



# STRATEGIC CHARTER

AUGUST 2017





**Consolidated Voice**  
**Improving Perceptions**  
**Raising Standards**  
**Promoting Quality**

# CONTENTS

**04**

BACKGROUND

**06**

ORGANISATION STRUCTURE

**08**

BOARD STRUCTURE

**09**

VISION & MISSION

**10**

VALUES

**11**

THE SCOPE OF ACTIVITIES

**13**

SUCCESS MEASURES

**14**

CONCRETE NZ BRAND

## BACKGROUND

In order for the New Zealand concrete industry to promote excellence in all things concrete, in an efficient and effective manner that provides better value for all, it was determined by consensus in early 2015 to examine options around a single association as the best way forward.



*Glenda Harvey – Concrete NZ Chair*

There are at least six core associations that represent specific concrete sector interests, all of which fulfil similar roles in the industry. With people and financial capital increasingly limited the question asked was - “can we do better?”

The main protagonists were the Cement and Concrete Association of NZ (CCANZ), Precast NZ (PCNZ), the NZ Ready Mixed Concrete Association (NZRMCA), the NZ Concrete Masonry Association (NZCMA), the NZ Concrete Society, and the NZ Portland Cement Association (NZPCA); the latter is now a CCANZ Technical Committee.

While the associations are differentiated in terms of their target memberships, they have similar names and share a common goal in ensuring the optimum use of concrete. With this number of organisations it is not surprising there is duplication of services, as well as key personnel being stretched. Furthermore, each association competes for membership, sponsorship, event registrations and publication sales in what is a small market.

Interestingly, other industries in New Zealand are experiencing similar issues, and have turned to consolidation to enhance their services. Consolidation amongst concrete trade associations has also been discussed extensively overseas.

With well over one hundred associations representing New Zealand’s small construction market, the Ministry of Business, Innovation and Employment (MBIE) faces a dilemma in terms of determining which association speaks with authority on behalf of an industry.

The status quo was challenged, and a long-term sustainable solution proposed - a single consolidated concrete industry association - Concrete NZ.

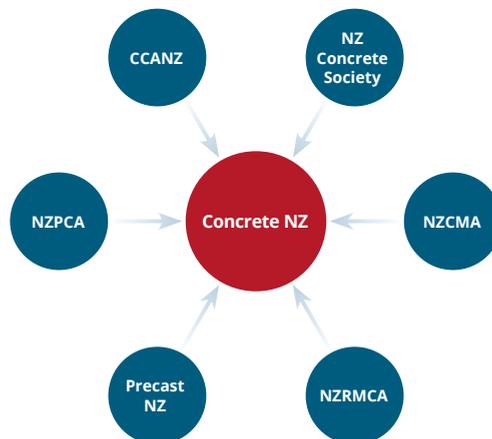
In early 2015 an industry Working Group was established and charged with the task of developing a value proposition for consolidation, along with a Board and Organisation structure for a single association. A realistic timetable, with clear stage gates, was established and adhered to over an 18-month period.

A major milestone was the signing in July 2016 of Memoranda of Understanding (MOUs) between each of the six participating associations and Concrete NZ. The MOUs captured the 'spirit' of the proposed consolidation, stating expectations between both parties on such matters as governance and operations, along with subscription setting responsibilities and financial arrangements.

