



IPWEA

INSTITUTE OF PUBLIC WORKS
ENGINEERING AUSTRALIA

STRATEGIC PLAN 2011-14

Adopted 24 June 2011

The IPWEA National Board has adopted the following structure for its strategic plan:

MISSION >	VISION >	STRATEGIC OBJECTIVES >	PROGRAM AREAS >	ACTION TASKS
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The IPWEA Vision, Mission and Values are adopted as follows:

IPWEA Mission

To enhance the quality of life of Australian Communities through public works and services.

IPWEA Vision

IPWEA is recognised nationally and internationally as the leading professional association that effectively informs, connects, represents and leads public works professionals for Australia.

IPWEA Values

IPWEA people share a set of core values that define our accepted standards and behaviours. They define us as an organisation, the way we work together and with our members, communities and stakeholders.

- **Respect** – we treat people with fairness and equity, acknowledging our communities and heritage. We provide a safe, nurturing environment.
- **Integrity** – we demonstrate honesty, transparency, fairness, and clear boundaries in all our interactions
- **Passion** – we strive, stand up for what we believe in, and go the extra distance. We want to make a difference to people's lives
- **Excellence** – we are committed to excellence in everything we do. We are innovative, responsive, and continually raising the bar.
- **Recognition** – we recognise the contributions that IPWEA people make, and we celebrate their successes
- **Ownership** – we hold ourselves accountable for our actions, take ownership, and deliver on our promises

The Board has adopted 7 Strategic Objectives to achieve its Vision and support its Mission. These are listed below with their supporting Program Areas.

STRATEGIC OBJECTIVES to Achieve Vision & Support Mission	PROGRAM AREAS
<p>1 - BUILD CAPACITY <i>Deliver nationally significant programs that build capacity in the sector</i></p>	<ul style="list-style-type: none"> • Asset Management • ACELG Projects • Fleet & Plant Management • Parks Management • Climate Change • Workforce Development
<p>2 - ENHANCE NETWORKS <i>Enhance communications & networks to inform, connect & provide a valuable knowledgebase</i></p>	<ul style="list-style-type: none"> • National Conference • Public Works Engineering • Website • Membership Profile
<p>3 – ENGAGE PARTNERS <i>Effectively engage with strategic partners</i></p>	<ul style="list-style-type: none"> • State Divisions • International • Other Partners
<p>4 – PROVIDE LEADERSHIP <i>Provide leadership & representation to influence policy & industry direction</i></p>	<ul style="list-style-type: none"> • ACELG • Professional Standing
<p>5 – OPERATE SUSTAINABLY <i>Operate as a sustainable well governed business</i></p>	<ul style="list-style-type: none"> • Governance • Financial
<p>6 – SYSTEMS SUPPORT <i>Develop business systems & services that support the IPWEA Group</i></p>	<ul style="list-style-type: none"> • Database • Support Services
<p>7 – CONSISTENT BRANDING <i>Build consistency & profile in branding, identity & marketing</i></p>	<ul style="list-style-type: none"> • Style Guide • Membership • Marketing & Positioning

KEY STRATEGIC ACTIONS 2011/12

10 things we must get right and make happen in 2011/12.

An operational business plan to achieve the Strategic Objectives of IPWEA has been prepared that documents the specific actions that staff are tasked to undertake in each of the above Program Areas.

See attached document for the full Operational Business Plan for 2011/12.

However to prioritise its work, the Board has identified 10 Key Strategic Actions for 2010/11. The focus and reporting on Key Strategic Actions is very beneficial to both the Board and Management in taking forward key initiatives for the Institute.

Taking into account the Vision and Mission of IPWEA, its strategic objectives, current performance and benchmarks, the drivers for member engagement and touch points, the Board's own deliberations, and to build on achievements over the past year, the following 10 Key Strategic Actions are adopted for 2011/12:

Key strategic actions to be delivered in 2011 / 12
1. Implement a professional and social media strategy to significantly engage and connect members and wider public works professionals. This includes developing Communities of Practice with discussion forums and an online resource library.
2. Scope and define Climate Change Initiatives to develop and implement a program of national significance; funding to be sourced through government grants, national foundation or other means.
3. Deliver a successful National Conference in Canberra in August 2011.
4. Publish new national resources in asset & financial management (IIMM 2011, PN in Stormwater Drainage, and LTFFP), and fleet management (P&VMM 2011).
5. Implement and support nationally consistent approaches in asset & financial management through ACELG and the Local Government Reform Fund.
6. Review publication arrangements for IPWEA's flagship journal <i>Public Works Engineering</i> .
7. Support international activities including IFME (Helsinki 2012), developing partnerships in Canada, and the new ISO Standard in Asset Management.
8. Develop and adopt an IPWEA style guide to build consistency and profile in branding, identity and marketing.
9. Further Systems Support initiatives including integrated email marketing suite, opt-in support for State Divisions.
10. Establish a functioning Risk and Audit Committee of the Board.