

AUSTRALIAN WATER

ASSOCIATION

Annual Review

For year ended 30th June 2016

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*Driving Australia's
prosperity with
water information,
expertise and
collaboration*

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A message from our President and Chief Executive

In 2015-16 the Association continued to adapt and seek opportunities for growth. From reviewing our membership categories to expanding our presence online and on social media, from providing more relevant and current content to engage and inform, to championing important issues such as sustainability and water security for all Australians, the Association's vision was to grow its membership numbers, grow in influence, and strengthen its position as *the* network for the water sector in Australia.

Our connections and position in the sector allowed us to continue to play a big role in bringing people and ideas together, influencing policy, and reaching beyond our borders through our international program. Ozwater continues to be the Southern Hemisphere's largest annual water event, with Melbourne hosting a record number of 3,689 visitors for Ozwater'16, and an even bigger event planned for 2017 in Sydney. The past year also saw 470 Association members participating in the Association's International Program with 92% of delegates that participated in missions indicating positive business leads.

2015-16 also saw a great increase in our policy and advocacy efforts across Australia, from positioning water as an economic driver for prosperity and livability, to facilitating customer awareness of the issues facing the water sector. We also continued to encourage knowledge sharing of the latest research and academic work related to water, the sector in general, and the new technologies, with our Water e-Journal and Current magazine providing platforms for scientists and experts to share their work and gain recognition.

We anticipate further growth in 2016-17 with new partnerships, focused events, and increased engagement across all of our platforms, positioning our website as a one-stop hub for all water sector related news, events, knowledge, and resources. 2016-17 will also see a strong campaign for the new membership categories with tailored and clear benefits to grow our member community, from universities to corporates, and from water professionals to interested members of the public.

We thank all our members for supporting the Association throughout 2015/16, and look forward to your continued involvement throughout 2016-17 as we work together for a sustainable water future.

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Major milestones in the past 12 months

- Introduced new digital platform and improved data management systems resulting in a optimised web experience
- Launched *Current* magazine in both digital and new format, positioning it as the magazine for the water industry
- Developed the new membership strategy to grow our membership base and offer more bespoke benefits and additional member values
- Focused on improving staff culture and engagement, resulting in higher retention and greater levels of staff satisfaction
- Delivered an outstanding Ozwater'16 event that exceeded expectations and both delegate attendance and exhibition revenue

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*Our Three Value Pillars:
the value we provide to our
members and the industry*

- 1. Information & Advocacy*
- 2. Professional Development*
- 3. Networking & Industry
Development*

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Major milestones in the past 12 months

Information and Advocacy

- Website updated daily with relevant information to our members, and our national newsletter, Source, is sent weekly filled with news, events and tips
- New and relevant technical papers are reviewed, edited, and published online on Water e-Journal with executive summaries printed in quarterly magazine, Current
- Largest attendance at the **National Policy Summit** in Melbourne, Oct 2015. 200+ attendees for dinner and summit: government and state representatives, utilities, other members
- Advocacy for **Water Security for All Australians** campaign, launched during Commonwealth election campaign, with wide engagement of members and stakeholders / development of Water Security Scorecard to be launched at Ozwater'17
- Strong advocacy to support **BOM's Water Information products**

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Professional Development

- Launch of online **Team Leadership Course** for YWP's (25 attendees)
- New suite of **webinars** (164 participants)
- Completion of NSW pilot of the **National Certification Framework** for operators (24 individuals have completed their certification in year 2015/16)

Networking & Industry Development

- IWA/AWA YWP National Conference in Feb 16 (*147 attendees*)
- **Ozwater'16**
 - *Record revenue from exhibitors (\$284,000 above target)*
 - *Record number of visitors incl. delegates (3,689 - 33% increase from 2015)*
 - *Record number of exhibitors (223 exhibitors, 23% increase from 2015)*
- Additional funding from DFAT for the Association's **International Program** (\$300,000)
- Largest Australian delegation to Vietnam (*Nov 2015, 78 participants*)
- Streamlined **State and National Awards Program** (*91 entries*)

*Business Plan Key
Performance Indicators:*

- 1. Improved digital access
and content*
- 2. Increased membership*
- 3. Effective communication
and engagement*
- 4. Recognised advocacy*
- 5. Collaborative staff culture*

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Business Plan Key Performance Indicators

Improved Digital Access and Content

Updated Website and Business App

- Website fully operational by November 2015
- 89,030 website users (1/7/2015 to 30/6/2016) against a target of 120,000 for FY15/16
- 936 users currently have App installed.
- 430 users used App for Ozwater. Plan: add full events calendar, click to register.



