



## 2018-19 YEAR ONE PROJECTS Building the base for 2021


ROADMAP PROJECT	PROJECT DELIVERABLES				OUTCOMES
	Q1: July-Sept 2018	Q2: Oct-Dec 2018	Q3: Jan-March 2019	Q4: April-June 2019	
 <h3>1. A GROWING MEMBERSHIP</h3>					
<p>a. Research and define our current &amp; prospective membership, including those not traditionally viewed as part of the sector</p>	<ul style="list-style-type: none"> <li>Design a member survey with input from across organisation</li> <li>Review outcomes of 2018-19 membership renewal process</li> <li>Report to Board regarding follow-up options to attract lapsed members</li> </ul>	<ul style="list-style-type: none"> <li>Board signs off member survey content and methodology</li> <li><b>Member survey delivered (\$2.5k)</b></li> <li>Initial member survey results considered by Board</li> <li><b>Rollout Board-approved program to attract lapsed members (\$6k)</b></li> </ul>	<ul style="list-style-type: none"> <li>Board led workshop included in strategic review (4a) covering membership gaps and opportunities, &amp; membership /certification structures (1c &amp; 1d)</li> <li>Report and review outcomes of program to attract lapsed members</li> </ul>	<ul style="list-style-type: none"> <li>Outcomes from 1a, 1b, 1c &amp; 1d incorporated in strategic projects adopted by Board for 2019-20</li> <li>Agree and implement 2019-20 member renewal program</li> </ul>	<p><b>Clear up-to-date data about current, potential and lapsed members</b></p> <p><b>A strong ongoing program to retain and re-attract members</b></p>
<p>b. Review and start a rollout of improved member offerings with focus on YPs &amp; women</p>	<ul style="list-style-type: none"> <li>Commence YP, WIS &amp; commission discussions around options/opportunities/gaps in member offering, incorporating YP and student targets (1e)</li> </ul>	<ul style="list-style-type: none"> <li>Create “single point of truth” audit/definition of current member offerings</li> <li>Commence/complete “best in field” study of other member organisation offerings</li> <li>Create initial targeted rollout plan with YP, WIS &amp; Commission inputs</li> </ul>	<ul style="list-style-type: none"> <li>Board signs off targeted rollout plan</li> <li><b>Commence targeted rollout together with 1e (\$6k)</b></li> </ul>	<ul style="list-style-type: none"> <li>Build member offering rollout components with significant cost implications into 2019-20 Budget</li> <li>Continue process to design broader improved member offerings</li> </ul>	<p><b>Innovative and valued new members offerings for YP and WIS</b></p> <p><b>A clear path for improved member offering across all streams and locations</b></p>


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c. Review our current membership structure, & how it interacts with the certification program, to ensure maximum efficacy & appeal to members	<ul style="list-style-type: none"> <li>Commence regional &amp; commission discussions around membership &amp; certification opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Commence “best in field” study of other member organisation membership/certification structures &amp; costs</li> <li>Review Constitutional barriers to flexibility in membership structures</li> </ul>	<ul style="list-style-type: none"> <li>Complete “best in field” study of other member organisation membership/certification structures &amp; costs</li> <li>Report outcomes &amp; options for discussion in Board-led workshop (1a)</li> <li>Board signs off on more flexible membership and certification structures and Constitutional amendments required to deliver them</li> </ul>	<ul style="list-style-type: none"> <li>Design and deliver Constitutional change process to membership to allow greater flexibility in membership and certification structures</li> <li>Commence communication campaign for rollout of new membership structures for 2019-20 together with new member offerings (1b)</li> </ul>	<p>A best in field, flexible and up-to-date membership structure</p> <p>Constitutional barriers to membership flexibility removed</p>
d. Consult streams and design targeted trials for a robust & attractive certification program across all	<ul style="list-style-type: none"> <li>Work with Hydro Commission to define key “portable” features in its certification program</li> <li>Define all non-Hydro targets for targeted rollout of expanded certification program</li> </ul>	<ul style="list-style-type: none"> <li>Commence “best in field” study of other member organisation certification programs</li> </ul>	<ul style="list-style-type: none"> <li>Complete “best in field” study of other member organisation certification programs</li> <li>Create targeted rollout plan of expanded certification program</li> <li>Board signs off rollout plan</li> </ul>	<ul style="list-style-type: none"> <li>Commence targeted rollout plan of expanded certification program (\$3k)</li> <li>Build certification rollout components with significant cost implications into 2019-20 Budget</li> </ul>	<p>Flexible and up-to-date certification structures emerging across several streams</p> <p>A clear path for improved certification structures across all streams</p>
e. Consult and deliver targeted programs to maximise young professional membership including pathways for student membership	<ul style="list-style-type: none"> <li>Commence YP and student discussions around options/opportunities/gaps in member offering and membership structure (together with 1b)</li> </ul>	<ul style="list-style-type: none"> <li>Commence/complete “best in field” study of other member organisation offerings</li> <li>Create initial targeted rollout plan with YP input</li> </ul>	<ul style="list-style-type: none"> <li>Board signs off targeted rollout plan</li> <li>Commence targeted rollout together with 1b (budget as per 1b)</li> </ul>	<ul style="list-style-type: none"> <li>Build program components with significant cost implications into 2019-20 Budget</li> </ul>	<p>Stronger recruitment and retention of student and young members</p> <p>Better “whole of career” pathways within SSSI membership</p>

