



**WATER
DIRECTORATE**

**Water Directorate Incorporated
Strategic Plan
Revised November
2015**

Our vision is to....

Ensure a sustainable local government water industry in regional NSW

Our mission is to....

Provide leadership, assistance and advocacy for our members

We measure our success by:

• No of publications reviewed >10 years old	9
• % of reviewed publications published	100%
• % usage of relevant published documents that have been used (survey)	75%
• Percentage of relevant government enquiries for which we submitted a response	100%
• % of committees meetings we attended as WD representatives eg Liaison, GSA, Aboriginal Water and Sewerage Committee	100%
• Percentage of projects completed	100%
• Percentage of face to face presentations at regional meetings eg AWA, IPWEA, NRMG	2 per region
• percentage of possible members who are members	100%
• Number of email addresses on our mailing list	300 (currently 248)
• Number of emails sent out to membership	25
• Percentage of emails opened	75%
• Number of new technical guidelines issued	2
• Percentage of members meeting best practice guidelines (by each of the 19 criteria)	100%
• Number of users asking questions on the forum	160 subscribers
• Percentage of active users answering questions on the forum	50%
• Average Turnaround time on questions on the forum	1 week
• Age of Oldest question on the forum	1 month
• Number of meetings we get from Major players: Recognition by government departments as a significant player (we can get a meeting with senior bureaucrats in Office of Water and Dept of Health, Division of Local Government, LGNSW and they want to come and talk to us), WSAA (list is in the plan) (# of surprises = 0)	0%

Strategic Directions

1. Continue to provide a high quality technical and advisory base for our members so they can achieve best practice
2. Explore ways to better support and service members and harness our members' knowledge
3. Strengthen and develop our profile and brand in the national water industry
4. Ensure our activities encourage sustainable water cycle management
5. Encourage members to achieve industry best practice

1. Continue to provide a high quality technical and advisory base for our members so they can achieve best practice

Objectives	Actions	Account-ability	Outcome Measures
1. Provide relevant updated guidelines, protocols and management initiatives to our members	<ol style="list-style-type: none"> 1. Use the annual LG NSW Water Managers Forum to seek Councils' feedback regarding issues which may require new guidelines, protocols or management initiatives. 2. Use information to: <ul style="list-style-type: none"> • Establish guideline needs • Determine priorities • Determine delivery methods 3. Continue to evolve and refine the tools and mechanisms through which we disseminate advice and information to members including: <ul style="list-style-type: none"> • expanding emails lists • establishing email groups • interest needs • personal interaction and networking 4. Executive Committee to review and refine our current benefits to members 5. Executive Committee to review and refine current list of publications for sale 6. Use website to proactively seek member feedback 7. Use website to provide technical and advisory information to members 8. Use website to more easily share member resources, projects and initiatives 	<p>Exec Officer</p> <p>Exec C'ttee</p> <p>Exec C'ttee /Policy Subc'ttee</p> <p>Exec C'ttee</p> <p>Exec C'ttee</p>	<p>Feedback from the Water Managers Forum to be tabled at the November Strategic Planning Meeting</p> <p>Website feedback form</p> <p>Monitor webpage hits and discussion forum enquiries</p> <p>Member benefits reviewed annually at the Planning Meeting</p> <p>Publications updated when necessary</p> <p>Continue to rotate survey questions on the website</p> <p>All documents to be available for download from the website</p> <p>Establish a separate resources section on the website that can reference documents provided by members</p>

2. Explore ways to better support and service members and harness our members' knowledge

Objectives	Actions	Account-ability	Outcome Measures
1. Facilitate the currency of our members knowledge base	<ol style="list-style-type: none"> 1. Continue to update mailing list to include all relevant sewerage and water staff and others 2. Continue monthly newsletter 3. Continue to produce high quality technical publications for members 4. Review technical publications as required. 	Admin Officer	<p>Ongoing</p> <p>Send 12 per year</p> <p>All publications pre 2004 have been reviewed</p>
2. Improved training opportunities for LWU staff	<ol style="list-style-type: none"> 1. Support and promote water industry career development initiatives by other organisations eg AWA, IPWEA etc 2. Monitor the best method to develop training and assessment for operational staff, eg WIOA Conference 3. Provision of relevant technical resources to members and training organisations 4. Participate in reviews of training requirements that are required for water industry training in NSW and nationally 5. Promote best practice training programs for LWU 	<p><u>Policy Subc'ttee</u></p> <p>Policy Subc'ttee & Exec Officer</p>	<p>The number of training courses supported as listed in the Newsletter</p> <p>Sponsorship of the annual WIOA Conference</p> <p>Provide reps to attend industry wide training committees</p> <p>Continue to advertise appropriate training opportunities in the monthly Newsletter.</p>
3. Operator relationships and networks enhanced	<ol style="list-style-type: none"> 1. Promote specific water and sewer groups meeting/forums on a region by region basis, eg AWA Operator Groups and Trade Waste Groups 2. Support industry mentoring at all levels 	Exec Officer	<p>Promote specialty Forums in the monthly Newsletter</p> <p>Continue to sponsor awards for participants to attend conferences & other learning events.</p>

