



Institute of
Public Works
Engineering
Australia

NAMS.AU

NATIONAL ASSET MANAGEMENT STRATEGY AUSTRALIA

Corporate Plan

and

**Business Plan
2010/11-2012/13**

ADOPTED 20 August 2010

Overview

The Institute of Public Works Engineering Australia Limited (IPWEA) is the national professional organisation providing member services and advocacy for those involved in and delivering public works and engineering services to the community.

Previously known as the Institute of Municipal Engineering Australia (IMEA) up to June 1999, the organisation expanded its traditional local government engineering focus to public works, and thereby covering all levels of government and private practice.

IMEA established a National Asset Management Committee in 1993. The National Asset Management Committee published the IMEA National Asset Management Manual in 1994 and partnered with INGENIUM to publish the International Infrastructure Management Manual (IIMM) in 2000 with updates to the Manual in 2002 and 2006. The IIMM has been distributed in the UK, South Africa, Canada and US.

The IPWEA National Board resolved in February 2004 to re-establish the Institute's role in the national asset management scene and re-established the National Asset Management Strategy (NAMS.AU) Committee as a Special Committee of the Board.

The Board authorised the engagement of a contract Project Manager to provide executive services to the Committee and assist the Board in achieving its Business plan.

NAMS.AU project managed and published the Australian Infrastructure Financial Management Guidelines on behalf of IPWEA and the National Local Government Financial Management Forum in September 2009.

This Corporate & Business Plan for NAMS.AU outlines the Committee's:

- purpose
- vision and mission
- supporting values
- operating principles
- business standards
- organisational structure
- business planning
- resources
- critical success factors,
- strategic priorities, and
- business plan for the years 2009/2012.

In order to assist in understanding the Corporate & Business Plan, a glossary of terms is provided in **Table 1** on page 5.

Purpose of NAMS.AU

The principal purpose of the IPWEA NAMS.AU is to provide national leadership and advocacy in the sustainable management of public works infrastructure, community assets and services.

Vision for NAMS.AU

Our Vision is "for IPWEA through its NAMS.AU to be the leading organisation for all persons involved in the sustainable management of public works infrastructure, community assets and services".

NAMS.AU Mission

To achieve our Vision, NAMS.AU's Mission is to:

- improve the Asset Management (AM) skills of practitioners,
- provide national co-ordination and guidelines,
- identify future research and directions for AM,
- raise the awareness of and commitment to sustainable management of assets among the community and by decision makers,
- develop and provide for exchange of ideas, information and technology,
- develop strategic asset management, its processes and to achieve practical outcomes,
- provide leadership and support to stakeholders,
- provide public policy advice and advocacy to advance asset management issues for the betterment of the wider community.

Supporting Values

NAMS.AU will be:

- professional
- ethical
- respectful and helpful
- responsive to stakeholder needs
- competent, up-to-date and innovative
- commercially astute

Operating Principles

NAMS.AU works within the following key operating principles:

- is a Special Purpose Committee of the IPWEA National Board;
- develops corporate partners to provide added value to NAMS.AU's operational activities and at the same time providing income;
- enhances, not duplicates, the work of other organisations and IPWEA State Divisions;
- adopts a strategic, co-ordination, leadership, and advisory role at national level;
- develops and maintains strategic relationships with other professional bodies to broaden the influence of NAMS.AU;
- develops national projects to meet industry needs.
- develops educational material and provides training programs, and
- operates on a financially sustainable basis.

These principles guide NAMS.AU's approach to its business operations and strategic planning.

Business Standards

We have a clear and unequivocal commitment to business standards that are ethical, professional, performance-focused and service-oriented.

This commitment seeks to provide a clear and integrated focus on the:

- identification of industry needs through communication and consultation;
- provision of stakeholder services in a professional, timely and ethical manner;
- development of information and knowledge to make better informed decisions, and resulting actions;
- development and delivery of partnership arrangements which recognise and build on the responsibilities and capacities of the partners.