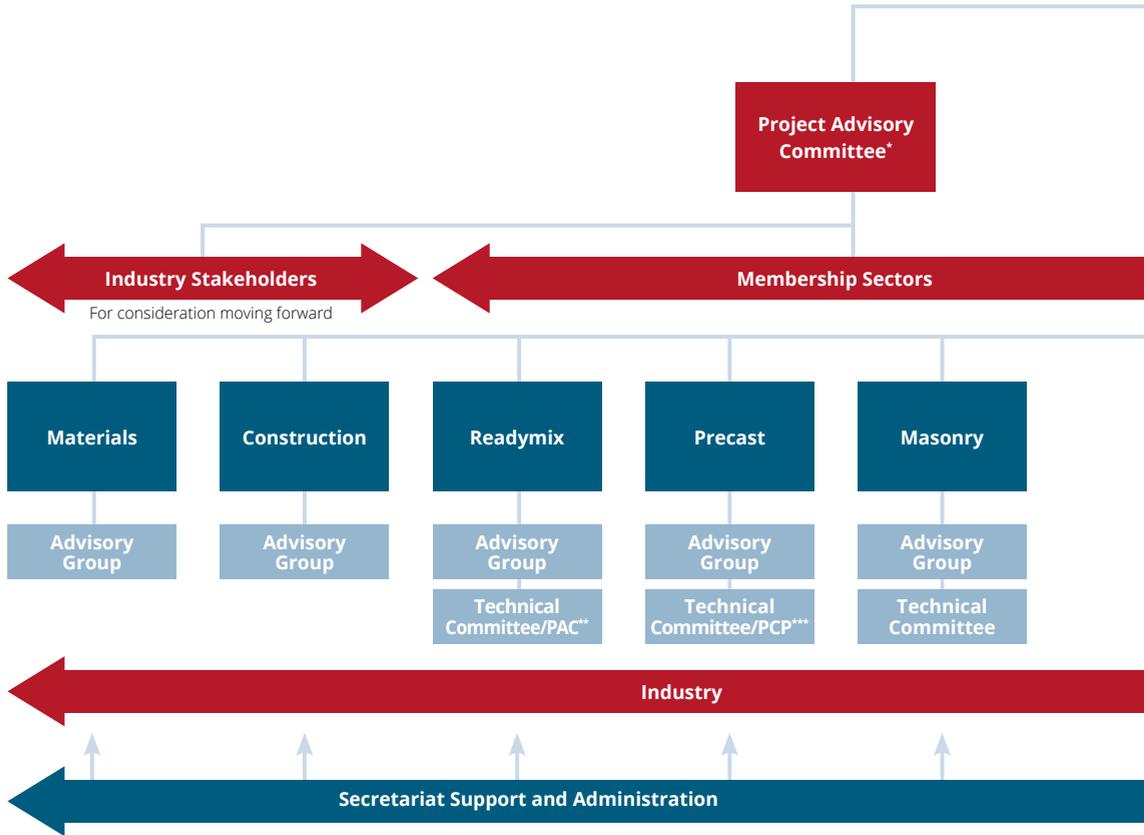
With the signing of the MOUs an 'in principle' agreement was reached amongst the participating associations to progress to the next stage of consolidation. This involved drafting the Concrete NZ constitution, a key document given careful consideration by the Working Group on behalf of the participating associations.