3. Strengthen and develop our profile and brand in the national water industry

Objectives	Actions	Account-ability	Outcome Measures
1. Be at the table early and in good relationship with people 2. Be in a position to set the agenda when we want 3. Provide the services and benefits of other associations to our members 4. Build relationships with appropriate organisations 5. Be recognised and respected 6. Create opportunities for members regionally	1. Identify key issues that we need to work on with each respective agency or organisation including: * DPI Water * Office of Local Government * Ministry of Health * Dept of Planning and Infrastructure * Environment Protection Authority * WaterNSW * Office of Fair Trading * Qld Water Directorate * Office of Environment and Heritage * Bureau of Meteorology * WSAA * LG NSW * IPWEA * WIOA	Exec C'ttee	Increase status of Water Directorate in the Industry Liaison reported in the monthly Newsletter
7. Be present on other agendas	1. Continue close relationship with AWA 2. Continue Water Forum with LG NSW's Water Management Conference (completed in 2003 to 2015) 3. Continue close relationship with WSAA		MoU signed Nov 05 with AWA Host successful Forum annually at LG NSW's Water Mgt Conf MoU signed Dec 14 with WSAA
8. Support voluntary Alliances of LWUs as appropriate			

3. cont'd Strengthen and develop our profile and brand in the national water industry

Objectives	Actions	Account-ability	Outcome Measures
9. Early identification of issues and production of information sheets and discussion papers and position statements 10. Timely advice provided to members on new issues	1. Develop in-house position statements for discussion papers on key issues, both proactive and reactive. 2. Provide advice to members of Water Directorate's position on issues after each Executive Committee meeting or ad hoc on urgent issues. 3. Actively seek membership of appropriate committees and working parties of the LG NSW or Government.	Relevant Sub-committee All Exec C'ttee	Annual achievement of objectives Papers are circulated and timely advice is given to members Advice given to LG NSW of our policy/statement position
11. Positive relations and input into LGSA policy maintained 12. Government policies are reviewed by the Water Directorate prior to their introduction	1. Maintain involvement with Government in a review of their current water policies and provide strategic technical and policy input. 2. Identify for our members, the key issues and policy positions they could be addressing and taking in their organisations as well as other bodies they work with 3. Actively pursue participation in government policy development and decision making 4. Provide an avenue for member councils to have feedback and input into government department policies	Exec C'ttee Exec C'ttee Exec C'ttee Exec C'ttee/ Policy Subc'ttee	Government adopts Water Directorate positions Attend relevant government committee meetings Use monthly Newsletter to highlight relevant issues for members Be involved in Government policy and guidelines issued Makes submissions to Government on relevant issues eg Local Government Act Review

3. cont'd Strengthen and develop our profile and brand in the national water industry

Objectives	Actions	Account-ability	Outcome Measures
13. Enhance water industry understanding of our roles and capabilities <ul style="list-style-type: none"> - Members - Government departments - Other organisations 	1. Advocate Water Directorate to Government Departments 2. Support 4 Industry awards and events to the value of \$30,000	Policy Subc'ttee	Attendance at meetings by the Minister Number of government departments sent the monthly Newsletter Number of events supported and number of award nominations submitted Number of publications produced annually and purchased Recognition in Government press releases of "engagement with the Water Directorate"

4. Ensure our activities encourage sustainable water cycle management

Objectives	Actions	Account-ability	Outcome Measures
1. Ensure the industry has sustainable water cycle management practice	1. Influence the development of sustainable water cycle management	Exec C'ttee	Executive Committee level of satisfaction with the direction of government policy is an indication of our success or failure to influence the policy environment.
2. Expand our activities to address water cycle initiatives impacting on our members	1. Encourage all LWUs to complete IWCM Plans	Exec C'ttee	Members have a better understanding of climate change
	2. Be aware of climate change initiatives	Exec C'ttee	
3. Ensure that information regarding the impact of climate change is circulated to member councils	3. Assist members to address climate change impacts	Exec C'ttee	
	4. Assist members to implement climate change reduction initiatives and strategies	Exec C'ttee	

5. Encourage members to achieve industry best practice

Objectives	Actions	Account-ability	Outcome Measures
1. Members achieve industry best practice	1. Look for opportunities to support members to achieve best practice	Exec C'ttee	Our satisfaction with the direction of government policy is an indication of our success or failure to influence the policy environment.
	2. Keep members informed of emerging best practice	Exec C'ttee	Increasing percentage of councils achieve NOW Best Practice Management Guideline criteria
	3. Promote the use of NOW Best Practice Guidelines via newsletter etc.	Exec Officer	Increasing percentage of councils achieve NOW Best Practice Management Guideline criteria