



Chartered property,
land and construction
surveyors

STRATEGIC PLAN ROADMAP 2024



FOREWORD

HARNESSING THE STRENGTH OF THE SCSI

On behalf of the SCSI Board and Council, I am delighted to present our three-year Strategic Plan, 'Roadmap 2024'.

Members are at the heart of everything we do in the SCSI. We recognise that the strength of the Society lies in harnessing the expertise of our broad membership base working across the property, land and construction sector, while also supporting members individually within their professional groups. In devising this Strategic Plan, we have sought to continue to deliver on both of these fronts, enhancing current services while also innovating to increase the value and relevance of membership. As part of the planning process, we have updated our vision, mission and values to recognise the evolution of the organisation in recent years and to better align them to the aspirations we have for the continued development of the SCSI.

The following pages provide a high-level summary of the approach to drafting the Plan and its key objectives and milestones, which will be delivered across four pillars that reflect the role of the SCSI in advocating, educating and regulating the surveying profession. The implementation of the Plan will see the actioning of in excess of 100 key deliverables across the four pillars of 'Representing, Supporting, Connecting and Influencing'. The Plan also aims to continue to take advantage of the increased accessibility for members facilitated by the move to online service delivery as a result of the Covid-19 pandemic; regional connectivity in particular is a key focus for the SCSI going forward.

As in surveying, measurement will be critical, and you are encouraged to provide feedback as we roll out the plan across the next three years. While it is hoped that members will directly engage with the implementation of the plan through accessing the various supports and services, we will issue regular progress updates through our various communication channels, including our monthly *Metrics* report.

We would be delighted to hear from anyone who would like further detail on Roadmap 2024 and from those who may wish to get more directly involved with the Society; our volunteers are key to the delivery of this ambitious plan. Building on the solid foundations of the SCSI, we are strongly positioned to deliver Roadmap 2024 both in the interest of members and for public advantage, and we look forward to the continued success of the organisation over the next three years and beyond.



Shirley Coulter
CEO, SCSI



VISION AND MISSION

The SCSI's new vision and mission reflect its ambition for the future:

Vision:

A dynamic, innovative and visible organisation to promote members' professional expertise, harnessing members' collective knowledge to lead the development of a sustainable property, land and construction sector

Mission:

To connect, support and represent our members, as leading experts working across property, land and construction



ROADMAP 2024

PURPOSE OF THE SCSI

The Society of Chartered Surveyors Ireland (SCSI) is the independent professional body for Chartered Surveyors working and practising in Ireland. It works in partnership with the Royal Institution of Chartered Surveyors (RICS), the pre-eminent chartered professional body for the property, land and construction sectors around the world. The SCSI and RICS act in the public interest: setting and maintaining the highest standards of competence and integrity among the profession; and, providing impartial, authoritative advice on key issues for business, society and governments. Over the years, the SCSI has built up a strong reputation and is well regarded as a trusted expert across the property, land and construction sectors.

The SCSI has embarked on a new three-year Strategic Plan, 'Roadmap 2024', in an effort to harness the work, relationships and reputation it already enjoys, and to build out further its ambition to be even more innovative and impactful for its members.

RESEARCH FINDINGS AND RECOMMENDATIONS

The strategic planning process was conducted over a five-month period during which extensive analysis was carried out, including qualitative and quantitative research. In addition to desk research, multiple member focus groups, staff workshops, and a detailed member survey, domestic and European economic and industry data were also reviewed. The results of a stakeholder audit and consumer marketing research were also considered, along with benchmarking the SCSI against other membership organisations. The findings reaffirmed the areas working well within the Society, but also pointed to enhancements that could be considered as part of its value proposition. Key recommendations focused on retention and growth of membership, as well as identifying some potential commercial, strategic and adding-value concepts and ideas, which the SCSI has reflected on and included.

The SCSI is moving forward from a position of strength. In terms of focus, the SCSI believes that the majority of what will be delivered in 'Roadmap 2024' will be that continued focus on maintaining and enhancing efforts in certain key strategic areas.

These include the educational and continuing professional development (CPD) offering, the recent successful move to online, and the continued representation of the profession with key stakeholders in the form of influential industry reports, recommendations and securing subsequent media profile. Finally, the SCSI's Professional Groups and their respective

committees will continue their remit of supporting, informing and profiling their professions – consistently.

In terms of ambition, the SCSI is looking to do things differently too, and that focus will make up the remainder of our efforts.

Research found that members recognise the expertise and skill the Society holds, and believe the time is right to use this in an even stronger capacity as the Society repositions itself out to 2024. A particular ask of members was to ensure a greater understanding of what the various professional groups do, and that clarity on this is achieved across the membership itself and also externally to the general public. Leading the way on relevant key issues affecting the industry was also identified as important, as well as maximising the collective efforts of the members for the greater good of supporting employment, development of people, and continued standards of services in the public interest.