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f. Create a national events calendar and review event resourcing based on strategic fit	<ul style="list-style-type: none"> <li>Review process for SSSI involvement/hosting of major regional/global events such as FIG</li> </ul>	<ul style="list-style-type: none"> <li>Regions and Commissions to create a rolling 18-month calendar of regular events (both SSSI and external)</li> <li>Review timings and liaise to ensure “clear air” and appropriate resourcing for all major events from 2019</li> <li>Finalise and publicise 18-month national events calendar, including thematic links where appropriate and “hold dates” for occasional major events</li> </ul>	<ul style="list-style-type: none"> <li>Ensure all events contain links, speakers and value options for other SSSI events</li> <li>Review approval, funding and planning processes for smaller events below state conference level</li> <li>Implement detailed attendee feedback processes for all major SSSI events</li> </ul>	<ul style="list-style-type: none"> <li>Create funding stream in 2019-20 Budget for SSSI support of key non-SSSI events</li> <li>Review effectiveness of national events calendar, then revise and republish</li> </ul>	<p><b>A recognised and well utilised 18-month events calendar across SSSI</b></p> <p><b>Greater event linkages</b></p> <p><b>Stronger resource effectiveness with overlapping avoided</b></p> <p><b>Better attended, more profitable events</b></p>

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 <b>2. LEADING THROUGH ADVOCACY &amp; COMMUNICATION</b>					
<b>a. Design and launch <i>Body of Knowledge</i> custodian initiative</b>	<ul style="list-style-type: none"> <li>Build knowledge management into specifications for platform review (4e)</li> </ul>	<ul style="list-style-type: none"> <li>Board workshop to discuss and define <i>Body of Knowledge</i> in SSSI context</li> <li>Undertake commission discussions seeking <i>Body of Knowledge</i> feedback to Board</li> </ul>	<ul style="list-style-type: none"> <li>Utilise member survey results (1a) to define member &amp; industry needs</li> <li>Revise and finalise <i>Body of Knowledge</i> definition utilising this input</li> <li>Create <i>Body of Knowledge</i> structure and transfer existing data to new platform (4e)</li> </ul>	<ul style="list-style-type: none"> <li>Publicise new platform accessibility to membership</li> <li>Review and define gaps in <i>Body of Knowledge</i> and design/commence ongoing program to fill them</li> </ul>	<b>A modern, respected and well utilised <i>Body of Knowledge</i>, with continuous additions and improvements</b>
<b>b. Consult, devise and deliver a whole-of-organisation communications plan encompassing all current &amp; potential content, channels and platforms</b>	<ul style="list-style-type: none"> <li>Create complete list of all current communications channels and platforms and how they are managed</li> <li>Review current organisational communications capacity</li> <li>Fill the capacity gap to ensure strategic and operational communications expertise (linking to 4b, review of staff structures) (\$40k for 6 months)</li> </ul>	<ul style="list-style-type: none"> <li>Prepare a draft communications plan for broad consultation</li> <li>Implement targeted consultation on draft plan</li> <li>Board signoff communications plan and implementation commences</li> <li>Review all current internal and external platforms for suitability under new plan</li> </ul>	<ul style="list-style-type: none"> <li>Design and implement training program for volunteers and staff to ensure capacity to deliver communications plan at all levels (\$5k)</li> </ul>	<ul style="list-style-type: none"> <li>Conduct formal 6-month review of new communications plan and report to Board</li> <li>Amend delivery of plan if required</li> </ul>	<b>The highest standard of internal and external communications, focused on serving our members' needs and informing community and government about their professional value</b>
<b>c. Consult, devise and deliver a national public policy platform as the basis for all advocacy efforts</b>	<ul style="list-style-type: none"> <li>Commence drafting of national policy platform</li> <li>Deliver a formal policy session at every regional, commission and committee meeting to deliver a "rough draft" of policy positions</li> </ul>	<ul style="list-style-type: none"> <li>Finalise draft national public policy document for Board sign-off</li> <li>Undertake design and printing of document</li> <li>Formally launch document in Parliament House Canberra with soft launches in state capitals (\$6k total)</li> </ul>	<ul style="list-style-type: none"> <li>Break out and refocus components of national platform for use in state advocacy as required</li> </ul>	<ul style="list-style-type: none"> <li>Commence review process of national platform for delivery in 2019-20</li> </ul>	<b>A single, up-to-date publication outlining what our members need, what we stand for, and how surveying and spatial sciences can best serve Australia's needs</b>

