



***Institute of Public Works Engineering Australia
(South Australia Division) Incorporated***

BUSINESS PLAN 2008/09

1. Introduction

The Business Plan has been prepared to best deliver the vision and objectives of the IPWEA (SA) on behalf of its members.

The Business Plan has been developed based on outcomes from Board planning days and a Communications Strategy that was developed in conjunction with an external consultant.

2. Vision

“To promote and advocate Public Works issues and to be recognised as the peak body for Public Works in South Australia”

3. Objectives

Public Works includes the planning, delivery, management and maintenance of public facilities and infrastructure.

IPWEA members include engineers, technical staff, financial planners, project managers, planners and construction and works supervisors.

The charter of the IPWEA (SA) is to -

- influence the direction and development of Public Works
- unite persons with public works interest
- commitment to professional development of its members through FAME
- commit to good governance

Our objectives will be to -

- raise the profile of IPWEA (SA)
- responding to industry challenges
- promote Public Works as a career
- have a strong broad interest membership base
- influence legislation, acts and standards
- assist with the professional development of members
- be financially sustainable

4. Membership Profile

The membership profile and growth over recent years is as follows -

	June 2005	June 2006	30 June 2007	
metropolitan councils	36	33	47	
rural councils	13	13	26	
State government	2	3	5	
Consultants	27	26	34	
suppliers – plant	6	6	4	
suppliers – materials	11	11	11	
Constructors	5	5	6	
Other professional bodies	5	7	5	
Students	0	2	6	
Retired	11	10	9	
Total	116	120	153	169

The short term focus is to expand and retain the core local government base with a longer term goal of expanding the membership base into the broader Public Works area.

NOTE: Cooperate membership included in the above figure – note 185 target in 2008

5. Board Roles and Responsibilities

5.1 Roles

- President**
- Chair – “spokesperson”
 - Ex officio member on all portfolio groups
 - prepare an Annual Report
 - represent IPWEA at Presidents Forum
- Vice President**
- assists and deputises for the President
 - expected to become the next President
- Immediate Past President**
- National Board Member
 - Corporate Partner relations
- Secretary**
- Public Officer
 - assists Secretariat in various matters, including correspondence, preparation and dissemination of agenda / minutes, records management
 - arranging member meetings
- Treasurer**
- prepares budget
 - maintains accounts
 - assists Auditor and bookkeeper
- Social**
- networking, AGM, annual dinner

- Committee Members**
- active contribution to portfolio / member activities
 - represents interests of broader membership
 - shows professional leadership on behalf of membership
 - promotes interests and professionalism of IPWEA (SA)

- Executive Committee**
- special executive powers

NOTE: National Board Members and proxy to be selected by the State Board to enable a long term SA Member on the National Board with a view to them becoming National President.

5.2 Responsibilities

The following portfolios have been established to effect the business of the IPWEA (SA).

- President
- Administration and Governance - A Craig
- Finance - B Chua
- Member Services - S Fines Philips
- Social – Rick Hilder
- FAME - President
- Newsletter / Public Works Journal - A Thomas
- Dispute Resolution - Board

The following key activity areas are of special interest to members –

- Asset Management
Purpose - to actively contribute to improved asset management within the sector to improve decision making with respect to asset management strategies.
Coordinator - G Baker
- Water
Purpose - to actively contribute to stormwater, water and waste water issues within the sector.
Co-ordinator - B Chua
- Roads
Purpose - to actively contribute to road issues within the sector.
Co-ordinator - S Fines Philips
- Professional Development
Purpose - to actively contribute to the various training issues and needs of members.
Co-ordinator - A Thomas / P Tsokas
- National Skills Shortage
Purpose - to actively contribute to various skills shortage opportunities, particularly for the young.
Co-ordinator – A Catinari

- **FAME**
Purpose - to represent members needs on the Foundation for the Advancement of Municipal Engineering board.
Coordinator - President

Critical to the achievement of the IPWEA (SA)'s objectives is the sharing and dissemination of information and efficient and effective communication between key stakeholders.

Information will be disseminated using a number of mediums including -

- website
- general meetings
- circulation of IPWEA (SA) Board and General Meeting Minutes
- publication of Newsletter – 4 issues per annum
- seminars / workshops
- IPWEA (SA) representation on external Working Parties
- informal networking via Seminars / Workshops etc
- formal correspondence
- publication of reference guides / materials
- Annual Report
- National magazine
- Local Government Association circulars
- E-mails

5.3 Records Management

To assist with the management of the IPWEA (SA), a records management system will be maintained consisting of -

- membership database
- website
- sponsorship list
- distribution list – newsletter/minutes/correspondence
- CEO list
- article contributors
- interested bodies
- minutes and agendas
- correspondence – in and out
- bank records (in conjunction with Treasurer)
- reports, publications, reference guides
- registers, such as -
 - stationery supplies, Common Seal, ABN Insurance, Art Work, R&D Intellectual Property current responsible positions, archive files
 - Policies and Procedures – all current policies, eg. sponsorship Constitution, Business Plan

6. External Representatives

The IPWEA (SA) may be called upon by key stakeholders to respond to a proposal or join a reference group / working party.