The Strategic Plan has been mapped across four Key Strategic Pillars to underpin our vision and overall strategic direction over the next three years:

Representing, Supporting, Connecting, Influencing



VISION

MISSION

PILLAR 1

REPRESENTING

Advocating for members and promoting their expertise and contribution to the built environment:

- ▶ Publication of independent, evidence-based reports and submissions
- ▶ Consistent and relatable messaging in media and public affairs activity, positioning the SCSl as the authoritative voice for property, land and construction
- ▶ More impactful marketing and communication of the value of membership to clients
- ▶ Developing a thought leadership role in the profession and public interest

PILLAR 2

SUPPORTING

Supporting members to consistently maintain the highest professional standards:

- ▶ Provision of best practice, relevant and accessible training and CPD
- ▶ Harness the technical and professional guidance opportunities to deliver market-leading innovation
- ▶ Access to a range of preferential member services in support of practice
- ▶ Delivery of regulatory assurance audit services

STATEMENT

STATEMENT

PILLAR 3

CONNECTING

Creating valuable connections and networks for members across the profession:

- ▶ Dedicated programme of peer-to-peer networking and mentoring
- ▶ Maximising regional connectivity, including through online fora and influential localised alliances
- ▶ Improved, tailored member communications with regular feedback mechanism
- ▶ Segmented member engagement initiatives for each Professional Group and career stage, and a focused customer management system (CRM) approach to activity

PILLAR 4

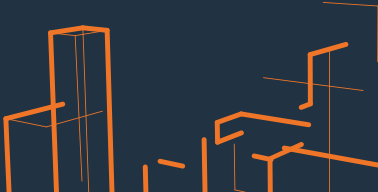
INFLUENCING

Harnessing collective knowledge of members to influence the development of a sustainable property, land and construction sector:

- ▶ Regular engagement with key stakeholders with a focus on anticipating and future proofing activities
- ▶ Developing strategic alliances with relevant industry bodies to enhance our profile and create new connections for members
- ▶ Expansion of equality, diversity and inclusion (EDI) and corporate social responsibility (CSR) initiatives
- ▶ Future proofing the profession through strong linkages and engagement with students and academic institutions

ROADMAP 2024

Milestones



GOVERNANCE, RISK MANAGEMENT, FINANCE

- ▶ A review of the SCSi governance structures was completed in 2020 to ensure that our committee structure can best harness the collective expertise of members, as well as working in full compliance with the legal and regulatory requirements relevant to our company and charitable status. The Strategic Plan has been drafted within the governance structure with approval by the SCSi Board and Council, and will be delivered by the executive staff working in conjunction with volunteer members across our committees and working groups.
- ▶ In drafting the Strategic Plan, the lower risk appetite of the organisation balanced with the ambition for growth was taken into account in deciding the strategic priorities for the next three years. Key risks are identified in the SWOT and PESTLE analyses undertaken as part of the planning process and the SCSi takes a proactive approach to managing risk with an actively monitored risk register.
- ▶ The SCSi employs rigorous accounting practices and processes overseen by the Honorary Treasurer and the Finance Committee. Our annual budgeting process will be aligned to the Strategic Plan Roadmap to ensure the appropriate allocation of resources to deliver on objectives.

