

**AUSTRALIAN[®]
WATER**

ASSOCIATION

3 Year Strategic Plan

2015/16 to 2017/18

CONSTITUTIONAL OBJECTS

The Association's constitutional objects are:

- a) to provide a forum for the interchange of ideas and knowledge among people involved in the management of water;
- b) to improve the standard of debate on water issues so as to foster rational, open decision making;
- c) to improve public, government and industry understanding of water and its contribution to economic development, quality of life and the environment;
- d) to meet the evolving needs and demands of an expanding and sophisticated water industry in Australia; to increase the knowledge and skills of people working within the water industry;
- e) to foster basic and applied research which will advance the cause of better water management and conservation;
- f) to serve as the principal Australian link in the international water industry network; and
- g) to do all things necessary for and incidental to the advancement of those objects.

Mission

To foster knowledge, understanding and advancement, in sustainable water management, its science, practice and policy – through advocacy, collaboration and professional development.

Vision

To be the essential water association for people and organisations working together to create a sustainable water future.

Driving Australia's prosperity with water information, expertise and collaboration

Information & Advocacy

being the essential link to high quality and reliable water information, data and advocacy

A content hub that provides:

- Technical & scientific research
- Industry & commerce updates
- Consumer & community engagement

Professional Development

for all Water Practitioners

Learning and experience that is:

- Globally benchmarked
- Industry based
- Practical & affordable

Networking & Industry Development

promoting Australia's water capabilities, technology, services and know-how

Connecting members through:

- Networking opportunities
- Promotion across other sectors
- Business development programs
- Awards & exchange programs

Australian Water Association's Brand Values

- > **CREDIBLE**
We act with integrity and do our best for our members and community to help educate, support and promote using water sustainably.
- > **PASSIONATE**
We are driven, share quality information and recognise the contributions of our water experts.
- > **COLLABORATIVE**
We encourage a culture of teamwork and extended valuable networks to build enduring relationships and unity.
- > **INNOVATIVE**
We are driven to be creative, agile, embracing change and scientific advancements.

Risks

Opportunities

1. Shorter termed governments that carry water as cyclical priority based on droughts and floods	Leverage our members' know-how to build political and media influence via improved stakeholder management
2. Drought conditions affecting areas in all Australian states and territories	
3. Not being involved in steering or participating in changing industry structure – ownership/foreign investment	Harness the community interest in water to build profile of the Association
4. Declining economic and business conditions that impact on the water sector including further rationalisation of water business and government owned entities	
5. Declining revenue from subscriptions, publications & events that have not had sufficient pre-planning and market assessment	Create new business model adapted to future business requirements
6. Lack of consistency and cohesion of programmes for members	Align our resources around a single strategy for the organisation
7. Decline in the value of associations generally with corresponding recruitment difficulties	Restructuring our membership categories to include all staff of corporate members and consumer/community members
8. Too much focus on urban water issues at the expense of rural and regional areas	Raise the profile of rural & regional water needs for long-term balanced approach
9. Limited resources to deliver face to face services to members and to implement the 3 year strategy locally	Harness the latest technology with a digital strategy to directly connect with members

Risks

Opportunities

10. Not adapting to evolving needs of the younger generation	Empowering YWPs through implementation of new digital & social media channels to increase engagement
11. Rise of digital communications and user generated data	Implement a new interactive, user-friendly website which works with mobile devices
	Build a new digital platform to become the leading digitally structured industry association
	Build new revenues from online products, e.g. training, webinars and research materials
12. Impact of competitive events and conferences from private providers – e.g. InterWater	Undertake additional market assessment and coordinated event planning
	Increase relevance of Ozwater content to attract higher participation
13. Declining sponsorship and advertising revenue	Improve cross selling of Association membership, events and activities via digital content marketing
14. Expanding membership models for other industry organisations (IWA/WSAA/AWP) & potential for duplication of effort & the lack of a cohesive approach to representation & advocacy.	Identify opportunities for collaboration with other industry organisations to present a united front and more specific drivers for collaboration
15. Existing membership subscriptions are financially unsustainable	Redesign membership structure and subscription model to expand membership with tailored packages (eg e-members)

ORGANISATION KEY PERFORMANCE INDICATORS

1. Improved digital access and content for effective knowledge transfer
2. Increased membership through retention and recruitment
3. Effective communication and engagement
4. Recognised advocacy
5. Improved financial results
6. Collaborative culture between staff, volunteers and members

Major Projects implemented across all branches & specialist networks

Information & Advocacy

- Interactive website, offering relevant and tailored information and encouraging member engagement
- Advocacy and stakeholder management
- Digital content marketing
- Community engagement

Professional Development

- Online training and masterclasses
- Implementing a professional development scheme
- YWP mentoring program

Networking & Industry Development

- Developing new partnerships for the sector
- Sharing expertise from our specialist networks
- Innovation Programme
- International Programme
- Increasing participation at Ozwater and branch events

3 Year Strategic Plan Outputs

[The Association's membership categories are currently being reassessed. These targets are subject to review.]

Association membership targets

- 700 Corporate members
- 20,000 Individual members – who access services via new organisation membership (eg corporate/university/utility)
- 20,000 E-members – who only access information via the Association's website

Strengthening the financial viability of the Association's future

- Total revenue to grow from \$8M-\$10M
- Cumulative surplus of \$450k (Y1:\$100k, Y2: \$150k, Y3\$200k)
- Diversified revenue base (online products/events/programmes)

Operational effectiveness

- Branch and national structures operating more effectively as a single entity
- Culture of respect and collaboration
- Combining professional staff with volunteer expertise

AWA'S 3 YEAR STRATEGIC PLAN ON A PAGE

2015/16 to 2017/18

Our vision is to be the essential water association for people and organisations working together to create a sustainable water future

This vision is realised through three key areas of activity, designed to deliver value to members. For each area of activity, there are specific projects underpinned by detailed actions, targets and timeframes. These are outlined in our yearly Business Plan.

Information & Advocacy

- Interactive website, offering relevant and tailored information and encouraging member engagement
- Advocacy and stakeholder management
- Digital content marketing
- Community engagement

Professional Development

- Online training and masterclasses
- Implementing a continuing professional development scheme
- Mentoring programme

Networking & Industry Development

- Developing new partnerships for the sector
- Sharing expertise from our specialist networks
- Innovation Programme
- International Programme
- Increasing participation at Ozwater and branch events

At the end of the three years, achievement looks like:

- Membership growth
- Strengthened finances, enhanced operations
- Stronger positive profile for the Association in the water sector, government and with the broader community

THE WATER LANDSCAPE

Water is a key economic driver for Australia's prosperity and liveability. Too often it is a resource taken for granted. Given the ageing water infrastructure across urban and regional Australia, the need to drive business growth and productive capacity in urban, regional and rural areas, competing priorities for water allocation and the impact of climate change, the Association is committed to working with governments and industry to drive a sustainable water agenda.

WHY THE AUSTRALIAN WATER ASSOCIATION HAS A ROLE

The Association has a broad membership of 4500+ individuals from across the whole water cycle and 600+ corporates including utilities, water contractors, consulting firms, research and suppliers. Our mission is to foster knowledge, understanding and advancement in sustainable water management, its science, practice and policy. We achieve this through advocacy, collaboration and professional development.