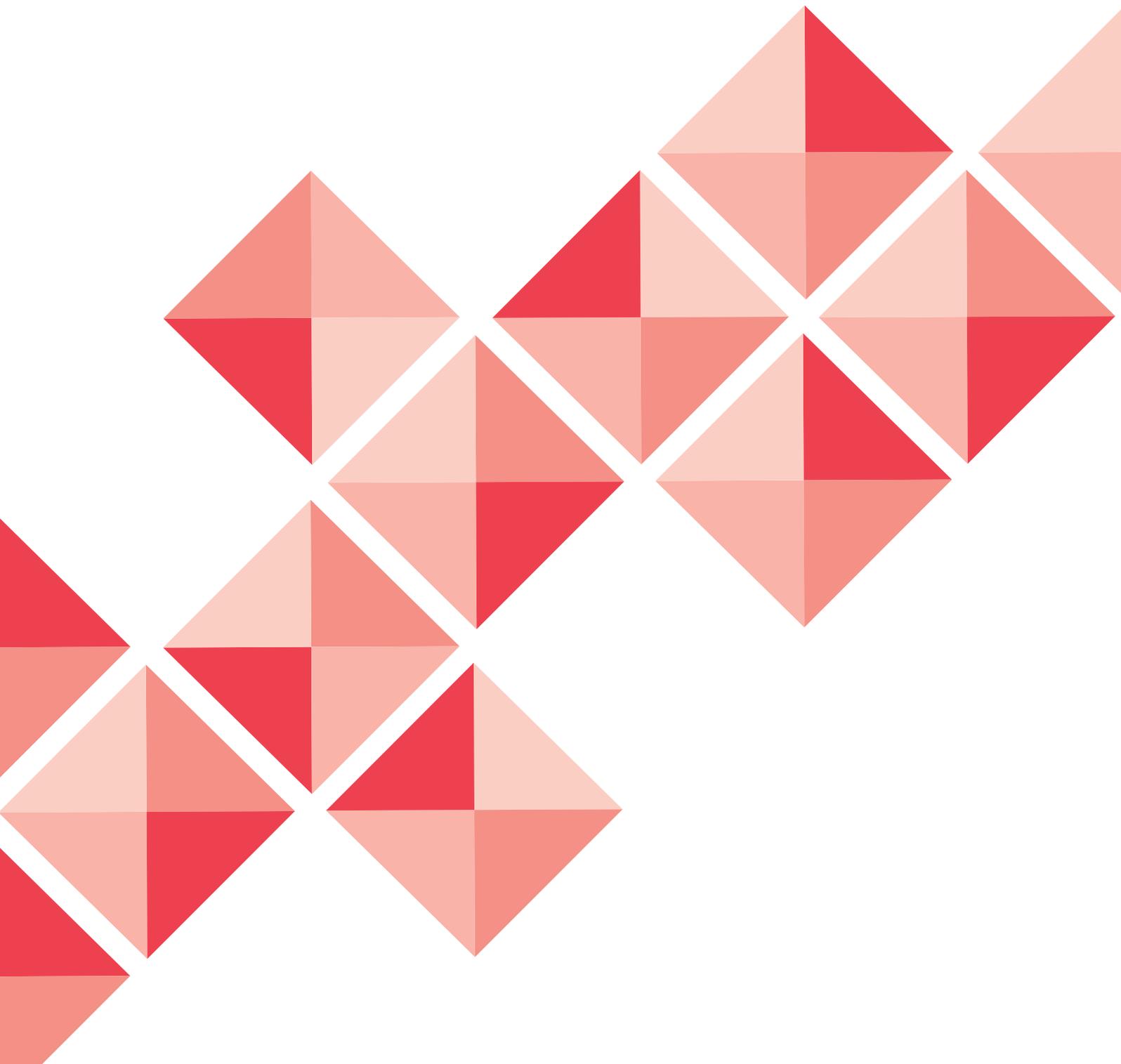




CI Arb
evolving to resolve

CI Arb Strategy

2021 to 2023



Introduction



The Chartered Institute of Arbitrators (CIArb) is committed to promoting effective dispute resolution and the benefits it brings to society and economies across the world.

