



Report on Letter of Expectation

20 April 2021

Kat Salm
President
S+SNZ Council

via Email: president@surveyspatialnz.org

Dear Kat

Annual Letter of Expectation 2021/2022.

On behalf of the Survey and Spatial NZ Board, I am pleased to provide the Council with our response to your Letter of Expectation, setting out our understanding of your priorities and expectations and outlining the steps which the Board is taking to achieve them, for the 2021/2022 period.

We note, and agree with, your observation that 2020 was not a 'business as usual' year and appreciate the realistic and pragmatic approach that you have taken to this – particularly your recognition that your priorities were not able to be delivered on to the level that you would have expected.

Acknowledgement of Expectations

We acknowledge and understand that it is Council's expectation that the Board will act to ensure the following outcomes:

1. Supporting Certification Pathways by:

- a) Completing, prior to the 2021 AGM, the design and development of the certification types identified and approved by Council, with implementation underway by the end of the 2021/2022 period.
- b) Making progress on the other Certification types approved in the initial review, while recognising these as a second level priority.
- c) Promoting the status, need for, and value of Certification pathways to members so as to ensure their uptake, recognition and continued relevance.

2. Strengthening the CSLB relationship by

- a) Cooperating, with any reviews of the S+SNZ CSLB relationship and implementing the findings of those reviews.
- b) Implementing immediate process improvements as identified in discussions between the parties.

3. Improving the Membership Experience by

- a) Continuing to 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.
- b) Completing the current review and refresh of our Governance Manual and related documents to ensure alignment and clarity, so that information is easier to find and use.
- c) Removing unused or unwieldy documents and redundant policies so that our governance activities directly support the member experience.
- d) Reviewing 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.
- e) Improving 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.
- f) Reviewing and improving the level and standard of support provided to Membership committees.

4. Increasing Visibility and Improving Communications by

- a) Completing a **Marketing and Communications Strategy** that will support strategic communications and messaging, and target areas of specific interest or concern.
- b) Continuing to build better relationships with **aligned stakeholders** (e.g. LINZ, CSNZ, CSLB), sponsors, other relevant organisations (e.g. LocationTech), and MOU partners (e.g. SSSI) through regular and effective communication.
- c) Continuing to improve our communications so as to **raise awareness** of who we are and what we do, as well as why we should be an organisation of choice for existing and potential members.
- d) Supporting the **Advocacy and Lobbying** activities of Branches and Streams.
- e) Support activities which encourage young people into our industry.

5. Developing a Strategic CPD Programme by

- a) Developing 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.
- b) Including and supporting the cross-disciplinary forum days (e.g. Engineering Survey and Positioning and Measurement seminar day) for ‘future ready’ CPD and improved connection and collaboration.
- c) Leveraging appropriate existing courses from aligned organisations where feasible.

Response and Implementation Strategy

As you know, the Board engaged Ashley Church as the new CEO of Survey and Spatial in February of last year. It was the Boards expectation that Ashley would be a ‘change maker’ and that he would quickly introduce reforms which would deliver on the expectations of Council.

To this end, Ashley produced a Change Strategy for the Institute, shortly after joining us. This addressed all of the Councils expectations while also outlining a process for resolving longstanding organisational and delivery issues within S+SNZ.

Unfortunately, Covid 19 restricted his ability to deliver substantial parts of this plan as quickly as he, or the Board, would have liked and, as you correctly state in your letter, we have not made the progress we had hoped to make over the past 12 months.

That said – good progress is now being made in all areas outlined in your letter as follows:

1. Initiatives to support Certification Pathways:

- a) In mid 2020 Jayne Albiston was engaged, as a Contractor, to review the progress we have made on Certification since the early 2000's.*
- b) Jaynes's review was comprehensive and involved consultation with a large number of members and stakeholders.*
- c) Her subsequent report to Council was thorough and, based on that report, Council adopted a range of recommendations and appointed a Governance Panel to oversee her implementation of those recommendations.*
- d) Jayne is now well advanced in the development phase of her project.*
- e) Jayne will continue to be engaged by the Institute to fully implement the certification programme once it has been adopted.*

2. Initiatives to strengthen the CSLB relationship:

- a) In March 2021 we facilitated a meeting of representatives from S+SNZ, LINZ and the CSLB to discuss issues relating to the management of the Examinations process.*
- b) A series of recommendations were adopted from that meeting, including agreement to conduct a review in which the CSLB would be the senior partner and S+SNZ would be the junior partner.*
- c) We have agreed to implement any recommendations which result from that review.*
- d) In the meantime, National Office will continue to manage the June and October Examinations and is committed to working with the CSLB to address any issues with its current performance.*