Prior to the appointment of an IPWEA (SA) representative to such groups, the Board will clarify the terms of reference of the review or proposal. An appropriate representative will then be appointed with a clear responsibility and appropriate support from the Board. Expressions of Interest to represent the Board will be called from the members. The appointed representative will circulate minutes/information emanating from these external groups and discuss key issues with the relevant Board member assigned responsibility for the key interest area.

IPWEA (SA) members appointed to external groups will uphold the interests and image of the IPWEA (SA) at all times.

7. Promotion and Marketing

The IPWEA (SA) will undertake projects (such as seminars, Expos or conferences) directly, jointly with other stakeholders or in a facilitation role.

Prior to approving a project, the Board will ensure -

- identification of the link to the Business Plan;
- clarification of who is doing what and the budget;
- a survey of or seek input from key stakeholders and determine the range of issues and the role IPWEA (SA) is to play; and,
- how to maximise positive public exposure.

IPWEA (SA) will pursue and take advantage of opportunities to improve its promotion and badging for the benefit of the organisation.

8. **Stakeholder Relations**

The Board is committed to ensuring that it supports key stakeholders in all of its dealings. The primary stakeholders are the IPWEA (SA) members.

As a professional association, the IPWEA (SA)'s relationship with other key stakeholders is also critical to the ongoing success and viability of the IPWEA (SA).

The following table lists Key Stakeholders, together with the strategy to ensure that the IPWEA (SA) continues to meet stakeholders requirements.

Key Stakeholders	Strategy
Members	<ul style="list-style-type: none"> ➤ Professional Development ➤ Quarterly Meetings ➤ Newsletter ➤ Website, magazine ➤ Networking
Local Government Association (LGA)	<ul style="list-style-type: none"> ➤ Support activities ➤ Influence priorities/activities/outcomes
<ul style="list-style-type: none"> - Office of Local Government (OLG) - Local Govt. Grants Commission - Minister Local/State Govt Relations 	<ul style="list-style-type: none"> ➤ Key reference group ➤ Influence priorities / activities / outcomes
Metropolitan CEOs	<ul style="list-style-type: none"> ➤ Support activities ➤ Raise profile ➤ Influence priorities / activities / outcomes
Presidents Forum	<ul style="list-style-type: none"> ➤ Support activities ➤ Raise profile ➤ Influence priorities / activities / outcomes
Sponsors	Exposure via - <ul style="list-style-type: none"> ➤ Seminars / conferences / workshops ➤ Quarterly meetings ➤ Annual dinner ➤ Newsletter ➤ Website, magazine ➤ Networking
Community	<ul style="list-style-type: none"> ➤ Raise profile
Engineers Australia	<ul style="list-style-type: none"> ➤ Maintain relationship

9. **Review**

This Annual Business Plan will be reviewed periodically (at least annually) by the Board.

An Action Plan has been developed to ensure the Business Plan is progressed in an agreed and timely manner (see Appendix 1).

Performance monitoring will be carried out as outlined in Appendix 2.

Appendices
Appendix 1

Action Plan 2008/09

Objective	Action	Nominated Resp.	timeframe
Vision	1. Finalise Business Plan 2008/09	All	June 2008
Membership	1. Provide value for money – yearly member fee to be kept low (150 + GST) 2. Achieve target of 200 members 3. Undertake a yearly SA Member Survey which includes needs and wants, satisfaction 4. Seek to improve key results in the National Member Survey 5. Provide technical support to members 6. Implement National Skills Shortage strategies 7. Provide assistance and input into Portfolios	S Fines-Phillips	1. June 2008 2. June 2008 3. October 2008 4. Ongoing 5. Ongoing 6. Ongoing 7. Ongoing
Professional Development	1. Continue to develop training program that offers courses that are high quality, relevant and practical. 2. Develop and facilitate best practice seminars – with consultants, special interest groups, industry (AAPA/Shell), Eng Aust, National Office, service providers etc 3. Hold interesting and informative General Meetings 4. Ensure Networking events are held 5. Conduct an Excellence Awards program to be recognised within the industry	P Tsokas / A Craig	1. Ongoing 2. Ongoing 3. Quarterly 4. Quarterly 5. Yearly
Communication	1. Provide informative and stimulating newsletters including Siren newsletters and IPWEA journal 2. Raise the profile of general meetings by providing practical, relevant and topical / good speakers 3. Improve public exposure and image through business cards, media releases,	A Thomas 1. Board	1. Quarterly 2. Quarterly 3. Ongoing