Organisational Structure

Our committee structure comprises representatives of the IPWEA National Board and State Divisions and invited stakeholders.

The committee is made up of volunteer members nominated by State Divisions that meet face to face approximately twice per year, and at other times via telephone hook-up, to set policy, assist in implementing initiatives, review progress, and provide broad direction for the overall activities of NAMS.AU. The National Board is also directly represented on NAMS.AU. The committee is supported by the Chief Executive Officer, a Project Manager, the Chair who currently undertakes projects and other resources as required.

Business Planning

Our Business Plan and Budget for 2010/11 – 2012/13 has been integrated into the Corporate Plan.

An Action Plan has been prepared for each Strategic Priority area and outlines for the Institute:

- the long term goal for each strategic priority area,
- short to medium term objectives,
- key results to be achieved by implementing strategies over the next three year period 2010/11 – 2012/13,
- actions to be undertaken in each year to help achieve those key results,
- performance indicators for each action,
- resources (budget) committed to undertake those actions,
- responsible person (officer, board member or volunteer member) in the program team.

Thus, the adopted hierarchy is:

Vision > Key Result Areas > Long-term Goals > Short to Medium term Objectives > 3-year Strategies > 1-year Action or Business Plan

Resources

A source of revenue for NAMS.AU is IPWEA National Board and State Divisions.

NAMS.AU seeks to generate its income through national project initiatives, Federal and State Government grants, IPWEA National and State Foundation Grants, EA TIF funds and stakeholder partnerships.

NAMS.AU has formed a Consultants Supporters' Group with up to twelve consulting firms to support the role of NAMS.AU.

Critical Success Factors

It is most important to identify key measures that, if performed well or correctly, reflect a major contribution to the achievement of our strategic priorities being achieved.

NAMS.AU has identified its Critical Success Factors:

- Recognition by practitioners and stakeholders,
- Networking of practitioners,
- Ability to attract and generate funding for the operation of the committee and projects,
- Strength of relationships with stakeholders,
- Ongoing sustainability of the committee.

Our Business Plan proposes that an Annual Report be prepared which reviews the performance of the committee against its business plan.

Strategic Priorities

Our strategic priorities are reflected by the six Key Result Areas (KRA's) that will achieve our Mission ...and ultimately the vision to which we aspire.

Progress on our long-term goals is reported under the six Key Result Areas, namely:

1. **Leadership & Innovation**
2. **Skills, Awareness, Tools and Resources**
3. **Networking & Information Exchange**
4. **Policy & Advice**
5. **Strategic Alliances**
6. **Committee Capability**

Three-year strategies have been developed for each Key Result Area to assist us achieve our long-term goals and objectives. These are shown under each Key Result Area.

Table 1. Glossary of Terms Used

TERM	DEFINITION
Vision	A statement that describes the mental picture held by stakeholders of what they would like NAMS.AU to be in some year's time;
Mission	A statement that expresses the fundamental purpose of the Committee.
Goal	A description of a desirable condition or state to be worked towards and achieved over the longer term.
Objective	A statement that translates the vision and goals into realistic, clearly defined and measurable targets, which can be achieved within a specified time frame.
Strategy	A comprehensive and coherent series of decisions and actions designed to achieve an objective.
Action	Activities that result in quantifiable and measurable outcomes: the 'building blocks' of a strategy.
Outcomes	The end result or consequences of an action.
Performance indicators	Measures of performance that indicate progress made towards achieving a strategy and an objective.