3. Initiatives to improve the Membership Experience:

- a) We are continuing to streamline our member-facing processes and are about to undertake a further review of staff roles to ensure that our staff resource reflects the current requirements of the Councils Letter of Expectation and other functions. This will also be focussed on improving the level and standard of support provided to voluntary membership committees.*
- b) Over the past 12 months we have become more professional in the way in which we schedule and meet the needs of our various stakeholders. Sponsors, Branches, Streams and external organisations have all seen a higher level of engagement as a result of this approach, however, our review of Staff roles and responsibilities will continue to drive new ways of building better, more effective, relationships.*
- c) A draft review of our Governance Manual has been completed and is now being considered by your Council. This review also considered unused or unwieldy documents and redundant policies.*
- d) A review of our rules to provide clearer ethical and professional requirements, and clearer consequences for members who do not adhere to the rules will be undertaken later in 2021.*

- e) *Jayne Albiston is currently developing the framework for a Quality Management System (QMS). The first stage of this is limited to those elements of such a system which will be required to implement the new Certification framework – however, a full QMS will be rolled out over the next two years and will provide a framework for the implementation of consistent standards across our organisation.*
- f) *National Office will shortly commence an update of our member database in which members will be asked to provide corrected and new information – including information relating to new data fields which assist in the implementation of our new Quality Management System.*
- g) *Once implemented, the newly available data will enable us to provide more meaningful information so as to better understand our members at a detailed, segmented level – which will, in turn, enable us to provide better, more targeted, services and shape the organisation.*

4. Initiatives to increase our visibility and improve our communications:

Member Communications

- a) *Over the past twelve months we have been evolving our member communications so as to project a more modern, relevant, and appealing image to existing and potential members. These changes have included:*
 - *A modernized newsletter which makes much greater use of images, features a more attractive template, is easier to read, utilizes more content, and provides greater functionality for members.*
 - *A more attractive magazine with a broader range of content and greater use of unifying themes for each edition.*
 - *A social media strategy which involves a broader cross section of members and more regular content across a range of topics.*
- b) *We will shortly undertake a refresh of our website which focuses on the front end ‘look and feel’ of the site and makes better use of existing functionality.*

Branch Support

- c) *During 2020 Ashley established a Branch Chairs Forum which meets virtually, every quarter. This has significantly improved communication between National Office and Branches and has enabled us to keep Branches up to date with national initiatives and issues. We will continue to develop this forum in 2021.*
- d) *During 2020/21 Ashley visited, and made presentations to, 6 of our Branches and he is currently working with Branches to match or exceed that number in 2021/22.*
- e) *National Office supports the involvement of the Auckland Branch in Careers expos and has encouraged other Branches to participate in these events in their regions.*

Membership Promotion

- f) *A structured membership promotion campaign will be launched in the second half of 2021.*

Other Initiatives

- g) *A Young Leaders program is currently being developed and will be presented to the Young Professionals Committee, for consideration, in May.*
- h) *A proposal policy on Advocacy and Lobbying will be presented to Council for consideration prior to the August Conference.*
- i) *National Office is actively seeking opportunities for appropriate media coverage of S+SNZ by leveraging Ashley’s extensive media network.*

5. Initiatives to develop a Strategic CPD Programme:

- a) *The development of an integrated strategic CPD programme will be a logical follow on from the work that Jayne Albiston is currently doing around certification and cannot be properly implemented until that work programme is completed. In the meantime, we are taking a pragmatic approach to CPD and our initiatives include:*
- *Asking professional streams to provide an outline of the educational topics which will be of most benefit to their members.*
 - *Asking members to nominate preferred education through the Annual Needs Assessment survey*
 - *Offering Webinars and Workshops which are aligned with those topics wherever possible.*
 - *Working toward offering a full, 12 month, rolling programme of CPD at any given time.*
 - *Cooperating with approved third party CPD providers and aligned organisations.*
 - *Hosting a full members Conference in Auckland in August*
 - *Recognising excellence through a full Awards program and a black tie National Awards event.*

I trust that you will agree that this is a comprehensive response to the Councils Letter of Expectation and that there is good reason to be confident about the Boards ability to deliver for the 2021/22 year.

I look forward to working with you and your Council in the year ahead.

Regards

Daniel Williams

Chair, Survey and Spatial New Zealand Board.