marine education programmes and training
- Scholarships, bursaries and grants to support students and to promote inclusiveness

4. Supporting organisations and industry

- Corporate membership to help organisations raise profile and attract, develop and retain staff
- Bespoke solutions for organisations to help promote professionalism
- Consultancy, creation and accreditation of industry and organisational workforce development programmes

Key outcomes:

- IMarEST recognised as a global leader in setting standards and providing organisational good practice advice
- Ethical professionalism demonstrated by members complying with the IMarEST Code of Conduct
- A knowledgeable and skilled membership contributing to safety, sustainability and development in the marine sector
- More students graduating from IMarEST's education and training programmes
- Continued international expansion of global membership, accreditation and partnerships
- Positive impact on local, regional and global regulatory frameworks
- Delivery of agreed budgets and other business key performance indicators





Goal 2

TO SUPPORT THE DEVELOPMENT AND SUSTAINABILITY OF THE MARINE SECTOR

We will achieve this by:

- 1. Supporting the implementation of the United Nations Sustainable Development Goals (in particular SDG-14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development)**
 - Promote safe, sustainable development of the oceans, seas and marine resources to members and the wider public
 - Communicate and raise awareness of all UN Sustainable Development Goals
 - Deliver voluntary pledges to support implementation of SDG-14
- 2. Raising awareness of the importance of marine professions**
 - Engagement with government and intergovernmental organisations and representing members' views on current and emerging issues
 - Members acting as ambassadors to champion IMarEST's vision and mission
 - Working closely with other professions to provide a collective voice on joint issues
 - Develop and communicate policy positions informed by members' views, expertise and experiences
- 3. Membership growth and retention across all grades and sectors**
 - Growth and retention of membership across existing, new and emerging sectors and promotion of routes to professional qualifications
 - Demonstrate to employers the value of professionalism in their organisation through effective partnerships
 - Establish new partnerships to encourage visibility of professional career development pathways
- 4. Encouraging and enabling the marine sector to attract, develop and retain talent**
 - Deliver programmes to inspire the next generation, support students and develop early career professionals
 - Follow diversity charters and promote diversity and inclusivity throughout the membership and the sector
- 5. Providing highly competent marine professionals to meet global demands**
 - Identify skills gaps and create high quality training and/or education programmes to meet these demands
 - Develop learning products for capacity building programmes
 - Engage with capacity building programs to provide advice and assistance with professionalism and professional development

Key outcomes:

- Consultations with members on technical matters which affect marine engineering, science & technology
- Contribution to SDG-14 through delivery of IMarEST's voluntary pledges
- A growing knowledgeable and skilled membership which can adapt to current and future challenges in the marine sector
- A more diverse workforce in the marine sector that continues to attract and retain talent
- A more qualified and skilled workforce to meet the skills gaps identified by the marine industries
- Delivery of agreed budgets and other business key performance indicators

TO BE A HIGH-PERFORMING ORGANISATION DELIVERING STRONG VALUE

Goal 3

We will achieve this by:

1. Delivering value and excellence

- Consistent services wherever members live and work
- Continued improvement to our website and digital platforms to ensure members can access knowledge, information and services regardless of geography
- Quality events, conferences, training, education and publications
- Strong value propositions to members and organisational partners

2. Being a financially sustainable organisation

- Delivery of financial targets
- Improved and sustainable revenue streams
- Successful reserves strategy

3. Ensuring our business processes and infrastructure are robust and improve delivery and performance

- Identify and deliver key performance indicators
- Continuous process improvement across the organisation
- Manage risk and maintain a risk register

4. Having an engaged and effective workforce

- Performance and development review process for staff and volunteers
- Succession planning
- Pay staff salaries that are competitive in the UK or regional charity sector

Key outcomes:

- Delivery of agreed budgets and other business key performance indicators
- IMarEST products and services regarded as high quality and value for money
- Consistently high levels of staff and volunteer satisfaction and retention, ensuring they feel valued and are in an environment where they can excel
- Satisfaction and retention of organisational partnerships
- High levels of satisfaction from publication subscribers, students and event delegates
- IMarEST demonstrates long term financial sustainability generating a sustainable surplus to re-invest in learned society activities and delivery of charitable purposes



Strategic Plan



SUSTAINABLE DEVELOPMENT GOALS

The IMarEST supports the UN Sustainable Development Goals

OUR CHARITABLE PURPOSES, VALUES & PROFESSIONAL CODE OF CONDUCT

- RELIEF OF POVERTY
- EDUCATIONAL EXCELLENCE
- IMPROVED SAFETY
- ENVIRONMENTAL SUSTAINABILITY
- ETHICAL PROFESSIONALISM
- ADVANCEMENT OF MARINE ENGINEERING, SCIENCE AND TECHNOLOGY

GOAL 1 TO PROMOTE PROFESSIONALISM AND TECHNICAL LEADERSHIP

GOAL 2 TO SUPPORT THE DEVELOPMENT AND SUSTAINABILITY OF THE MARINE SECTOR

GOAL 3 TO BE A HIGH-PERFORMING ORGANISATION DELIVERING STRONG VALUE

OUR VISION IS A WORLD WHERE MARINE RESOURCES ARE SUSTAINED FOR THE BENEFIT OF HUMANITY

OUR MISSION IS TO BE THE INTERNATIONAL ORGANISATION OF CHOICE FOR ALL CONCERNED WITH MARINE RESOURCES AND ACTIVITIES, BY PROVIDING PROFESSIONAL LEADERSHIP, UPHOLDING STANDARDS, AND DEVELOPING AND SHARING KNOWLEDGE BASED UPON INTEGRITY, QUALITY AND FAIRNESS





International HQ: 1 Birdcage Walk , London SW1H 9JJ • United Kingdom • **Tel:** +44 (0) 20 7382 2600 • **Email:** info@imarest.org

Asia-Pacific Office: #03-01 GSM Building, 141 Middle Road, Singapore, 188976 • **Tel:** +65 6472 0096

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