NAMS.AU Members

Chair	Peter Way, Qld, pway@ipwea.org.au
IPWEA National Board	Paul Di Iulio SA, pdiulio@campbelltown.sa.gov.au
State Delegates:	Angelo Catinari, SA, acatinari@wtcc.sa.gov.au David Wolfenden, NSW, david.wolfenden@mpsc.nsw.gov.au Thomas Kuen, Vic, Thomas.Kuen@melbournewater.com.au Glyn Davies, WA, gdavies@armadale.wa.gov.au Harry Galea, Tas, Harry.Galea@launceston.tas.gov.au Andrew Llewellyn, Qld, ALLEWELLYN@goldcoast.qld.gov.au
IPWEA National Office:	Chris Champion, CEO, cchampion@ipwea.org.au Leon Patterson National Director Infrastructure Management, lpatterson@ipwea.org.au John Howard, Project Manager, johnhoward.jra@bigpond.com

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Key Result Area 1	LEADERSHIP & INNOVATION	
Long-term Goal:	IPWEA NAMS.AU will be acknowledged as being at the forefront of providing leadership and innovation in public works asset management.	
Short-to-Medium Term Objectives:	<ul style="list-style-type: none"> • To promote the benefits of good asset management as a business tool that delivers value to the stakeholder and the wider community. • Identify opportunities and issues for innovative research and project development that will provide leadership in asset management for the public works industry and the wider community. • Maintain dialogue with industry, government and educational organisations to initiate and/or promote leading edge and innovative projects, or research, of national significance. • Undertake national initiatives, on a sound commercial basis, that seek to enhance the standing and credibility of NAMS.AU, and improve the capability and functionality of the organisation. 	
Strategies over next 3 years:	<ul style="list-style-type: none"> • Maintain a priority list of strategic public works asset management issues, projects and initiatives. • Establish ongoing dialogue with other Agencies that have mutual AM interests to explore opportunities to undertake commercially sound, innovative, leading edge projects or research of national significance that can add value to the AM industry, NAMS.AU, raise the IPWEA and committee's profile in the industry and with government. • Ensure existing projects are sustainable for the long term. 	
Ongoing Operations	<ul style="list-style-type: none"> • Maintain a priority list of issues and projects and review annually. • Identify and document research needs and promote with appropriate research organisations to advance AM resources. • Maintain linkages with identified Agencies that are deemed to be important in potentially developing projects or research of national significance. Examples include National Local Government Financial Management Forum, DITRDLG, ALGA, LGAs, LGMA, HOTARAC, State Local Government Offices and Auditor Generals, NAMS New Zealand, Austroads Asset Task Force, AMC and others identified from time to time. 	
Actions to Achieve Key Results		Performance Indicators
<p>2010/11</p> <ul style="list-style-type: none"> • Increase awareness of AIFMG to Auditors-General, Treasuries and LGAs. • Increase international awareness of NAMS.PLUS and AIFMG. • Investigate international markets for NAMS.PLUS and AIFMG. • Actively participate in Standards Australia investigations and development on an AM Standard for Australia. <p>2011/12</p> <ul style="list-style-type: none"> • Establish Infrastructure Management Community of Practice <p>2012/13</p>		<p>2010/11</p> <ul style="list-style-type: none"> • Briefing held for Auditors-General, Treasuries and LGAs. • Positive responses received. • Potential markets identified. • Participation in AM Standard investigations and development. <p>2011/12</p> <ul style="list-style-type: none"> • Infrastructure Management Community of Practice in operation. <p>2012/13</p>

