



# GITA ANZ Strategic Plan 2013 – 2016

- ❖ Governance and Sustainability
- ❖ Core Practitioner Membership
- ❖ Networking & Learning
- ❖ Industry Representation & Collaboration
- ❖ Communication

  
GEOSPATIAL INFORMATION &  
TECHNOLOGY ASSOCIATION®

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## Message from the President

On behalf of the Board of the Geospatial Information & Technology Association Australia & New Zealand (GITA ANZ), I am pleased to present the GITA ANZ Strategic Plan for 2013 – 2016. GITA ANZs' vision is to remain highly relevant to its members through the provision of timely and informative material, driven by leadership and the facilitation of learning and networking forums to share ideas, lessons learnt and raise the overall knowledge base of the spatial industry.

The intended audience includes GITA ANZ members, industry practitioners, global GITA affiliates, and other like-minded spatial associations within Australia and New Zealand. The plan also presents the blueprint for current and future Boards to ensure decisions that affect the association are aligned with GITA's strategic direction, priorities and action items.

This rolling three-year Plan represents a forecast outlook to 2016. GITA ANZ priorities and actions will be continually monitored and the strategy revised on an annual basis with a major review every three years.

Feedback and comments are welcome and may be directed by e-mail to: [strategy@gita.org.au](mailto:strategy@gita.org.au). The online version of this document may be accessed at: <http://gita.org.au> under the "About GITA ANZ" menu.

I wish to thank all who contributed to the formation of this document, including members of the Board and all GITA ANZ members and other industry practitioners who responded to our 2012 association survey. Information received from these surveys along with relevant consultation has informed the Plan's development.

The Plan represents a set of priorities and actions to address the key areas identified as being most important by our industry and ensure that GITA ANZ remains relevant and provides ongoing value as the industry association for anyone who uses geospatial technology to plan, design, develop, manage, and operate infrastructure.

A handwritten signature in blue ink that reads "Antoine Burdett". The signature is fluid and cursive.

Antoine Burdett  
President  
Geospatial Information & Technology Association ANZ

## Document Control

**Revision 1**

**Date:** 5/8/2013

### Document Version history

Revision	Date	Comment
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# 1 Purpose

The Strategic Plan (Plan) sets out the direction for the Geospatial Information & Technology Association Australia & New Zealand (GITA ANZ) to ensure its longevity and relevance to members into the future.

GITA ANZ is the professional association for practitioners using geospatial technology to plan, develop, manage and operate infrastructure.

Members of GITA ANZ are professionals working with utilities, telecommunication companies, technology businesses and the public sector, and organisations providing services to these industries.

GITA ANZ provides opportunities for **education, networking** and **professional development** throughout Australia and New Zealand.

Competition for membership from other bodies coupled with stricter business spending contributes to the pressures felt by the association. The Plan addresses retention and growth of the membership base, to ensure a vibrant and growing industry with a pool of talent that meets Australia and New Zealand's future needs. This Plan covers what is to be achieved over the period 1 Jul 2013 to 30 Jun 2016, and presents GITA ANZ goals, objectives and the following Key Performance Areas (KPA's) required to deliver this Strategy.

## KEY PERFORMANCE AREAS

- **Governance & Sustainability:** Leadership approach and behaviours to be adopted to successfully implement change in this environment and address challenges.
- **Core Practitioner Membership:** Approaches to retain and extend membership to organisations and individuals who are seen as core practitioners in the management of infrastructure assets.
- **Networking & Learning:** The mechanism by which technology and best practice knowledge is shared amongst members and industry.
- **Industry Representation and Collaboration:** The way in which we collaborate with like-minded associations and industry groups.
- **Communication:** Effective communications with members and industry.

## 2 Introduction

### 2.1 Background

The Geospatial Information & Technology Association (GITA) is a worldwide not-for-profit organisation that provides excellence in education and information exchange on the use and benefits of geospatial information and location-aware technologies for asset and infrastructure management. A growing number of international organisations contribute to the mission of GITA around the world. GITA has active international affiliates in North America, Japan and Australia & New Zealand.