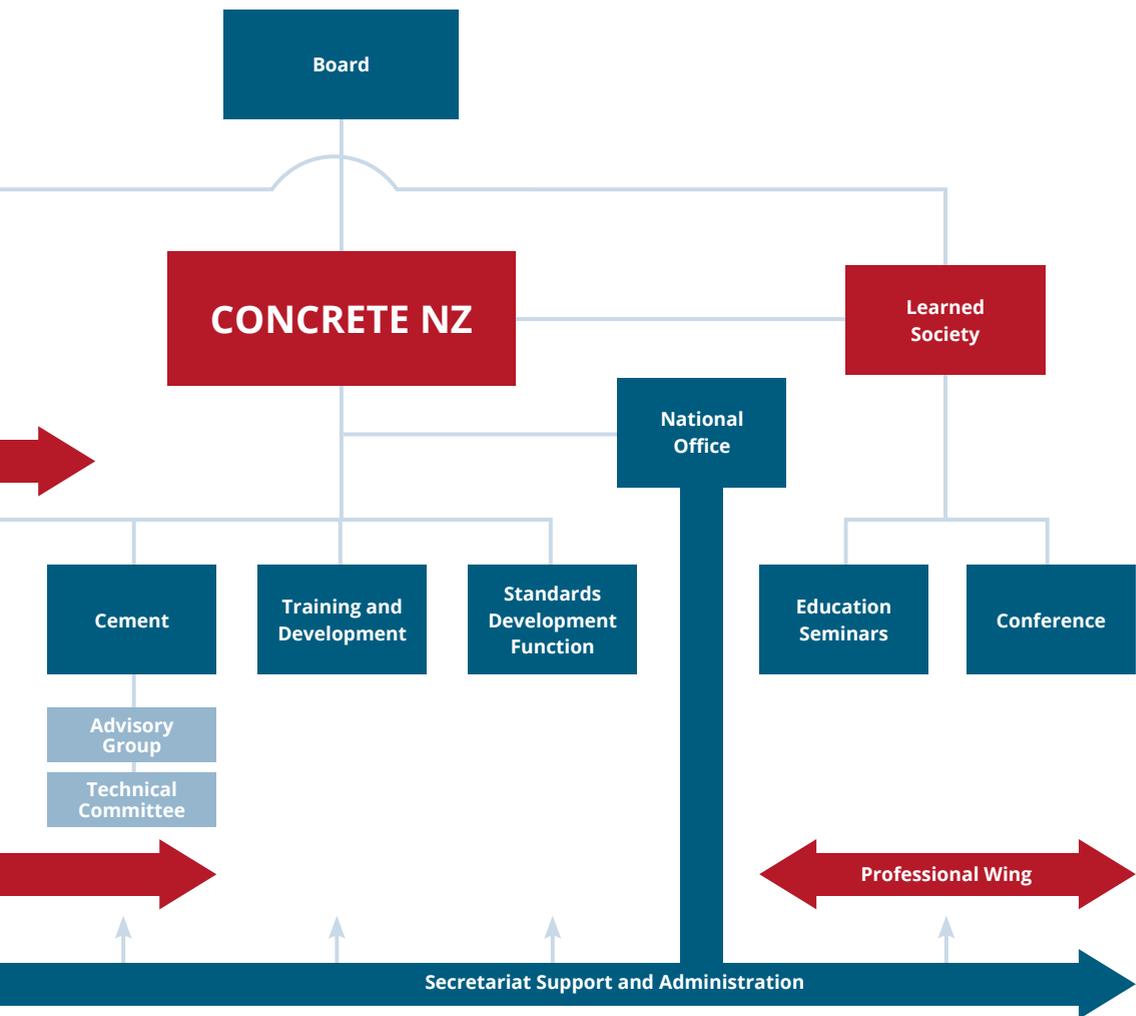
At the AGMs of all the associations, held during the New Zealand Concrete Conference on 6-8 October 2016 in Auckland, a remit that endorsed consolidation into a single association, known as Concrete NZ, and empowering the participating associations' Board or Council or Executive Committee to ensure the transition, was passed unanimously.

At the beginning of 2017 the Working Group transitioned into a Project Board, assisting a Project Manager to bring the new association to life for an August 2017 launch. 🌀