Objective	Action	Nominated Resp.	timeframe
	newsletter, partnerships to achieve recognition by members and external bodies 4. Distribute a CEO information pack to raise the profile of IPWEA	2. Secretariat	4. December 2008
Financial	1. Improve income streams 2. Ensure expenditure items are critically reviewed. 3. Ensure Corporate Partners program is a win-win for all concerned	Board	1. Ongoing 2. Monthly 3. Quarterly
Marketing / Promotions	1. Badge or promote IPWEA at appropriate opportunities, including, Expos, conferences etc 2. Ensure IPWEA(SA) is represented at relevant conferences 3. Support collaborative networking events such as 'Shape Your World' 4. Utilise Local Government Association network 5. Deliver Engineers Association agreement actions 6. 50 th Year Anniversary	Secretarit Board Board Board Board Sub-Committee	Ongoing April 2008 Ongoing December 2008
Social	1. Pursue additional opportunities for networking sessions for the membership including footy tipping, golf day, drinks/get together, corporate partners	Secretariat	

Appendix 2

Key Performance Indicators 2008/09

Indicator	Target
Vision	<ol style="list-style-type: none">1. CEO information kit is distributed2. yearly member survey is undertaken
Membership	<ol style="list-style-type: none">3. Total of 200 members by 30 June 20084. 95% of members (good or better) surveyed are satisfied5. 2 new State Government members6. 5 new student members7. 5 new full members under 30 years of age
Professional development	<ol style="list-style-type: none">1. 4 training courses seminar/workshop provided2. feedback is reviewed from courses and sessions3. Excellence Awards presented at annual dinner
Communication	<ol style="list-style-type: none">1. quarterly and AGM meetings are held2. IPWEA(SA) actively promoted to members and stakeholders3. Annual Report produced for AGM.4. Website updated monthly5. The Siren is distributed quarterly
Financial	<ol style="list-style-type: none">1. income of \$50,000 from Corporate Sponsors and courses2. Long term financial plan reviewed annually3. Offer corporate partner networking session4. Positive survey results from corporate partners
Social	<ol style="list-style-type: none">3 networking sessions held

Appendix 3

Board Planning Day Outcomes – 2/2/06

Issue	Key Discussions	Strategy	Nominated Resp.	timeframe
Vision	Development of Vision	Draft Vision to be released		
Membership	<ul style="list-style-type: none"> • Value for money – yearly member fee to be contained or even reduced. Training at reduced costs for members. • Growth – increase numbers of members • Improved services – technical groups • Categories – review to cover student and corporate • Promotion of services – is National Office sufficient for SA. 	<ol style="list-style-type: none"> 1. Promotion of services to members and others needed - Prepare a consultant's brief. 2. Target 150 members 	S Fines-Phillips	30 March 2006
Training / Professional Development	<ul style="list-style-type: none"> • Training courses – good and practical • Conferences – Local Govt week, workshops • Best practice – eg consultants, special interest topics, industry (AAPA/Shell), Eng Aust, National Office, service providers. • Review linkages, partnerships, members surveys to determine wants 	Review opportunities eg National Office, SALGSOA	Andrew Craig	
Communication	<ul style="list-style-type: none"> • Informative / stimulating • Interactive – AYM, seek member responses • Hard copy / electronic – minutes on Internet, newsletter • High profile meetings. Review meeting times. 	<ol style="list-style-type: none"> 1. Newsletter 2. Reminder notices 3. Journal 4. Special interest groups 5. Media releases 	Andrew Thomas Paul Di Iulio Charles Sheffield Boon Chua	

Issue	Key Discussions	Strategy	Nominated Resp.	timeframe
	<ul style="list-style-type: none"> • Public works coverage - including greater spread of industries, occupations • Exposure – including business cards, media releases, newsletter, partnerships • Recognition • Premier professional body in SA 	<ol style="list-style-type: none"> 6. continually improve meetings (see later comments) 7. Newsletter – to commence and be an informal method of communication 8. Technical groups to be reviewed and renamed. 9. Peers – eg Metro CEOs, FMG, LGMA, Planners 10. IPWEA DVD (National Office) 11. IPWEA technical library or references 		
Financial	<ul style="list-style-type: none"> • Improve income streams • Ensure expenditure items are critically reviewed • Corporate Partners – to seek win-win for all concerned 	<ol style="list-style-type: none"> 1. trial monthly Board meetings to ensure issues are managed. 2. Implement Board keeping of minutes to seek reallocation of time for Secretariat 3. review FAME funds 4. Commence partners program – based on footy theme 	Boon Chua	<ol style="list-style-type: none"> 1. Feb 2006 2. Feb 2006 3. Feb 2006 4. 1 July 2006