Our ambition is to be recognised globally as a thought leading organisation which brings together an inclusive community of diverse dispute resolvers through the provision of world class services, undertaking research, working collaboratively with partners and through our commitment to promote the benefits of using effective dispute resolution, we will raise professional standards and embed ethical rules into practice thereby supporting the rule of law and enabling access to justice.

Our commitment to effective dispute resolution will ultimately enable us to:

- Realise our vision of a world where disputes are resolved promptly, effectively, and creatively;
- Deliver on our mission to be the inclusive global thought leader on dispute resolution, promoting and facilitating the creative and effective resolution of disputes, supporting equality, diversity, and inclusion, and ensuring practitioners are highly trained and comply with professional standards and ethical rules.

Our strategy has been developed by our Trustees, and in consultation with branches, our members, and staff.

We believe that by delivering our strategic aims, we will move us closer towards achieving our vision and delivering on our mission.

Strategic Aim 1: Globally promote the constructive resolution of disputes



In summary – We will:

- Promote the benefits of constructively resolving disputes and the value this brings to society and to the economy;
- Differentiate CIArb members' expertise resulting from their CIArb training and compliance with professional standards and ethical rules;
- Train non-members to understand the benefits of using all forms of effective dispute resolution, encouraging them to use such methods to resolve disputes at work; and
- Work collaboratively, partnering to promote all forms of effective dispute resolution across the globe.

In detail – We will:

- Make the case, using research, for the wider economic and social benefits of effective dispute resolution, focusing on the positive impact of all forms of effective dispute resolution across the globe in both civil and common law jurisdictions;
- Work with business to promote the benefits of effective dispute resolution, which will include designing services that can be easily used by business to resolve and/or avoid disputes and training businesses about the benefits of using all forms of effective dispute resolution;

- Build a stronger relationship with governments, judiciaries, and public bodies to raise the awareness of effective dispute resolution and its positive impact and, where appropriate, seek legislative reform to promote all forms of effective dispute resolution, including actively engaging in law reform;
- Promote and continue to develop CIArb post-nominals, professional standards, and ethical rules – so that CIArb members are differentiated from other practitioners;
- Develop and implement an international strategy, enabling us to enter new jurisdictions growing our reach and influence – this will include civil as well as common law jurisdictions and non-English-speaking countries and encompasses, ensuring that professional standards and rules apply across all jurisdictions;
- Ensure that our qualifications are recognised by panels across the world thereby, creating more opportunities for members;
- Work with universities, training providers, and other partners to embed our qualifications into curricula;
- Develop and implement a marketing strategy which promotes CIArb, our brand, branches, products, services, and activities;
- Develop and implement a product development strategy which continues to promote innovation in our training and development products (within established and new markets);
- Deliver a series of global thought leadership events to promote effective dispute resolution, including delivering a global conference;
- Consider the value of our brand and build a brand strategy which differentiates CIArb as a market leader;
- Strengthen the CIArb brand globally making it the home for all dispute resolution professionals, irrespective of discipline; and
- Promote equality, diversity, and inclusion across our membership, enabling the best to join irrespective of their background.