# ORGANISATION STRUCTURE



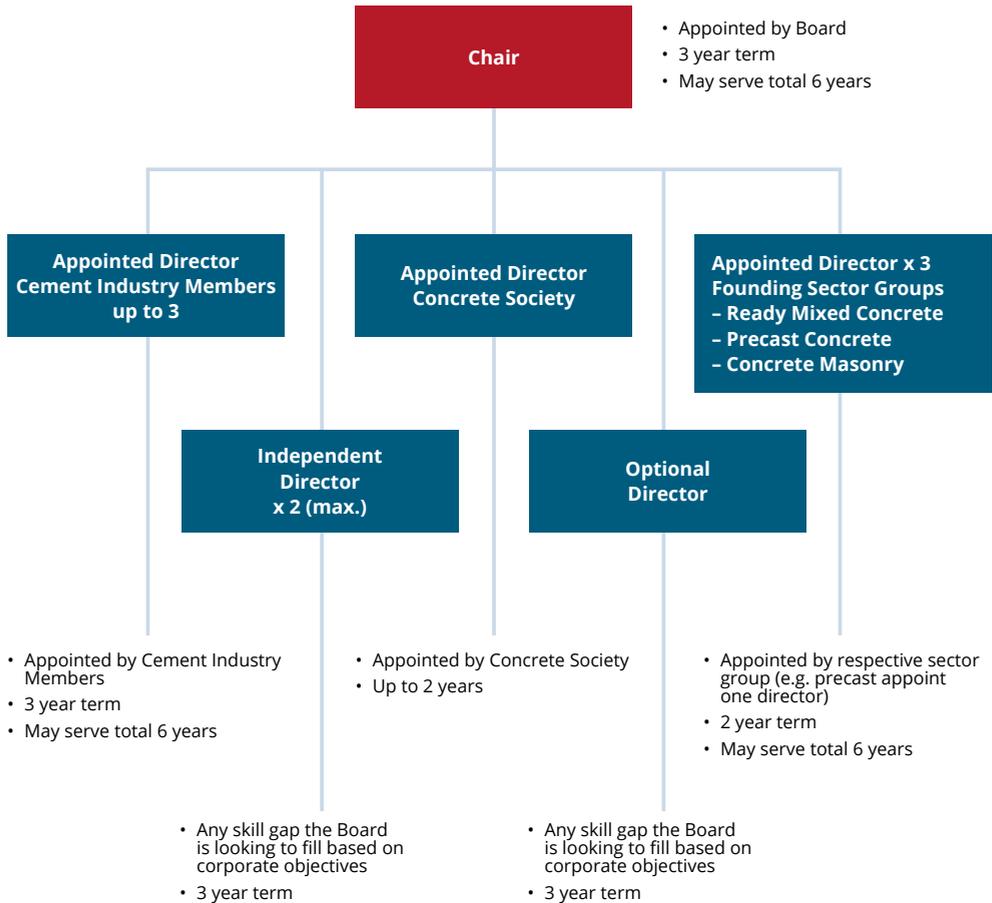


\* Project Advisory Committee – Comprised of representatives from the Stakeholder Group, Sector Groups, Concrete Society and Board appointees, the Project Advisory Committee reviews project proposals to be funded from a contestable fund, and makes recommendations to the Concrete NZ Board.

\*\* Plant Audit Committee (PAC)

\*\*\* Plant Certification Program (PCP)

# BOARD STRUCTURE



Note: Maximum number of Board members is ten, including the Chair.

## **VISION & MISSION**

*Concrete NZ seeks to become...*

a highly respected and valued association, supporting industry to position concrete as the resilient construction material of choice for a modern New Zealand...

*and be perceived as...*

the concrete industry's consolidated voice, bringing confidence, knowledge and leadership to members, industry and regulators.

# VALUES

If you work at Concrete NZ, if you want to be a member or if you want to be a partner, this is how we operate...

## **Unified**

We will work hard to come together and stay unified, integrative and inclusive

## **Flexible**

We will remain agile, reshaping with the changing needs of industry

## **Tenacious**

We advocate for our customers – we ask ourselves the hard questions

## **Professional**

We take a factual and professional approach

## **Quality Based**

Focused on Standards and committed to quality excellence

## SCOPE OF ACTIVITIES

The primary activities in support of the Mission are...

### Regulatory Advocacy

- Keeping a close watch over the central/local regulatory framework to ensure concrete is well positioned and treated fairly against other materials
- Influencing legislative outcomes at national and local levels that favour concrete ***where it is best fit for purpose***

### Knowledge Transfer

- Being the “resource hub” for knowledge, information and advice
- Ensuring end-users, specifiers, practitioners and suppliers are receiving and using the information we give them, ***and that we are giving them the information they need***
- Co-ordinate research and education across the sector

### Standards Development

- Taking leadership in Standards development and maintenance
- Assisting to drive, update and verify Standards and taking ownership when it is required

### Communicating Benefits

- Ensuring Concrete NZ has a strong presence and is “top of mind” for industry and regulatory authorities
- Promoting in the generic sense: aesthetics, functional benefits, resilience and sustainability of concrete

### Quality (and Product) Assurance

- Supporting and endorsing best practice, maintaining high standards and pursuing quality excellence either through direct programs and resources or by endorsing 3<sup>rd</sup> party schemes