Our members are corporations, organisations and individuals who are involved in owning, operating, maintaining, and protecting infrastructure, including owners, custodians, users, consultants, vendors and service providers.

GITA ANZ activities include one or half-day seminars, partner events, industry representation, learning and networking forums, thought leadership, bursaries and our Annual Geospatial Solutions Conference.

The Annual Conference comprises presentations from leading professionals, detailed workshop sessions and site visits, as well as a comprehensive exhibition. The conference includes numerous networking opportunities and attracts a wide variety of local and international speakers, delegates and exhibitors.

### 2.2 GITA ANZ Objectives

GITA ANZ was established in 1996 to:

- Foster and promote the benefits of geospatial technologies for the management of infrastructure<sup>1</sup>.
- Disseminate information and provide a learning forum focused on the optimal use and benefits of using geospatial technologies in the management of infrastructure assets.

### 2.3 GITA ANZ Membership Benefits

GITA ANZ currently has five levels of membership available: Primary, Corporate, Small Business, Individual and Student. Each of these membership levels are described on the GITA ANZ website:

<http://gita.org.au/membership-structure.html>

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<sup>1</sup> The term “Infrastructure” can be construed as having many meanings; however GITA uses the following definition:

**Infrastructure** includes water, oil, gas, power, telecommunications and transportation networks and the associated plant and equipment required to operate those networks.

Our members are private and public sector organisations who support or participate in planning, designing, constructing, operating and maintaining infrastructure assets associated with transportation, supply, transmission and distribution.

General membership benefits include:

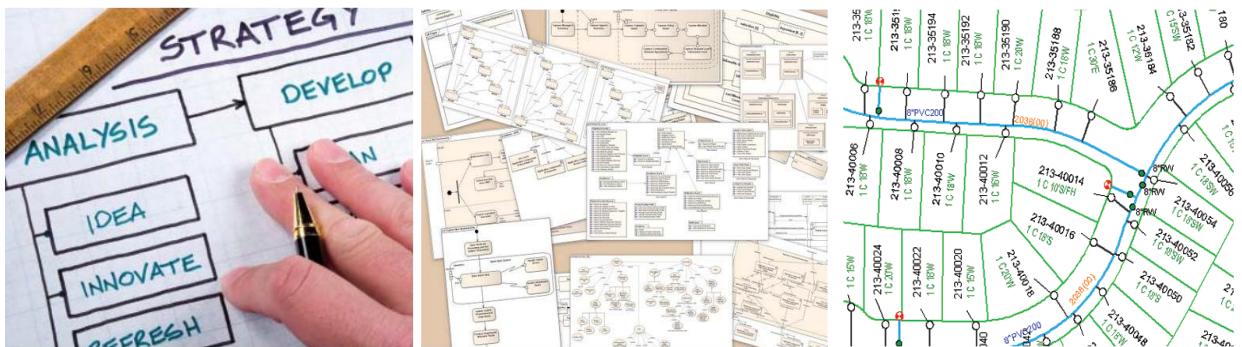
- Access to international network of geospatial professionals through online forums, webinars and face-to-face events.
- Industry Networking.
- Business Introductions and Career Opportunities.
- Representation & Information. Members and directors participate in various boards including the Australian Spatial Consortium (ASC), Board of Surveying and Spatial Information NSW (BOSSI), NSW Surveying and Mapping Industry Council (SMIC), Victorian Spatial Council (VSC) and Western Australian Land Information System (WALIS).
- The opportunity to publish articles in the GITA News Hub (a weekly GITA international newsletter).
- Bursary Program.
- Discounts or free attendance to seminars and networking events.
- GITA ANZ Excellence Awards.
- Access to past proceedings of conferences, seminars and webinar/networking presentations.
- Position Magazine subscription.
- The opportunity to present at the annual conference, network events, webinars or seminars.
- Substantial discounts on annual conference registration and discounts on exhibits.
- Thought leadership. GITA ANZ members are among the most innovative people in the world and are prominent leaders in a range of endeavours.