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Key Result Area 2	SKILLS, AWARENESS, TOOLS & RESOURCES	
Long-term Goal:	IPWEA NAMS.AU will be acknowledged as being at the forefront of facilitating the development of skills, awareness, tools and resources to assist asset management.	
Short-to-Medium Term Objectives:	<ul style="list-style-type: none"> • Identify demand and needs for skills development in asset management for the public works industry and in our wider community. • Identify deficiencies in awareness and commitment to asset management for the public works industry and in our wider community. • Engage in partnerships with industry, government and educational organisations to provide tools, resources and training in skills development. 	
Strategies over next 3 years:	<ul style="list-style-type: none"> • Maintain a priority list of asset management awareness, skills, tools, resources and training needs. • Continue to assess industry and stakeholder needs and develop projects on a national basis where a need is identified. 	
Ongoing Operations	<ul style="list-style-type: none"> • Asset management awareness issues & skills training needs reviewed annually. • NAMS.AU AM awareness and tools provided to industry including <ul style="list-style-type: none"> ○ NAMS.PLUS Asset Management and training for infrastructure owners. ○ Graduate Certificate in Infrastructure Asset Management operated in partnership with CPEE and University of Tas. ○ Elected members Sustainable Communities, Critical Insights DVD and training. ○ Practice Notes for K&C Footpaths and Buildings Condition Assessment, • ADAC promoted as a national resources for electronic transfer of 'as constructed' data into AM systems. • AIFMG six monthly updates issued after changes to Aust Accounting Standards as required 	
Actions to Achieve Key Results		Performance Indicators
<p>2010/11</p> <ul style="list-style-type: none"> • Promote Australian Infrastructure Financial Management guidelines. • Develop and promote 2 day AIFMG training course for 2011. • Review need for NAMS.AU Practice Note for Roads & Drainage Fair Value and publish if required • Promote NAMS.PLUS and provide training workshops. • Upgrade NAMS.PLUS to include SA users and improve modelling and users guides. • NAMS.AU Practice Notes published for Stormwater Drainage condition assessment, AM for Small Communities and Long Term Financial Planning. • Finalise IIMM update stakeholder partners' agreement and scoping brief. • Develop AM Awareness training for new and continuing councillors. • Complete Grad Cert in Infrastructure AM course module notes. • Promote Grad Cert in Inf AM with CPEE and NAMS.AU resources. • Promote MAV/IPWEA nationally consistent assessment methodology for National Frameworks for Asset and Financial Management with LOGJOG and LGPMC <p>2011/12</p> <ul style="list-style-type: none"> • NAMS.PLUS regional support groups established. • NAMS.PLUS user group established and workshops held. • NAMS.AU Practice Notes published for Water, Sewerage, Levels of Service and Asset Register Data. • Identify and promote resources equivalent to Practice Notes for Bridges and Parks/Recreation assets condition assessment where available. • IIMM update published 		<p>2010/11</p> <ul style="list-style-type: none"> • AIFMG promoted. • AIFMG training held in major States. • AIFMG updates issued as required • NAMS.PLUS training workshops held to meet demand. • NAMS.PLUS upgrade completed. • SA users incorporated into NAMS.PLUS • Practice Notes published to schedule. • Resources equivalent to Practice Note promoted on NAMS.AU web site. • Councillors AM courses in operation. • Grad Cert course notes completed. • Increase in Grad Cert enrolments. • Framework Assessment methodology in operation through ACELG. <p>2011/12</p> <ul style="list-style-type: none"> • NAMS.PLUS regional support groups in operation. • NAMS.PLUS user group workshops held for major state