PEOPLE AND TECHNOLOGY

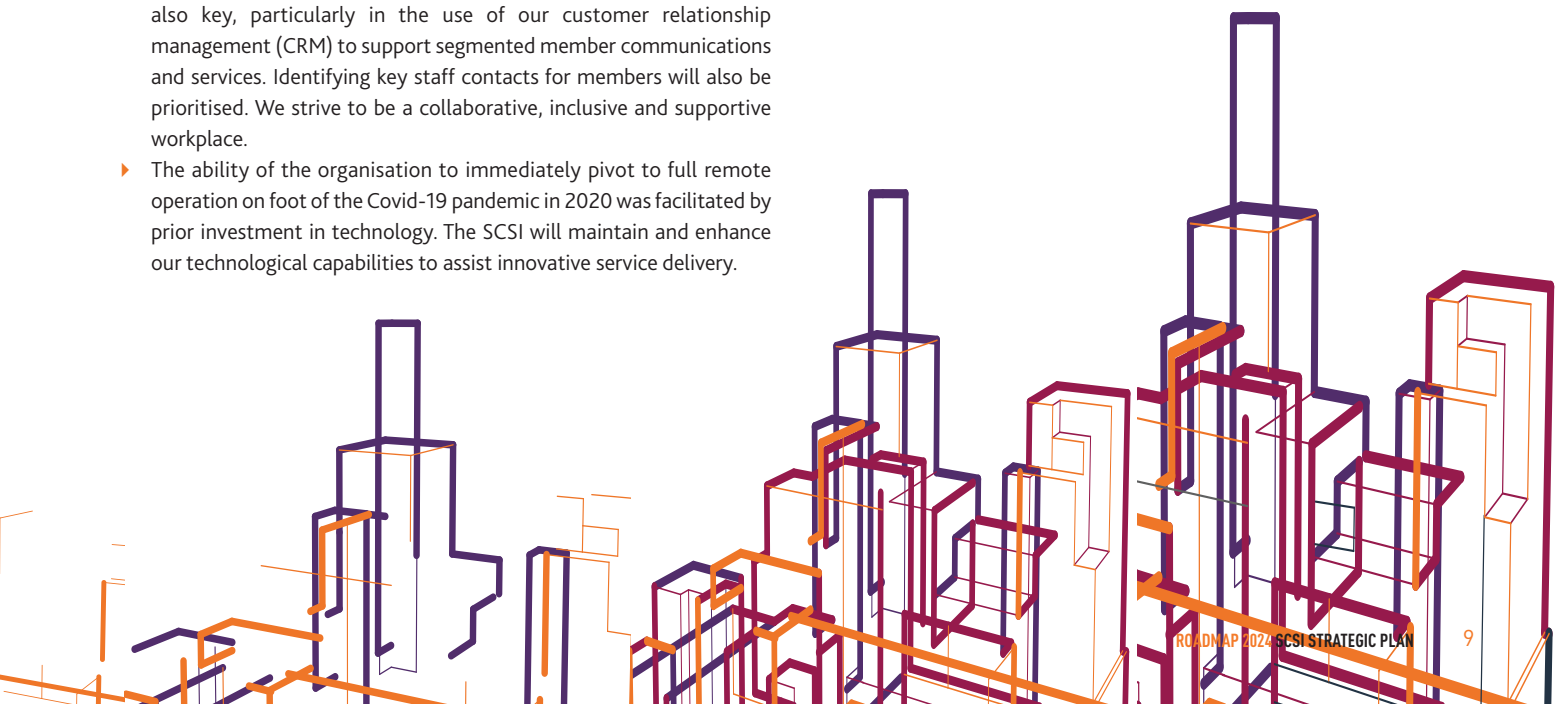
- ▶ While our skilled executive team has continued to improve and expand services to members, the staffing headcount has remained static for a number of years. To ensure that the SCSi can deliver on the ambitious objectives of this three-year plan, a review of the staffing structure will be required with investment in key areas such as education, technology, and communications and marketing likely needed. A review will be carried out of internal processes to identify where any potential efficiencies can be achieved to reduce duplication and improve the member experience. Staff training and development is also key, particularly in the use of our customer relationship management (CRM) to support segmented member communications and services. Identifying key staff contacts for members will also be prioritised. We strive to be a collaborative, inclusive and supportive workplace.
- ▶ The ability of the organisation to immediately pivot to full remote operation on foot of the Covid-19 pandemic in 2020 was facilitated by prior investment in technology. The SCSi will maintain and enhance our technological capabilities to assist innovative service delivery.

MONITORING AND REPORTING

- ▶ The Strategic Plan is a live document that provides the roadmap for the organisation over the next three years and will be supported by dedicated business plans plus appropriate marketing and communication plans. Regular reports on its implementation will be shared with members including via our monthly *MetriCS* communication and annually via the Annual Report.

SUSTAINABLE, DIVERSE AND ETHICAL PRACTICE

- ▶ The SCSi aims to be a thought leader in key issues relating to the property, land and construction sector. The SCSi commits to providing leadership in implementing the change that it encourages member organisations to undertake with regard to key issues including sustainability and equality, diversity and inclusion. The SCSi will seek to continually minimise its environmental impact and support members to do the same. The SCSi will actively pursue greater diversity in the surveying profession through dedicated programmes and community outreach.
- ▶ The SCSi aims to work for public advantage and to positively impact local communities through dedicated corporate social responsibility (CSR) and community outreach activities.



CRITICAL SUCCESS FACTORS

Short-term:

- ▶ improved understanding of who SCSi members are, what they do and their adherence to high professional standards;
- ▶ increased awareness of the role and remit of the SCSi in the representation, regulation and education of the surveying profession in the public interest;
- ▶ a visible organisation with increasing public affairs activity and media engagement, including regionally;
- ▶ positively influencing key issues for the built environment including on housing supply, modern methods of construction and sustainability;
- ▶ harnessing the full benefits of the SCSi's partnership with RICS;
- ▶ informed membership facilitated through two-way communications;
- ▶ active membership engagement with segmented services and supports relevant to their Professional Group and career stage;
- ▶ involved members – more volunteers from across the membership to contribute to committees and other key activities such as APC;
- ▶ connected membership, harnessing the broad membership base nationwide to share expertise, and create influential networks; and,
- ▶ committed and engaged staff, positively supported to deliver the best service to members.

Long-term:

- ▶ greater understanding of the expertise of the profession and its contribution to the built environment;
- ▶ tangible influence on the development of a sustainable property, land and construction sector;
- ▶ increased diversity in the profession;
- ▶ contributing to communities through CSR activities; and,
- ▶ consistently improving member satisfaction ratings.



SCSi

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