

WATER NEW ZEALAND'S STRATEGIC PLAN

Water New Zealand's strategic plan is aimed at clarifying the organisation's role and where it wishes to be in the future. The Board reviews the plan each year. Annual reviews generally result in minor changes which are then executed via a business plan.

From time to time major reviews are undertaken. The last major review was done in December 2008. Ordinarily the next major review would have been due in 2012 or 2013, but given the changing public policy environment on water matters the Board made a decision to bring this forward, and the planning occurred in August last year.

A professional facilitator was engaged. He ran a conventional planning exercise.

Two major themes emerged. The first was that Water New Zealand's primary focus should be on the modified or 'built' environment. The second was that the organisational structures within Water New Zealand needed to be reconfigured to meet the current and future needs of members. A copy of the plan for 2012 is set out below.

VISION

Ensuring sustainable water services for New Zealanders

MISSION

Promoting and enabling sustainable management and development of the water environment

CORE PURPOSE

Strategic

National and regional policies in the water environment are integrated, and based on sound principles and knowledge

Service to Members

Members are able to exchange knowledge and their needs for effective representation, quality products and services are met

Societal

A better societal understanding of the sustainable management and development of the water environment

Resourcing

The fundamental and practical knowledge of natural water resources, water use and the water environment is advanced and applied by motivated and competent people

Five Year Vision

New Zealand has a national water strategy

Water services in New Zealand are well regulated

International benchmarking verifies well performing water services businesses in New Zealand

Water New Zealand is well resourced and well engaged with its members, meeting their collective needs for advocacy, along with the promotion and delivery of relevant standards and services

Key Strategic Goals

1. Water New Zealand is the 'go to organization' for all key stakeholders for relevant advice and information. Stakeholders include members, media, politicians and international organisations. Our advocacy role meets the needs of members.
2. New Zealand has a national water strategy. There is evidence of well performing three waters infrastructure. The National Infrastructure Plan reports progress in the performance of the water sector. The Land and Water Forum's recommendations are implemented.
3. Water New Zealand's members are well engaged. Special interest groups are well aligned, and members are satisfied with the performance of the organization.
4. Water infrastructure operates in an effective regulatory environment.
5. Water New Zealand is well resourced and technically enabled.
6. Water New Zealand runs well supported conferences, and provides effective education and information channels.
7. Water New Zealand has an actively sought skill base.

Goal	Strategy	Tactics
<p>Goal 1</p> <p>Water New Zealand is the 'go to organization' for all key stakeholders for relevant advice and information. Stakeholders include members, media, politicians and international organisations. Our advocacy role meets the needs of members.</p>	<ul style="list-style-type: none"> • Ensure Water New Zealand is structured to retain full industry representation. The constitution aligns with the structure • Water New Zealand engages with key influencers • Water New Zealand builds technical credibility • Water New Zealand's profile is built • Funding streams support all activities • Develop information directories that are accessible 	<ul style="list-style-type: none"> • Review and revise Water New Zealand's organisational structures to be more closely aligned with member needs • Implement Board ratified communications strategy • Continuously monitor and feed into development of relevant public policy using collaborative approach with aligned groups where possible • Ongoing programme of policy and technical standards development and review • Publish and promote good quality information through Water New Zealand suite of publications
<p>Goal 2</p> <p>New Zealand has a national water strategy. There is evidence of well performing three waters infrastructure. The National Infrastructure Plan reports progress in the performance of the water sector. The Land and Water Forum's recommendations are implemented.</p>	<ul style="list-style-type: none"> • Continue engagement with Land and Water Forum • Keep Water New Zealand voice in regulation development • Develop and provide accurate and effective benchmarking of utilities' performance 	<ul style="list-style-type: none"> • Lobby for implementation of relevant recommendations from Land and Water Forum • Develop and feed Association position into policy initiatives on local government reform • Work closely with Government to inform 2nd stage reform of RMA • Work closely with National Infrastructure Unit and local network operators to improve performance • Continuously expand reach and quality of current national performance review

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<p>Goal 3</p> <p>Water New Zealand's members are well engaged. Special interest groups are well aligned, and members are satisfied with the performance of the organization</p>	<ul style="list-style-type: none"> • Raise services to SIGs to required levels • Provide customer focus • Engage technical expertise 	<ul style="list-style-type: none"> • Review and revise existing model for relationship between parent body and SIGs to ensure that mutual needs are met • Promote NZWETA and support development of training and qualifications within the water industry • Promote regional activity to foster collegiality and interest in the industry
<p>Goal 4</p> <p>Water infrastructure operates in an effective regulatory environment</p>	<ul style="list-style-type: none"> • Identify strengths and weaknesses in current regulatory environment • Engage in improving regulatory environment. 	<ul style="list-style-type: none"> • Continue involvement on Small Group of LAWF • Develop and feed Association position into policy initiatives on local government reform • Work closely with Government to inform 2nd stage reform of RMA
<p>Goal 5</p> <p>Water New Zealand is well resourced and technically enabled.</p>	<ul style="list-style-type: none"> • Use sector groups for scale and scope • Use contractors to develop and revise technical standards 	<ul style="list-style-type: none"> • Continuously seek out new and enhanced funding streams • Form new group for local network operators encompassing WSMG and SEF • Use contractors to develop and revise technical standards
<p>Goal 6</p> <p>Water New Zealand runs well supported conferences, and provides effective education and information channels</p>	<ul style="list-style-type: none"> • World class content • Clear standards for papers • Tight compact duration • Focus on the high standing of Water New Zealand events • Proactively seek opportunities for seminars/forums • Provide value in "member" website content 	<ul style="list-style-type: none"> • Foster and encourage Technical Committee • Maintain and seek to improve conference, seminar and workshop programmes • Proactively seek opportunities for seminars/forums • Develop members zone of website and populate with relevant material
<p>Goal 7</p> <p>Water New Zealand has an actively sought skill base</p>	<ul style="list-style-type: none"> • Find ways to deliver improved technical knowledge to members and stakeholders 	<ul style="list-style-type: none"> • Consult with SIG leaders and LNO group on need • Facilitate funding to develop/revise technical material • Commission technical resource to develop/revise technical material

Priorities and Timelines

The following table specifies priorities and timelines for implementation of strategies specified in the plan in the period 2012

Strategy	Priority	Timeline
Ensure Water New Zealand is restructured to retain full industry representation i.e. reconfigure the organisation to meet sector needs	High	By end of 2012
Engage with key influencers to promote effective governance regime for water infrastructure	High	By end of 2012
Deliver improved technical knowledge to members and stakeholders	High	By end of 2012