



# 2020 Chapter Management Awards Work Plan

**Chapter:** IABC Victoria  
**Category:** Professional Development  
**Division 1:** Large chapters

## About IABC Victoria

With 212 financial members (as at 1 December 2019), and a non-member peer network of over 500 communication professionals, IABC Victoria (Australia) is the largest IABC chapter outside of North America and the fifth largest chapter globally – a distinction we value highly and work incredibly hard to preserve.

We're a very eclectic and vibrant group of communication professionals in terms of the range of disciplines our members practice across the communication spectrum, and the range of communication practitioner types and interests our chapter represents and needs to cater to. Many of our members work for multi-national companies, top tier banks, boutique consultancies, creative agencies, infrastructure businesses, not-for-profits and local, state and federal government authorities. The chapter also serves the needs of students at local universities across Victoria.

While we're a part of a burgeoning and economically powerful region of the globe, IABC Victoria faces some different challenges to those of our North American and European counterparts. Our geographic isolation means the capacity of our members to tap into other chapters' events, the IABC World Conference, Leadership Institutes and many other IABC professional development and networking opportunities is more limited. The cost of travel and accommodation and time needed to travel long distances can also act as a significant barrier.

It's imperative that our local brand is strong, and that we deliver diverse and tailored content, professional development programs and networking and connection opportunities that meet the needs of our varied membership.

Key to our central purpose of keeping the IABC and our chapter brand strong, and taking a leadership role in the development and evolution of our profession is a strong focus on building relationships with partners and sponsors who can provide us with either financial or in-kind support to enable the delivery of our events, professional development activities, content creation and promotional campaigns.

## Partnerships portfolio

The IABC Victoria partnerships portfolio is a diverse portfolio designed to support the strategic objectives of our chapter as well as the individual plans of the other portfolios in the chapter – in particular the Brand and Communication and Events portfolios. There is a financial driver to secure partnerships that help IABC Victoria to run events and activities at a low cost to members, but the partnerships portfolio is also designed to meet other the strategic needs of the chapter.

## Goals, key drivers and actions

The partnership portfolio had four goals for 2019 aligned with the overarching strategic objectives of IABC Victoria.

**Goal 1: Advance the profession** by attracting a generation of diverse members through the creation of a membership sponsor program. The purpose of this goal is to advance the profession and the chapter by bringing new members into IABC Victoria who can learn from more senior communication professionals and create a pipeline of talent that will be foster future leaders in IABC.

This goal is important for IABC Victoria because we believe we should have a diverse communication community in the chapter. We know that we have a diverse membership in the range of disciplines and practitioner types, but we also need to ensure that we can be open and accessible to people who may not have the means or support of an organisation to become a member. The grants therefore focus on people with disability, Aboriginal and Torres Strait Islanders and people transitioning into the communication field (including early career communicators).

To deliver on goal 1, the chapter developed the Professional Development Grant program, designed to support a communications professional to be a member of IABC and develop as a communication leader and contributor to IABC Victoria goals and outcomes.

The objectives of the Professional Development Grant are to:

- Foster greater equality and inclusion within IABC Victoria by supporting access to opportunities provided by IABC to people who face cultural or structural barriers to career development

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- Contribute to succession planning for the next IABC Victoria leaders by providing exposure to IABC Victoria Board operations and leadership responsibilities
- Further develop strategic communication professionals and leaders by providing career coaching and access to learning and development opportunities

**Goal 2: Develop strategic communication professionals** through maintaining and developing partnerships that will assist with the running of professional development and networking events.

The purpose of this goal is to support how the chapter provides networking and professional development so that it is affordable and accessible to our members. This goal is important to the chapter for us to remain a competitive professional organisation in a crowded market. For membership, the chapter competes with a very active and well established chapter of PRIA (the Public Relations Institute of Australia), although competition also comes from Page (Arthur W. Page Society), Australian Marketing Institute, Gartner (formerly CEB) and the Centre for Corporate Public Affairs. For us to remain competitive we need to provide high quality professional development programs and networking and connection opportunities at an affordable price.

To deliver on goal 2, we established new partnerships that allowed us to reduce the cost of events and provide additional dimensions to our events to make them more valuable for members.