<p>2012/13</p> <ul style="list-style-type: none"> Undergraduate and technical tertiary qualification established. NAMS.AU Practice Notes published for Optimised Decision Making, Infrastructure Risk Management and Community Engagement for Infrastructure Services. 	<p>users.</p> <ul style="list-style-type: none"> Practice Notes published/promoted to schedule. <p>2012/13</p> <ul style="list-style-type: none"> Undergraduate and technical tertiary courses open for students. Practice Notes published.
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Key Result Area 3	NETWORKING & INFORMATION EXCHANGE	
Long-term Goal:	IPWEA NAMS.AU will provide a framework that encourages and facilitates networking and information exchange for the asset management practitioners nationally and internationally.	
Short-to-Medium Term Objectives:	<ul style="list-style-type: none"> Increase the networking and exchange of information among asset management practitioners. Provide a framework for networking and information exchange for asset management practitioners. Build awareness amongst practitioners of IPWEA NAMS.AU networking and information exchange opportunities. 	
Strategies over next 3 years:	<ul style="list-style-type: none"> Identify & encourage information exchange and networking. 	
Ongoing Operations	<ul style="list-style-type: none"> Operation of NAMS.PLUS web site with free public information and AssetMates Discussion Forum. Promotion awareness of NAMS.AU activities. <ul style="list-style-type: none"> Quarterly NAMS.AU newsletter with case studies and best practice examples from Consultants Supporters Group members. NAMS.AU Update after each NAMS.AU six monthly meeting. NAMS.AU update for Consultants Supporters Group. Operation of biennial Asset Management Study Tour to New Zealand. Award of National Awards for Asset Management (NAMie) at Biennial IPWEA Public Works Conference. 	
Actions to Achieve Key Results		Performance Indicators
<p>2010/11</p> <ul style="list-style-type: none"> Hold Roundtable with Consultants Supporters Group in May 2011. Hold AM Study Tour to NZ in Nov 2010. <p>2011/12</p> <ul style="list-style-type: none"> Hold Roundtable with Consultants Supporters Group in May 2012. Call for nominations for 2011 NAMie Award. Present NAMie Award at 2011 International PW Conference. Plan for AM Study Tour to New Zealand in Nov 2012. <p>2012/13</p> <ul style="list-style-type: none"> Hold Roundtable with Consultants Supporters Group in May 2013. Hold AM Study Tour to NZ in Nov 2012. 		<p>2010/11</p> <ul style="list-style-type: none"> Consultants Supporters Roundtable held and attended by 80% of consultants. NZ AM Study Tour held with 10+ delegates. <p>2011/12</p> <ul style="list-style-type: none"> Consultants Supporters Roundtable held and attended by 80% of consultants. Call for NAMie nominations made. NAMie Award presented. Plan developed for NZ AM Study Tour. <p>2012/13</p> <ul style="list-style-type: none"> Consultants Supporters Roundtable held and attended by 80% of consultants. NZ AM Study Tour held.

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Key Result Area 4	POLICY & ADVICE	
Long-term Goal:	IPWEA NAMS.AU will be recognised as the authoritative and respected voice of the public works industry to policy makers, implementing agencies and the general public on asset management issues.	
Short-to-Medium Term Objectives:	<ul style="list-style-type: none"> • Establish the capability of IPWEA NAMS.AU to develop policy and provide advice on national public works asset management issues. • Build awareness amongst policy makers, agencies and the general public that NAMS.AU actively seeks and is available to assist with public works policy development & advice. 	
Strategies over next 3 years:	<ul style="list-style-type: none"> • Identify and actively participate in public debate on public works asset management policy issues of national significance. 	
Ongoing Operations	<ul style="list-style-type: none"> • Priority list of key public works asset issues for development of policy maintained. • Requests for advice on public works asset management policy matters made as required. • Media releases issued as required. • Invitations to comment on public policy discussion papers accepted and responses made as required. • Advocacy role with all levels of government and other key stakeholders taken to promote good AM practice and wider use of NAMS.AU tools and resources. 	
Actions to Achieve Key Results		Performance Indicators
2010/11 <ul style="list-style-type: none"> • Develop policy statements as required. 2011/12 <ul style="list-style-type: none"> • Develop policy statements as required. 2012/13 <ul style="list-style-type: none"> • Develop policy statements as required. 		2010/11 <ul style="list-style-type: none"> • Policy statement issued as required. 2011/12 <ul style="list-style-type: none"> • Policy statement issued as required. 2012/13 <ul style="list-style-type: none"> • Policy statement issued as required.