## 2.4 About the Technology

Geospatial Information Technology offers a radically different way in which we produce and use spatial data to manage our communities and industries. Geographic Information Systems (GIS) link spatial objects with alphanumeric database records and allow complex queries, simulations and analyses to be performed using a highly intuitive visual paradigm.

Utilities use geospatial information to automate vast transmission and distribution network processes and to build and service pipelines and communication networks. Gas, water and electric utilities use it to model distribution networks, issue work orders, dispatch service crews, market to prospective customers and plan service expansions.

Telecommunications companies find it invaluable as they seek a competitive edge in the management of outside plant facilities and in the marketing of long distance services.



Nearly all information managed by business has a spatial aspect - a street address, location or series of "XY" coordinates representing real world infrastructure assets.

Thus, geospatial information technology is vital in every corner of the business world while becoming omnipresent for everybody through in-car and mobile phone navigation and information systems.



## 3 Strategy

### 3.1 Methodology

The 2013 GITA ANZ Strategic Committee has conducted a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis of the Association's position to help better understand the Association and to contribute to the definition of this Strategy.

Below are the key challenges faced by GITA ANZ that this Strategy will address and mitigate.

- **Membership.** Sustained growth in our member base. Our membership base has been relatively consistent over the past 5 years, however subject to decline under current market pressures. We have a low number of primary members with many large utilities not renewing membership. Further, many organisations within GITA ANZ's core focus area are not members. This may largely be due to association awareness or low perception of benefits.
- **Annual Conference attendance.** There needs to be more users of the technology at key events such as the annual conference.
- **Ensuring the Conference remains highly valued by GITA ANZ members.** The conference landscape is crowded with other association events and vendor specific events. The association concept is also under threat from new communication tools, such as social media, and a current proposal and framework being developed for a unified industry spatial conference.
- **Resources.** There is a limited level of human resources available to perform GITA ANZ operational activities. As a volunteer-led association there is currently a high reliance on the Board for operational activities, which diverts focus from their efforts of governance and strategy.
- **Limited networking events** outside of the Annual Conference (and not requiring travel).
- **Increase Industry presence and awareness.** Ability to articulate purpose of organisation, our core focus and membership benefits.
- **Current economic climate** impacting travel and attendance at conference and industry events.
- **Loss of identity.** GITA ANZ has its own identity and purpose that differentiate it from other like-minded spatial associations, however recognise the spatial conference landscape is crowded and that a single national spatial conference is being planned for 2014 and beyond. Whilst a unified spatial conference may seem like a reasonable approach to address the current economic climate, there is a significant risk of diluting the GITA ANZ brand and purpose, a similar concern all associations share.

To assist in addressing these, the Board has utilised the following philosophy:

1. Use GITA ANZ's **Strengths** to maximise **Opportunities**
2. Use GITA ANZ's **Strengths** to deal with and minimise **threats**
3. Minimise **weaknesses** by taking advantage of **opportunities**
4. Minimise **weaknesses** by avoiding **threats**.

## 3.2 Goals

GITA ANZ has short, mid and long term goals.

### 3.2.1 Horizon 1 - Short Term - 2013/14 (Stabilise and Improve)

- Stabilise and grow membership to strengthen the knowledge network to our members.
- Reinvigorate interest by promoting awareness of GITA ANZ objectives and benefits
- Improve our services
- Acquire a resource to drive and manage the operational aspects of this strategic plan
- Better collaborate with other GITA affiliates and like-minded spatial associations.

### 3.2.2 Horizon 2 - Mid Term – 2014/15 (Grow)

- Break into new industries, such as mining, oil and gas.
- Hold local or regional events in more locations within Australia, and reinvigorate activity in New Zealand.
- Enhance services to respond to the changing needs of our members.
- Secure the GITA ANZ identity as a prominent and relevant brand in industry, and sustainable into the future.

### 3.2.3 Horizon 3 - Long Term - Beyond 2015/16 (Challenge and Extend)

- Grow membership and operations into the broader Asia Pacific (APAC) region.
- Support the next generation of technology and services.

### 3.3 GITA ANZ Vision

To remain highly relevant to its members through the provision of timely and informative material, driven by leadership and the facilitation of learning and networking forums to share ideas, lessons learnt and raise the overall knowledge base of the spatial industry.