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d. Devise and deliver a national advocacy program with an ongoing focus on informing & improving the public policy directions of Federal & State Governments, plus Local Government as appropriate	<ul style="list-style-type: none"> <li>Commence drafting of Federal advocacy target list and guide</li> </ul>	<ul style="list-style-type: none"> <li>Finalise Federal advocacy target list and guide</li> <li>Commence Federal advocacy program utilising national public policy document (2c) (\$5k)</li> <li>Commence work with Regions to develop State advocacy target lists</li> </ul>	<ul style="list-style-type: none"> <li>Continue Federal advocacy program utilising national public policy document (1c) up to Federal election</li> <li>Recalibrate Federal advocacy program after election to ensure early engagement</li> <li>Work with targeted Regions to commence State advocacy programs utilising State break outs of national policy platform (2c)</li> </ul>	<ul style="list-style-type: none"> <li>Conduct 6-month review of National advocacy program and report to Board</li> <li>Amend delivery of program if required</li> </ul>	Recognition by key decision makers as the “go to” organisation for leadership and ideas about how surveying and spatial sciences can best serve Australia’s needs

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 <b>3. PRODUCTIVE PARTNERSHIPS</b>					
<b>a. Revise and rebuild the sustaining partnership program with a view to longer term strength &amp; value to all parties</b>	<ul style="list-style-type: none"> <li>• Create “single point of truth” document showing all SP and corporate partnerships, and event sponsors, at all levels</li> <li>• Review all current SPs for strategic fit, consistency and current state of relationship</li> <li>• Identify SP gaps and/or conflicts</li> <li>• Institute regular meetings with all SP partners</li> </ul>	<ul style="list-style-type: none"> <li>• Board to consider feedback from meetings with SPs and other partners</li> <li>• Commence review of SP and other partnerships to ensure greater flexibility and value</li> <li>• Identify and agree on SP targets in each sector</li> <li>• Board signoff on revised program and targets</li> </ul>	<ul style="list-style-type: none"> <li>• Commence rollout of revised SP program to existing partners and targets</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly Board reporting on detail of SP program, with monthly budgetary reporting</li> </ul>	<p><b>A more flexible and attractive program for a wider range of partners across our entire professional ecosystem</b></p> <p><b>A less transactional, more relationship based approach for building long term value</b></p>
<b>b. Actively seek out partnering opportunities which deliver member value and/or a broader revenue base and review current MoUs for strategic fit</b>	<ul style="list-style-type: none"> <li>• Review all current MoUs for strategic fit, consistency and current state of relationship</li> <li>• Identify MoU gaps and/or conflicts</li> <li>• Institute regular meetings with all MoU partners</li> </ul>	<ul style="list-style-type: none"> <li>• Board to consider existing and potential MoU targets</li> <li>• Revise and renew current MoUs</li> </ul>	<ul style="list-style-type: none"> <li>• Commence negotiations for new MoUs</li> <li>• Quarterly Board reporting on MoU progress</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly Board reporting on MoU progress</li> </ul>	<p><b>Updated, better targeted agreements with well defined projects delivering value to both parties and their members</b></p>