Strategic Aim 2: Be an global, inclusive thought leader



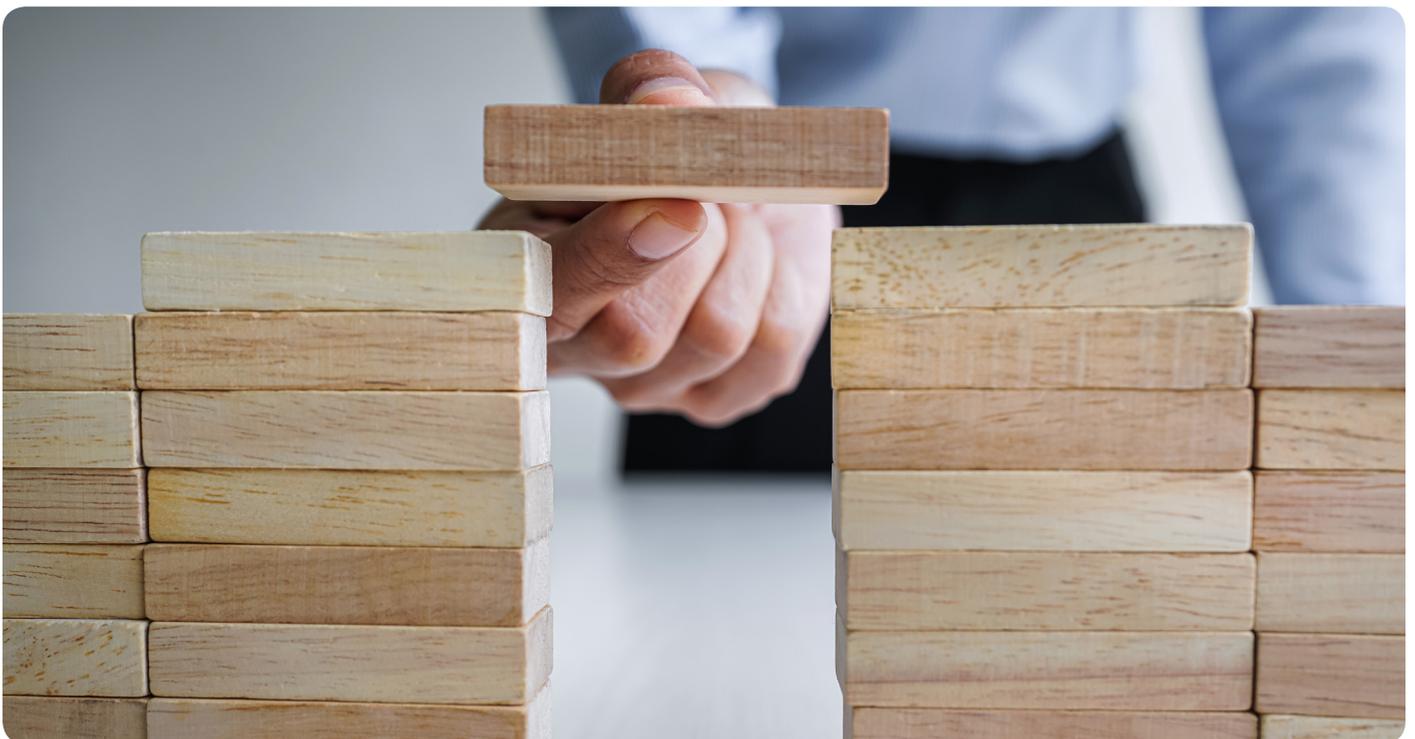
In summary – We will:

- Influence those with a key role in shaping dispute resolution across the world by being recognised as the thought leader on all forms of effective dispute resolution;
- Reinforce the rule of law and access to justice by raising global awareness and support any projects which use all forms of effective dispute resolution;
- Enable greater access to all forms of effective dispute resolution through the use of innovation and technology;
- Identify through horizon scanning, trends affecting all forms of effective dispute resolution; and
- Raise professional standards by continuously developing guidance and rules.

In detail – We will:

- Develop a programme of thought leadership, establishing ourselves at the forefront of all forms of effective dispute resolution development across the globe;
- Undertake research, identifying the impact of technology and innovation on effective dispute resolution in all its forms;
- Continuously develop our global professional standards, practice guidance, and ethical rules;

- Engage with diverse jurisdictions to increase the global use of effective dispute resolution in all its forms;
- Develop best practice environmental guidance, supporting members to reduce their carbon footprint;
- Implement a global mediation strategy;
- Develop a framework for quality and excellence in training and development – ensuring a consistent high quality standard across all training – irrespective of where or how our training is delivered;
- Support and develop our global faculty – encouraging the best experts to design and to deliver our training;
- Undertake horizon scanning, gather market intelligence, develop insight, and monitor innovation, informing our members so they can respond;
- Identify disruptors to the markets we and our members operate in, advising on impact and identifying opportunities, including the impact of third party funding;
- Work collaboratively with partners to increase our global reach; and
- Deliver our training innovatively, ensuring access, and using new forms of technology wherever we can.