We will achieve this through the catchword: **VIEW**

- **Value** – We add value to our members and their businesses.
- **Informative** – We keep our members informed of cutting edge relevant technologies and best practices for implementation and ongoing utilisation.
- **Encourage** – We encourage the sharing of knowledge amongst ourselves to improve our organisations’ effectiveness and productivity.
- **Wisdom** – We provide our members with the information, knowledge and skills to inform and support better decision making.

Our aim is to strengthen the GITA ANZ brand, broaden demographic appeal and enable greater and more cost effective accessibility to our services by embracing new and traditional media for facilitation of networking and knowledge management.

### 3.4 Key Performance Areas

To achieve our association goals the following Key Performance Areas (KPA’s) have been formulated. Each KPA has a series of action points that support the KPA along with Key Performance Indicators (KPI’s) to measure and gauge our success against.

#### KEY PERFORMANCE AREAS

- KPA1 Governance & Sustainability:** Leadership approach and behaviours to be adopted to successfully implement change in this environment and address potential obstacles.
- KPA2 Core Practitioner Membership:** Approaches to retain and extend membership to organisations and individuals who are seen as core practitioners in the management of infrastructure assets.
- KPA3 Networking & Learning:** The mechanism by which technology and best practice knowledge is shared amongst members and industry.
- KPA4 Industry Representation and Collaboration:** The way in which we collaborate with like-minded associations and industry groups.
- KPA5 Communication:** Effective communications with members and industry.

### 3.5 KPA Priorities, Actions & Outcomes

KPA	Actions / Outcomes	KPI - Measure
<p>GITA ANZ Governance and Sustainability</p>	<ul style="list-style-type: none"> <li>• Retain and, where appropriate, actively recruit effective people to the board. This should be made a priority to ensure continuity of the association.</li> <li>• Target relevant groups to ensure greater balance on the Board between Vendor and Users, broader industry cross-section and gender mix.</li> <li>• Appoint a Chief Operations Officer (COO) ASAP (reporting to the Board) with significant industry experience and contacts to manage the operational aspects of the association and deliver on the KPA's identified within this strategy.</li> <li>• Develop a more active relationship with GITA global affiliates (e.g. North America &amp; Japan) to share content, leverage and collaborate on initiatives and achieve economies of scale.</li> <li>• Income to support provision of services to be generated through:               <ul style="list-style-type: none"> <li>- memberships</li> <li>- annual conference</li> <li>- sponsorships</li> <li>- other events</li> <li>- industry grants</li> </ul> </li> <li>• Financial strength - Build cash flow to enable GITA ANZ to do more and deliver greater value to members.</li> </ul>	<ol style="list-style-type: none"> <li>1. A good cross section on the Board - representing industry demographics.</li> <li>2. Person appointed to manage operations and implement strategic plan actions.</li> <li>3. Shared services between global GITA affiliates.</li> <li>4. Funds available for delivery of existing and new services to members.</li> </ol>

KPA	Actions / Outcomes	KPI - Measure
Core Practitioner Membership	<ul style="list-style-type: none"> <li>• GITA ANZ staff and Board members are to engage Industry senior management to inform and host potential day / half day events in support of the Networking and Learning KPA.</li> <li>• Relevant industry membership is core to achieving our goals and objectives. Generating interest and engaging industry is essential for GITA ANZ sustainability and growth.</li> <li>• Broaden the appeal, strengthen the value of membership and communicate to industry.</li> <li>• Strengthen membership by including more core practitioners (organisation and its reps).</li> <li>• Retain existing members.</li> <li>• Strengthen links to Government.</li> </ul>	<ol style="list-style-type: none"> <li>1. Aim to add two primary memberships and four Corporate memberships in year one. This KPI to be reviewed annually.</li> <li>2. Membership renewals target of 95% for each membership category.</li> <li>3. Increase in cross section of industry membership (core industries, public and private, age, and gender).</li> <li>4. Increase in Local Government membership.</li> <li>5. Assessment of membership value via regular survey.</li> <li>6. Records of representatives from member organisations are current and relevant, e.g. operations, commercial, management and technical.</li> </ol>