**Goal 3: Create connection** with partners to ensure IABC Victoria delivers on its commitments to partners and build new relationships to create new partnerships for the association. The purpose of this goal is to maintain the integrity of our partnerships and ensure that the chapter is meeting its obligations to our partners. This goal is important to the chapter as support from partners allows the chapter to reduce costs and provide high quality professional development and networking opportunities for members.

To deliver on goal 3, the Partnerships Chair, in discussion with each renewing partner, reviews and evaluates the value of the partnership to IABC Victoria. In addition to any bespoke assistance we provide our partners, they will all be promoted on the IABC Victoria website and be considered our partner of choice. They will also be mentioned in our marketing when an event is held with the support of our partner.

**Goal 4: Meet the needs of our members** by creating partnerships that help with the development of exceptional content for the promotion of the association.

The purpose of this goal is to enable the chapter to continue to deliver content to promote the association as well as provide different ways generate promotional material. This goal is important to the chapter because in 2019 the chapter celebrated its 20-year anniversary and needed to deliver on a comprehensive promotion and engagement plan.

The deliver on goal 4, the Partnerships Chair realigned and enhanced partnership agreements with our graphic design and photography partners to support the development of new promotional content.

### Ethics and conflicts of interest

As part of our governance processes, the IABC Victoria Board assesses and approves each sponsorship and partner agreement. The merit of each agreement is discussed and the key focus for board members is ensuring that the sponsorship or partnership will benefit our members. The chapter also has a comprehensive conflicts of interest policy that guides the decisions of the Board approving each partner and sponsorship. We take steps to ensure member information is protected. When a partner's services are being provided to support chapter activities, this is promoted through IABC Victoria's communication channels, but the partner does not have access to member information, nor can they market directly to members. The chapter has a robust membership data and direct marketing policy to help the Board to ensure compliance with all relevant laws governing the usage of people's information and data and to ensure fairness, equity and value for member offers. This ensures adherence to IABC brand and ethical standards. These policies are included in the work sample.

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### Implementation

Goal	Strategy and tactics	Budget	Measurement and results
Advance the profession by attracting a generation of members through the creation of a membership sponsor program.	<p>Developed a Professional Development Grant program designed to provide membership to people who may have cultural or structural barriers to career development. The grant provides membership and attendance to IABC Victoria events, as well as two years of career coaching. The full program outline is provided in the work sample. To fund the program, we needed to provide two types of sponsorship: naming partner and coaching partner. The naming partner provides financial support to cover the costs of the membership and events, the coaching partner provides in-kind support and agrees to eight hours of coaching over the life of the grant.</p> <p>Using contacts already available to members of the board we approached a recruitment agency, <i>Hope and Glory</i>, and a creative agency, <i>This is Creative</i>, to be naming partners and provide financial support. We also secured renowned strategic communicator Adrian Cropley to provide career coaching as the coaching partner. To ensure there was no animosity between the two financial partners we made sure that they were from different disciplines. This is Creative is an 100% Aboriginal owned business who focus on the development of Aboriginal and Torres Strait Islanders who have significant barriers to career development in Australia.</p>	<p>Each grant runs for two years. The cost value for each grant is \$1400 per annum (totalling \$2800 over the life of the grant). This is provided in financial and in-kind support.</p> <p>The annual cost breakdown:</p> <ul style="list-style-type: none"> <li>▪ IABC membership: \$320 per annum.</li> <li>▪ Attendance at IABC Victoria events: \$280 per annum.</li> <li>▪ Participation in IABC Victoria mentoring program. In-kind support from Board members</li> <li>▪ Attachment to IABC Victoria Board. In-kind support from Board members</li> <li>▪ Coaching sessions: \$800 per annum.</li> </ul>	<p>IABC Victoria secured two naming partners and a coaching partner to provide three professional development grants over 2020 – 2021. This is a significant success for the chapter to offer multiple grants in our first year.</p> <p>The chapter has been successful in awarding two of the grants to individuals but was unable to secure an applicant for the This is Creative grant that is only available to Aboriginal and Torres Strait Islanders. This is because the chapter has not developed appropriate connections with the Aboriginal and Torres Strait Islander communities to promote the program – our usual channels and connections were not enough. The chapter sees this as a learning opportunity and a driver for making better connections with this community. Additional promotion is being prepared for January/February 2020.</p> <p>The Professional Development Grants will commence in January 2020 for our successful applicants.</p>
Develop strategic communication professionals through maintaining and developing partnerships that will assist with the running of professional	<p>To keep the cost of running events to a minimum and provide additional value to events, IABC Victoria developed two new partnerships:</p> <ul style="list-style-type: none"> <li>▪ 100 Burgers: A major factor when hosting and costing an event is the location. The 100 Burgers partnership allows IABC Victoria access to a number of venue locations in Melbourne city to host events. IABC Victoria does not have to pay for venues, if catering is required, it usually is charged per head with no minimum spend and additional services such as AV equipment is provided free of charge.</li> <li>▪ Sketch Group: A partnership was formed with a current member as he provides a live sketching service that had previously been used and was very popular with our members. The agreement gives the chapter</li> </ul>	<p>There is no budget outlay to support these partnerships. Each event that is run that uses the partnerships is budgeted to recover any costs.</p>	<p>The relationship between IABC Victoria and 100 Burgers is tracking well. As per the agreement, we have been able to access appropriate venues as needed and 100 Burgers have been keeping to the terms of the agreement.</p> <p>100 Burgers can only cater for networking and panel events. To further expand our arrangements for venues, we are looking to find a venue partner that can provide us with access to training rooms that would assist with professional development events.</p>