Strategic Aim 3: Develop and support an inclusive global community of diverse dispute resolvers



In summary – We will:

- Support our members' career progression, enabling them to innovate, differentiate, and compete in changing markets by providing accessible, relevant and high-quality training and development;
- Grow our membership by targeting the provision of information, products, and services;
- Respond to the diverse and individual needs of our members by building our understanding of their roles, career stage, priorities, and specialisms;
- Support our branches to grow, network, develop expertise, and share information through active communication and engagement;
- Highlight the significant contribution of CI Arb members; and
- Encourage and support equality, diversity, and inclusion, enabling the best candidates to join CI Arb and the dispute resolution progression regardless of their background.

In detail – We will:

- By being agile and responsive, continue to develop our training and development products to meet member need;
- Continue to ensure that our training and development programmes can be accessed;
- Take a standardised learning outcome approach to training by developing a competency framework to ensure high and consistent quality with measurable outcomes, whilst enabling course material to be adapted to meet local need;
- Create a networking and knowledge hub, available through a member login;
- Introduce continuous professional development (CPD) and short courses;
- Work collaboratively with branches to knowledge share and promote their activities;
- Develop our website to make it more relevant and accessible to our members, and those with an interest in effective dispute resolution – including business and the public;
- Develop and implement an effective communication strategy to better engage with CI Arb members, other stakeholders, and to assist branches in promoting their activities;
- Develop and implement a pricing strategy for our membership and our products and services, which is competitive and fair;
- Create a member offer which is valued by our members;
- Develop corporate and affiliate membership, accreditation, and kite marking;
- Support member development towards Fellow and Chartered status – considering opportunities to create a Chartered Mediator and Chartered Adjudicator;
- Simplify our pathways to support member progression and career development;
- Grow our membership, including by working in partnership with universities and other training providers;
- Support career development through mentoring, buddying schemes, internments, networking opportunities, and workshops, supporting our members to develop in practice and to get appointments;
- Review our panels to ensure they serve public demand;

- Deploy regional relationship managers to actively engage with our branches and stakeholders;
- Implement a globalised approach to the development of policy; and
- Implement a global strategy on equality, diversity, and inclusion.



How will we work – We will:

- Develop our IT infrastructure and digital capability (including our website, extranet and intranet) to support our members and staff;
- Deliver a data strategy to effectively manage our data, information, and knowledge, enabling us to be data led and make informed decisions based upon data analysis and business intelligence;
- Ensure that we operate as efficiently and effectively as we can by continuing to build a strong financial platform for the future, which will include having a clear approach to reserves and investment;
- Use our global resources wisely to maximise their financial benefit, which will include developing a property strategy;
- Actively engage and listen to our members and stakeholders, responding to their needs;
- Develop and improve business processes, including communication and how we engage and support staff – obtain Investors in People by delivering a people strategy and ensuring we have the right structure and people with the right skills to support and deliver our strategy;

- Obtain ISO 27001 certification to safeguard our data and information;
- Develop a strong performance culture, measuring what we do and the impact we make, and reporting this in an open and transparent way;
- Review our governance arrangements to ensure we continue to have the skills and structure we need to support the delivery of the strategy;
- Ensure our policies and procedures allow us to operate effectively, are compliant and are up to date;
- Promote an open and collaborative culture with our members, branches, and other partners;
- In line with best practice in equality, diversity and inclusion, and social mobility, we will listen to, enable and support success, irrespective of background;
- Effectively manage risk, embedding and integrating risk management into everything we do; and
- Continue to develop a supportive culture where we live by our values and behave in accordance with our agreed behaviours.

How will we measure our success and impact – We will:

- Develop detailed outcome measures, including key performance indicators and report our results;
- Report to our Board, our branches, members, and staff through a high-level set of indicators to evaluate our success and measure our impact;
- Develop our performance management mechanisms to ensure we deliver an agreed set of objectives in line with the organisation's strategy;
- Measure our success by asking our members how they think we are doing and by checking our progress against the delivery of our mission and strategic aims; and
- Use external measures such as levels of engagement over social media and continuously learn from responses to adapt and change our communication to ensure it is effective.



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