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 <b>4. A VIABLE &amp; STABLE SSSI</b>					
<b>a. Review the current Board and committee reporting processes &amp; documentation to ensure timely and strategically-focused information for improved decision-making</b>	<ul style="list-style-type: none"> <li>Review current Board agenda and minutes structure, process and timings to improve transparency and useability</li> <li>Deliver traffic light reporting on strategic projects at Board meetings</li> <li>Commence traffic light reporting process from Committees and Commissions</li> </ul>	<ul style="list-style-type: none"> <li>Review appropriateness of current volunteer skills mix, training and reporting systems</li> <li>Board to consider options for improvement of volunteer leadership skills</li> <li>Create quarterly discussion item for Board on succession planning</li> <li>Finalise traffic light reporting process from Committees and Commissions</li> </ul>	<ul style="list-style-type: none"> <li><b>Annual review of Strategic Roadmap and projects, including project progress, member survey results and other feedback (\$5k)</b></li> <li>Feed revised Roadmap outcomes into 2019-20 Budget process (4d)</li> <li>Roll out targeted options for improvement of volunteer leadership skills</li> </ul>	<ul style="list-style-type: none"> <li>Design program for annual review of volunteer leadership performance for 2019-20 rollout</li> <li>Build volunteer leadership training components with significant cost implications into 2019-20 Budget</li> </ul>	<b>Professional, timely and relevant decision making and information at every level of SSSI's governance and management processes</b>
<b>b. Revise our governance and staff structures on a regular (3-4 yearly) basis to ensure relevance and fitness for purpose</b>		<ul style="list-style-type: none"> <li>Upon completion of platforms review (4e), assess current staff requirements</li> <li>Review appropriateness of current PDs and funded hours for regional staff</li> </ul>	<ul style="list-style-type: none"> <li>Commence reallocation of staffing resources within current budget allocations</li> <li>Design annual performance review system for all staff</li> <li>Board signs off performance review system</li> </ul>	<ul style="list-style-type: none"> <li>Establish program for full structural review of SSSI in 2019-20</li> <li>Board conducts annual CEO performance review</li> <li>CEO conducts annual staff performance reviews</li> </ul>	<b>A modern staff structure tailored to SSSI's current needs and capacity</b>
<b>c. Review &amp; rationalise the internal policy base</b>	<ul style="list-style-type: none"> <li>Create file list showing current version, date, location and format</li> <li>Create future policy file architecture and format</li> </ul>	<ul style="list-style-type: none"> <li>Identify policy gaps and review priority list</li> <li>Review priority policies for Board signoff</li> </ul>	<ul style="list-style-type: none"> <li>Commence review of non-priority policies</li> <li>Commence creation of new policies for identified gaps</li> <li>Ongoing reporting of new/amended policies for Board adoption</li> </ul>		<b>Up-to-date, useable and useful internal policies to improve results and minimise risk</b>

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d. Devise & implement a zero-based budget for the organisation nationally	<ul style="list-style-type: none"> <li>Commence delivery of partly zero-based Budget for 2018-19</li> <li>Review management financial reporting to improve transparency and useability</li> </ul>	<ul style="list-style-type: none"> <li>Review reporting of accrual (operational) versus cash (event) items to improve transparency</li> <li>Ensure delivery and wide availability of audited financial report for past year</li> <li>Board to review and resolve future of SSSI stake in National Surveyors House</li> <li>Board-led discussion to identify current and future revenue options</li> </ul>	<ul style="list-style-type: none"> <li>Review cost impacts of first 6 months of 2018-21 strategic projects</li> <li>Formalise future revenue options discussions for inclusion in strategic review (4a) and 2019-20 Budget</li> </ul>	<ul style="list-style-type: none"> <li>Build 2019-20 draft Budget including cost and revenue impacts of all ongoing strategic projects, on accrual basis</li> <li>Create cashflow projections to reflect flexible membership payment options</li> </ul>	<p><b>Best practice in all aspects of financial governance and reporting</b></p> <p><b>Clarity of our financial position for all SSSI leaders</b></p>
e. Review the suitability of our current technical platforms, including the website, and deliver a program of works to deliver a best-in-class suite of platforms suitable for a technically savvy membership	<ul style="list-style-type: none"> <li>Create user/technical project team with clear project ToR</li> <li>Define current platforms and gaps</li> <li>Liaise internally to create a unified user specification for all SSSI technical platforms, with Board sign off</li> <li>Test market options for non-bespoke technical solutions with neutrality on hosted, cloud and cost options</li> </ul>	<ul style="list-style-type: none"> <li>Board to determine choice of new platform</li> <li>Confirm vendor/s and commence project (\$14-21k)</li> <li>Ongoing measurement and Board reporting of progress</li> </ul>	<ul style="list-style-type: none"> <li>Complete project, migrate data and switch over systems</li> <li>Shut down old systems and archive data as required</li> </ul>	<ul style="list-style-type: none"> <li>Outcomes report to Board</li> <li>Shut down project team</li> </ul>	<p><b>Modern, secure, up-to-date and user friendly systems for all SSSI functions</b></p> <p><b>Reduction in volunteer and staff administrative and compliance workload</b></p> <p><b>Better member access</b></p>

Key
• Deliverable <b>completed</b>
• Deliverable <b>underway</b> but not completed
• Deliverable <b>stalled or cancelled</b>
• Deliverable has <b>budgetary implication</b> in FY 2018-19