

03 March 2020

Daniel Williams
Chair
S+SNZ Board

via Email: chair@surveyspatialnz.org

Dear Daniel

Annual Letter of Expectation 2020/2021.

On behalf of the Survey and Spatial NZ, Tātai Whenua (S+SNZ) Council, I am pleased to provide the Board with the following Letter of Expectation for the 2020/2021 period. It sets out the Council's priorities and expectations for the Board, to sit alongside the strategic and performance expectations for Survey and Spatial New Zealand for 2020/2021.

As of 3rd February 2020, Ashley Church has taken on the role of CEO, following a transitional period managed by the interim CEO, Mark Dyer. Council expects that the Board will provide close and effective management of the transition to the new CEO to ensure that, as an organisation, we can advance our strategic direction and activities, and ensure timely and effective delivery of the work program. As the new President, and with the new CEO on board, we expect the induction of the CEO to be forward looking, clearly focussed on our vision, and emphasising delivery of outcomes for our members.

S+SNZ have updated our vision (*'We are a globally respected organisation that sustains innovation and excellence for the benefit of our communities'*), mission (*'We provide a home which supports, develops and connects our diverse survey and spatial membership'*), and values (*'Sustainability, Integrity, Respect, and Community'*). We are also cognisant that the S+SNZ 5-year strategy is due to be renewed this year for the 2020-2025 period. We expect the new strategic direction to be incorporated as soon as possible into this year's work program.

The Council expects to work constructively with the Board, National Office, and our members to support both the strategic intent of the organisation, and the following specific priorities identified for the 2020/2021 period.

Improving the Membership Experience.

Survey and Spatial NZ is a membership organisation. As such, we need to ensure we are focusing on understanding the members and what they want and need from the organisation. We also need to ensure that we are creating an environment and experience that members engage with, find rewarding, and feel able to contribute into.

The improvement of the membership experience is not a priority with a finite end point, but one that will continuously require review and change to stay appropriate and relevant. It is also a large undertaking that affects the organisation at multiple levels and will not be a priority that can be 'solved' in a year.

With that in mind, we have identified the following key expectations within this priority for the upcoming year:

- Review and streamline our processes to ensure the end-to-end value chain for our engagement is user-friendly, pragmatic and clear – not needlessly complex or frustrating – and that members feel valued and supported in their relationship with S+SNZ.
- Review and refresh our Governance Manual and related documents to ensure alignment and clarity, so information is easier to find and use. Remove unused or unwieldy documents and redundant policies. Our governance activities should directly support the member experience and, if they don't, we need to question why we are doing them.
- Review the rules of the organisation so that we can provide clearer ethical and professional requirements, and clearer consequences for members who do not adhere to the rules.
- Improve our member database and analytics so that we can use our data to understand the members at a detailed, segmented level and shape the organisation to be meaningful to these – and potential new – members. This is not about adding more 'stuff' to the membership benefits list, but rather considering more customizable and targeted membership activities.

Raising Visibility and Improving Communications

As an organisation, we have continual feedback from our members that we are not visible enough, that people don't understand what we do, and that we are not connected into opportunities at the right level. We also have a diverse membership which have multiple capabilities that are not always reflected in our communications as an organisation.

We need to more effectively raise awareness and profile of who we are and what we do, as well as why we should be an organisation of choice for 'non-traditional' members. This runs a broad range of target audiences, from our own members and aligned organisations, through to STEM students, awareness, advocacy and lobbying activities into government, and with the stakeholders and communities we work in and for.

It is our expectation that a comprehensive Marketing and Communications Strategy will be developed and completed early in the year, that will support strategic communications and messaging, and target areas of specific interest or concern. We expect that this will include an implementation plan, to commence no later than mid-year.

It is also our expectation that this plan will include how we connect and collaborate with aligned organisations both nationally, regionally, and globally to leverage existing initiatives for mutual benefit (e.g. existing work in STEM, awareness raising, connection into global challenges, etc).

It is also our expectation that this plan will include how we better leverage and encourage members who are active in the media (traditional and social), and at the same time work to have those spatial commentators who are not part of S+SNZ become members.

We expect that the CEO, Board Chair, and President will lead the development of the Strategy - with Council, Streams, and Branches contributing to the key messages and proactively supporting the strategy once implemented.

Developing a Strategic CPD Programme

Professional growth and development are a cornerstone of what we offer to our members as an organisation. We currently have a relatively 'ad hoc' approach to Continuing Professional Development (CPD) offerings, with a lack of structure around core, strategic CPD requirements to ensure efforts are targeted and relevant. This was raised in Council at the end of 2019 as a concern and is also reflected in our lack of essential 'basic' CPD capability offerings such as ethics and professional behavior courses. There are also not obvious 'pathways' for professionals in terms of CPD as they move through their careers.

We expect the development of a strategic CPD programme relevant to all members including 'essential training' modules for topics such as ethics and professionalism, core policy updates such as health and safety legislation changes, training to support capability upskilling and leadership development, and industry advances including new technologies, standards and approaches.

This should also include and support the cross-disciplinary forum days (e.g. Engineering Survey and Positioning and Measurement seminar day) for 'future ready' CPD and improved connection and collaboration.

This year should deliver the framework and progress its implementation, with following years building on delivery expertise. We also do not expect that S+SNZ will develop and run all CPD but will source and leverage appropriate existing courses from aligned organisations where feasible. Where there are strategic professional development needs that aren't available through appropriate external courses, or where there are S+SNZ specific training requirements, then we will develop these training materials ourselves with suitable subject matter experts.

Supporting Certification Pathways

An issue that was raised repeatedly around the time of the AGM was the status of RPSurv and certification in general. A review was initiated of the RPSurv certification several years ago, and there is currently confusion over the status of this review – with the consequence that members are unsure of whether it should be promoted and how they should engage with it.

Furthermore, it was identified that the Land Development and Urban Design (LDUD) Stream needed to have eligibility criteria developed into RPSurv for their members, as well as a RPSurv register that is maintained and is accessible to external parties such as Territorial Authorities.

The Engineering Surveying stream have also initiated work in the development of an Engineering Surveying Certificate of Competency as a separate certification (but one which may be seen as staircasing in to RPSurv at a later stage).

Our expectation is that this review of RPSurv will be concluded and results clearly communicated in order to provide some certainty to members. We also expect that the two additional development requirements for LDUD and the Engineering Survey streams will be progressed with support from S+SNZ. We expect that the status, need, and value of these certifications will be clearly and proactively communicated to members and external stakeholders to ensure their uptake, recognition and continued relevance. Certification is not an issue we would see carried forward beyond 2020.

The Council expects that, across all the work we do as an organisation, at all levels, we demonstrate ongoing commitment to being inclusive of the range of membership we have – including ongoing support for new streams, encouraging collaborative initiatives across streams, and demonstrating ongoing support for the Diversity Agenda and other inclusive initiatives. We also need to ensure we are promoting inclusivity, diversity and collaboration beyond the boundaries of our organisation.

Response

Your advice by 13 March 2020 to Council on how you propose to respond to the expectations in this letter would be appreciated.

We expect the Board to report back to Council on progress against these expectations - including a summary report prior to the next AGM - to inform discussions and priority setting at the 2020 Stakeholder Workshop. This report and the Stakeholder Workshop will, in turn, support the development of the Letter of Expectation for the 2021/2022 period.

We look forward to the continuing working relationship between Council and Board over the coming year.

Your sincerely

A handwritten signature in black ink, appearing to read 'Kat Salm', with a long horizontal flourish above the name.

Dr Kat Salm

President, Survey and Spatial NZ