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Key Result Area 5	STRATEGIC ALLIANCES	
Long-term Goal:	IPWEA NAMS.AU will have strategic alliances with relevant key stakeholders both nationally and internationally.	
Short-to-Medium Term Objectives:	<ul style="list-style-type: none"> Engage in meaningful strategic alliances with kindred and other organisations at a national and international level that promote the Vision and wider objectives of the NAMS.AU. 	
Strategies over next 3 years:	<ul style="list-style-type: none"> Build strategic relationships based on existing IPWEA alliances to develop asset management objectives. 	
Ongoing Operations	<ul style="list-style-type: none"> IPWEA representation maintained with ACELG Board Strategic relationships maintained with DITRD LG, ALGA, Austroads, EA, INGENIUM, APWA, LGMA, AAPA, AMC, Consultants Supporters group. Annual Roundtable held with Consultant Supporters Group to update the group on national and state AM initiatives and provide facility for input into NAMS.AU policy and projects. 	
Actions to Achieve Key Results		Performance Indicators
<p>2010/11</p> <ul style="list-style-type: none"> Actively participate in Board of ACELG. Investigate potential for suitable alliance partners including ARRB TR, CSIRO, Universities, private companies, ICE (UK), Business Council of Australia (BCA), Association of Consulting Engineers Australia (ACEA), Facility Management Association of Australia (FMA) and Property Council of Australia (PCA), Scottish Municipals Group and Infrastructure Australia. Investigate opportunities for IPWEA to participate in a national AM co-ordinating group. <p>2011/12</p> <ul style="list-style-type: none"> Actively participate in Board of ACELG. <p>2012/13</p> <ul style="list-style-type: none"> Actively participate in Board of ACELG. 		<p>2010/11</p> <ul style="list-style-type: none"> ACELG Board membership maintained by IPWEA. Suitable alliance partners identified and discussions commenced. Potential members of national AM co-ordinating group identified and discussions commenced. <p>2011/12</p> <ul style="list-style-type: none"> ACELG Board membership maintained by IPWEA. <p>2012/13</p> <ul style="list-style-type: none"> ACELG Board membership maintained by IPWEA.

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Key Result Area 6	COMMITTEE CAPABILITY	
Long-term Goal:	IPWEA NAMS.AU will have the resources (staff, volunteers and finances) to achieve its annual business plan and respond to emerging asset management needs and opportunities.	
Short-to-Medium Term Objectives:	<ul style="list-style-type: none"> • Develop a strong committee that fosters active participation of volunteer representatives of the broader public works industry in the achievement of the committee's objectives. • Ensure the long-term viability of NAMS.AU through sound business practices. 	
Strategies over next 3 years:	<ul style="list-style-type: none"> • Understand the differences in the needs and operations of the individual States and IPWEA Divisions. • Maintain and foster close working relationships and communications with all IPWEA Divisions. • Maintain the financial capacity of the committee to deliver its business plan. 	
Ongoing Operations	<ul style="list-style-type: none"> • NAMS.AU is representative of State Divisions • State NAMS.AU members report on State AM position and initiatives and report to State Divisions on NAMS.AU activities through the NAMS.AU Update and at State conferences/ seminars. • State Divisions contribute to NAMS.AU operational budget. • Consultants Supports Group members contribute to NAMS.AU project budgets (Policy development, education, Practice Notes, etc). • Other project funding is sourced as appropriate. 	
Actions to Achieve Key Results		Performance Indicators
<p>2010/11</p> <ul style="list-style-type: none"> • Continue reporting links from and to State Divisions. • Continue and encourage financial support from Consultants Supporters Group. • Seek project funding sources where appropriate. <p>2011/12</p> <ul style="list-style-type: none"> • Continue reporting links from and to State Divisions. • Continue and encourage support from Consultants Supporters Group. • Seek project funding sources where appropriate. <p>2012/13</p> <ul style="list-style-type: none"> • Continue reporting links from and to State Divisions. • Continue and encourage support from Consultants Supporters Group. • Seek project funding sources where appropriate. 		<p>2010/11</p> <ul style="list-style-type: none"> • Links to and from State Division maintained. • Financial Support from Consultants Supporters Group maintained. • Project funding sources sought where available. <p>2011/12</p> <ul style="list-style-type: none"> • Links to and from State Division maintained. • Financial Support from Consultants Supporters Group maintained. • Project funding sources sought where available. <p>2012/13</p> <ul style="list-style-type: none"> • Links to and from State Division maintained. • Financial Support from Consultants Supporters Group maintained. • Project funding sources sought where available.