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development and networking events.	access to live sketching for free for two events on the chapter's calendar as well as a professional development workshop on 'empathy forecasting'.		For the Sketch Group partnership, we have yet needed to use the live sketching service. The intention is to use it in 2020 for two key events in our calendar (the partnership agreement runs from 2019 – 2020).
Create connection with partners to ensure IABC Victoria delivers on its commitments to partners and build new relationships to create new partnerships for the association.	<p>As part of maintaining our integrity of our partnerships and ensure that the chapter is meeting its obligations to our partners. For each partnership that is renewed the Partnerships Chair has a meeting with the partner to discuss:</p> <ul style="list-style-type: none"> <li>▪ Their views on the partnership - how they think it is tracking and any pain points to address</li> <li>▪ Is there any additional ways that an IABC partnership can support their work (e.g. types of services they want to offer the IABC that they have not provided before)</li> </ul>	N/A	To date, meetings with renewing partners have shown that partners are happy with the agreement from the previous year. As a consequence of these conversations, we have been able to access additional services from our renewing partners. For example, our photography partner, who provides services for six events over the lifetime of the agreement, now also provides video services free of charge and has committed to provide a photo essay for the chapter to be used for promotion and membership engagement.
Meet the needs of our members by creating partnerships that help with the development of exceptional content for the promotion of the association.	<p>The chapter maintains creative design and photography partners who create exceptional content for the chapter to promote IABC to members, as well as develop a new partnership to increase distribution of our event promotion. There are three main partnerships that will allow the chapter to develop exceptional content and improve promotion of our activities:</p> <ul style="list-style-type: none"> <li>▪ GOSH Creative: upon renewal of this partnership it was determined the GOSH creative design materials for our 20 anniversary celebrations</li> <li>▪ Daniel O'Brien Partnership: Upon renewal of this partnerships it was determined that additional photography and video services are provided</li> <li>▪ Committee for Melbourne: This new partnership for 2019 allows promotion of IABC Victoria in the Committee for Melbourne Communique. This provides access to the Committee's network of over 150 organisations from Greater Melbourne's business, academic and community sectors.</li> </ul>	<p>The GOSH Creative partnership provides GOSH with one IABC membership plus attendance to two events free of charge. This equated to \$500 expenditure for the Board. However, GOSH provides in kind graphic design work valued at \$4500.</p> <p>Daniel O'Brien Photography is provided with free access to IABC Victoria networking events. This equated to \$100 expenditure for the Board. The Board receive free photography and videography. Committee for Melbourne partnership is at no financial cost to IABC Victoria.</p>	<p>The focus of IABC Victoria partnerships is to develop relationships that help the chapter deliver on its objectives and reduce our costs. The creative and photography partners are an example on this, where the chapter provides a small outlay financially and receive in-kind support that reduces the need for any additional expenditure. We partner with small businesses as it supports people in our communication community and gives them new opportunities. For example, Daniel O'Brien will be providing a photo essay and video content, which will add a new dimension to his photography portfolio at low risk to him.</p> <p>Through our GOSH Creative partnership we were able to have new branding developed for our 20<sup>th</sup> Anniversary celebrations to support our anniversary engagement plan. Finally, our new partnership with Committee for Melbourne is allowing us a new avenue to promote our events beyond the communication community.</p>