Increased Amount of Relevant Information

- All conference papers and proceedings have been loaded onto the online library
- All journal and technical articles placed on website within one month of publication (Water e-Journal fully online)
- Website operating as an info hub since Feb 2016



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Business Plan Key Performance Indicators

Improved Digital Access and Content

Developed new online products & services

- 6 webinars delivered: 4 now accessible via the Association's webinar page
- All Ozwater keynote speeches available on YouTube in HD
- Fully digital, searchable Water Directory with dynamic updating



Streamlined customer relationship system

- iMIS operational from January 2016
- Some glitches due to new CRM system
- Online event registration and membership payments



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Business Plan Key Performance Indicators

Increased Membership

Membership Growth

- Membership numbers and membership revenues reflect more rigorous management of subscription in arrears
- New online joining mechanism
- Cleansing of membership database
- New membership categories designed (Intensive branch consultation followed by board approval in August, 16)
- New membership price structure identified



Enhanced engagement across utilities and Australian economy

- New corporate membership considered and agreed to increase membership engagement from utilities
- Design of new category 'water supporter' membership for all sectors of the Australian economy and community



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Business Plan Key Performance Indicators

Increased Membership

Professional development program focused on YWPs

- Online Team leadership course for YWPs. First intake during 2015/16 (Further intake October, 16 during FY16/17)
- Developed new Education membership category to include students
- 3 University memberships signed up with a focus on staff involvement and student participation



Activities positioning expertise of water sector across Asian region

- 470 Association members participated in our International Program (against a target of 50)
- 92% of delegates that participate in missions indicated positive business leads
- Progressed to second DFAT funded program on PPPs, trade activities and capacity building in Vietnam
- All the Association's international activities financially self-funding (not dependent on membership revenue)



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Business Plan Key Performance Indicators

Effective Communications and Engagement

Engagement of elected structure & volunteers

- Very strong response rate of 169 volunteers to Water Priorities Survey (11 Apr – 06 May 2016)
- Strong engagement with branches and SAC around 7 key water issues that form basis of Water Security for All Australians
- Induction sessions held for new committee members



Recognising our volunteers

- New member profiles in *Current* magazine
- New promotion of members and volunteers in weekly Source publications
- Improved profiling of volunteers on website with photos of elected representatives
- Awarded Life Membership and Exceptional Services Awards to Helen Stratton and Chris Davis
- Profiling of mentoring program in the new *Current* magazine



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Business Plan Key Performance Indicators

Effective Communications and Engagement

Coordinating & promoting our events

- Increased attendance by 22% at major events (industry dinners, policy forums, conferences)
- New editorial-based marketing on the digital platform
- New integrated marketing team to better support branch activities

Total Attendance per State (Major Events)

	FY 14/15	FY 15/16
National	3,195	4,255
Western Australia	457	402
South Australia	259	330
Victoria	533	646
Queensland	719	718
Northern Territory	81	177
ACT	157	130
New South Wales	354	419
Tasmania	189	194

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Business Plan Key Performance Indicators

Recognised Advocacy

Facilitating customer awareness & perceptions about water sector

- Customer Survey launched (3,948 responses)
- National coverage of Water Survey and National Water Policy Summit
- 6 survey mentions in submissions papers
Revitalised advocacy for Australia and New Zealand Biosolids projects



Positioning water as an economic driver for prosperity & livability

- Water as economic driver identified in the customer survey and advocated at the National Water Policy Summit
- Communication through all state conferences, national events, and industry dinners
- Advocated to Australian governments in all submissions at ministerial meetings



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Business Plan Key Performance Indicators

Recognised Advocacy

Supporting sustainable water through submissions, discussion papers

- 8 submissions were made to commonwealth and state governments
- 2 industry discussion papers published:
Promoting Investment in Water Sector; CSG and Water Regulation



Collaborative Staff Culture

Culture that is passionate, innovative and engaged

- Employee Engagement survey conducted April'16
 - Collaborative culture: 62%
 - Passionate culture: 60%
 - Innovative culture: 57%
 - Engaged culture: 60%
- Against 70% satisfaction level evidenced through staff survey conducted in Q4 15/16
- Staff development plan started June'16



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The Way Forward: In this coming year, the Association will be:

- Focusing on providing relevant, engaging, and up to date content on our digital platforms
- Attracting traffic to website to increase digital revenue through optimising the digital experience and positioning our website as a one-stop-shop hub for all water sector related news, events, and resources
- Championing 'Water Security' advocacy through continuously featuring the topic in events, magazine articles and discussion papers
- Implementing the new membership strategy with new membership categories that are better fit for the sector and its needs. Implementing a strong push and pull marketing strategy to attract members and engage with them
- Concentrating efforts on smaller number of events attracting larger number of delegates for maximum impact and member engagement

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