## Foresight and Guidance

- Providing insights into trends, overseas developments and new technologies to ensure concrete remains relevant, and that the industry reshapes to “future proof”

## Health and Safety

- Being a strong industry voice for health and safety in design, construction, maintenance, occupation and building life-cycle (i.e., resilience)
- Developing a strong relationship with Work Safe to promote and train in best practice

## And we will...

Work to ensure a sustainable transition for Concrete NZ

- Shape, foster and be a fast follower of innovation. ***Monitor, filter and introduce innovations, dealing with Territorial Authorities and opening up the regulatory environment to new innovations***
- Provide a framework, process and guidance in dispute resolution ***by making information available to the end-user, although Concrete NZ is to avoid directly engaging in disputes\****
- Provide consulting on a paid for basis (only in areas approved by our members), ***primarily to support other areas of advice (e.g., feasibility studies for architects, designers in concrete)\****

**consolidated voice**

**improving perceptions**

**raising standards**

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\*Note: Engaging in these activities requires Concrete NZ to review current resource levels

## SUCCESS MEASURES

<i>Key Success Indicator</i>	<i>In Other Words</i>	<i>Potential Methods of Measuring</i>
<b>MINDSHARE</b>	<ul style="list-style-type: none"> <li>• Seen as the go-to-party for concrete and cement related products</li> <li>• Regulators know who we are and what we do</li> </ul>	<ul style="list-style-type: none"> <li>• References in policy analysis or in articles</li> <li>• Awareness and attitude studies on the industry</li> </ul>
<b>SATISFACTION</b>	<ul style="list-style-type: none"> <li>• All members see the value in our activities</li> <li>• We have high levels of member and stakeholder satisfaction and asset owner satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>• Net Promoter Score</li> <li>• Member and stakeholder satisfaction surveys</li> <li>• Direct member feedback</li> </ul>
<b>SUSTAINING GROWTH</b>	<ul style="list-style-type: none"> <li>• Long term growth of the concrete sector</li> <li>• Growth in member numbers</li> <li>• Guide industry succession planning in relation to required expertise</li> </ul>	<ul style="list-style-type: none"> <li>• Defend key markets</li> <li>• Concrete NZ members</li> <li>• Industry has right skills and succession</li> </ul>
<b>POSITIONING</b>	<ul style="list-style-type: none"> <li>• Positioning of concrete's performance, resilience and sustainability attributes against other materials</li> <li>• Fact base to support concrete positioning is robust</li> </ul>	<ul style="list-style-type: none"> <li>• Robust/up-to-date fact and knowledge-base for concrete attributes (and those of other materials) to support decision making</li> <li>• Reviews of use of Concrete NZ information</li> </ul>
<b>DELIVERY</b>	<ul style="list-style-type: none"> <li>• Program of work agreed by all members</li> <li>• Delivery of the Mission</li> <li>• High levels of service performance delivered to members</li> </ul>	<ul style="list-style-type: none"> <li>• Member feedback on program of work</li> <li>• Project Committee</li> <li>• Delivery of outputs (e.g., seminars, completed Standards) against planned timelines</li> </ul>

## CONCRETE NZ BRAND

*Brand* is used to describe the sum total of how an organisation is perceived. *Branding* is about shaping that perception.

A good brand should deliver a precise message, provide credibility, connect emotionally, motivate, and create loyalty.

A key aspect of an organisation's brand is the visual identity built around a logo.

The Concrete NZ logo is clean and bold. The striking red "concrete" is complemented by the dark blue "nz". The two colours create separation without the need for a distracting gap. The lower case 'sans' font conveys simplicity and modernity.

Red is also used in the circular mark, which represents unity and inclusiveness across the industry. It also contains an implied "C" for "Concrete". Over time the circular mark will stand alone as representative of the association.

The five shaded segments within the circular mark indicate the Sector Groups (Cement, Readymix, Precast and Masonry) along with the Concrete Society (Learned Society). The 'sub brands' are identified by a coloured segment within the circular mark, as well as a label.





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