KPA	Actions / Outcomes	KPI - Measure
Networking & Learning	<ul style="list-style-type: none"> <li>• Increase knowledge and networking opportunities through regional events and webinars.</li> <li>• Chief Operations Officer in conjunction with the Board to engage industry, and source relevant and interesting speakers / presentations.</li> <li>• Utilise focus groups and social media (e.g. LinkedIn) to stay abreast of member needs.</li> <li>• Periodic dissemination of items of interest to members.</li> <li>• Identify hot topics and key challenges of members, and look to address these through a variety of networking and learning forums.</li> <li>• Host professional events whilst keeping costs down (value for money).</li> </ul>	<ol style="list-style-type: none"> <li>1. Hold minimum of two network events in each of Brisbane, Sydney, Melbourne and Perth per year.</li> <li>2. Hold an annual conference once per year in alternating major locations.</li> <li>3. Hold minimum of six webinars per year.</li> <li>4. Greater evidence of utilisation of Social Media (e.g. increase in LinkedIn Discussions).</li> <li>5. Hold two network events per year in other cities where demand warrants.</li> <li>6. Hold two one or half day seminars per year.</li> <li>7. Attendance at the annual conference and other events.</li> <li>8. Positive feedback from attendees via survey.</li> </ol>
Industry Collaboration	<ul style="list-style-type: none"> <li>• Identify where leveraging off other industry groups such as oil and gas, and engineering associations would provide member benefit.</li> <li>• Confirm GITA ANZ's position amongst other like-minded associations in order to set boundaries, establish shared interests and promote what it is that GITA ANZ offers that cannot be provided elsewhere.</li> <li>• Cross-promotion of events and reciprocal discounts for attendance at each other's events.</li> <li>• Look for opportunities to co-host events with other associations.</li> </ul>	<ol style="list-style-type: none"> <li>1. Evidence of cross promotion of events.</li> <li>2. Increase in attendance at GITA ANZ events by members of other associations.</li> <li>3. Number of co-hosted events.</li> </ol>

KPA	Actions / Outcomes	KPI - Measure
Communication	<ul style="list-style-type: none"> <li>• Period dissemination of items of interest to members.</li> <li>• Maintain weekly GITA News Hub and provide regional content of interest to ANZ members.</li> <li>• Communicate the GITA ANZ Brand - who, what, why, where - our focus.</li> <li>• Hold localised one or half day events and webinars to enable greater opportunity for networking and sharing of knowledge.</li> <li>• Promote GITA ANZ at local/regional events (e.g. GITA ANZ Roadshow)</li> <li>• All communications to be timely, relevant and results/outcome orientated.</li> <li>• Review and renewal of the GITA ANZ website to provide a better user experience. Extend member only content to include additional material such as relevant research and white papers, recorded lectures and training material.</li> </ul>	<ol style="list-style-type: none"> <li>1. GITA News Hub to members weekly.</li> <li>2. Relevant ANZ content published in the GITA News Hub monthly.</li> <li>3. Greater lead time of event notifications to ensure early notice thereby enabling better planning and increase in attendance.</li> <li>4. Updated Website or utilisation of global GITA website (currently in progress) with ANZ specific area.</li> <li>5. Number of hits per month on GITA ANZ website.</li> <li>6. Number of hits per month on Members-Only area of GITA ANZ website.</li> </ol>

## 4 Companion Documents

1. GITA ANZ Constitution [http://www.gita.org.au/files/gita\\_anz\\_constitution.pdf](http://www.gita.org.au/files/gita_anz_constitution.pdf)
2. Board Charter [http://www.gita.org.au/files/GITA\\_ANZ\\_Board\\_Charter.pdf](http://www.gita.org.au/files/GITA_ANZ_Board_Charter.pdf)
3. Privacy Policy [http://www.gita.org.au/files/gita\\_Privacy\\_Policy.pdf](http://www.gita.org.au/files/gita_Privacy_Policy.pdf)
4. Code of Ethics <http://www.gita.org.au/code-of-ethics.html>