

# Business Plan

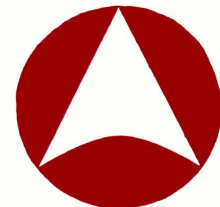
## 2007-2012

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**Institute of Public Works Engineering Australia**

**(Tasmania Division)**

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## **OVERVIEW**

The Institute of Public Works Engineering Australia Tasmania Division (IPWEA (Tas)) provides member services and advocacy for those involved in delivering public works and engineering services to the community.

The IPWEA (Tas) is the Tasmanian State division of IPWEA National. The organisation is now expanding its traditional local government engineering focus to public works and therefore covering all levels of government and private practice.

The focus of the organisation reflects that professionals working within the industry are part of multi-disciplinary teams, rather than working within traditional departments. The Institute recognises that public works and services for all levels of government are being provided by consultants and contractors, as well as those directly employed by government.

IPWEA (Tas) will work co-operatively with the following public works sector bodies, including but not limited to:

- Tasmanian Association of Municipal Supervisors (TAMS);
- Local Government Association of Tasmania (LGAT)
- Local Government Managers Association (LGMA)
- Institution of Engineers Australia (EA);
- Association of Professional Engineers, Scientists & Managers of Australia (APESMA);

Members are employed in a wide range of professions involving public works and services, including engineers, technicians, public works directors, contractors, consultants and managers.

## **THE PURPOSE OF IPWEA (TAS)**

The principal purpose of IPWEA (Tas) is to provide member services and advocacy which advances the professional and technical interests of persons involved in and delivering public works and services.

## **OUR VISION FOR THE IPWEA (TAS)**

“To be the leading organisation for all persons involved in the planning and provision of public works and services in Tasmania”.

## **THE IPWEA (TAS) MISSION**

To improve the quality of life of local communities by:

- o promoting excellence in the delivery of sustainable public works and services
- o facilitating the development and exchange of ideas, information and technology

- fostering the personal, career and skills growth of its members; and
- advancing public works engineering and services' issues on the public agenda.

## **KEY OBJECTIVES**

- To enhance the quality of life of our communities via the application of continuous improvement and sustainable principles to public works engineering;
- To establish the IPWEA (Tas) as the peak body and the source of credible, authoritative advice on all public works engineering matters;
- To market the achievements of IPWEA (Tas);
- To provide leadership and a wide range of support services for members;
- To foster dialogue and relationships between IPWEA (Tas) and other associations and government bodies;
- To facilitate the development, preparation and delivery of public works training;
- To improve communication throughout IPWEA (Tas) so as to disseminate information and encourage feedback; and
- To foster membership growth of IPWEA (Tas).

## **OUR ORGANISATIONAL STRUCTURE**

Our organisational structure comprises:

- The Executive Committee – elected members that meet regularly to set policy, assist in implementing initiatives, review progress and provide broad direction for the overall activities of IPWEA (Tas).
- Executive – comprising President, Vice President, Treasurer, Secretary and National Board Member.
- Committee Members – two additional members (one being the immediate Past President), AYP/Skill Shortage Representative and FAMET Chairman.
- FAMET – to advance the public works profession thought professional development and facilitating networking among practitioners in the industry
- Technical Representatives – member participation in nominated areas of special interest or technical focus to provide ongoing professional development and networking opportunities, and engineering, technical and professional knowledge to the public works sector.
- Special sub committees - for specific projects.

(Note: The positions of President and Vice President will generally be 2 year terms. The immediate past President will then attend the National Board at the expense of IPWEA (Tas). After the 2 year period the IPP will become the National Board Representative for a further 2 year period. The immediate past National Board Member will then take a position on FAMET for a 4 year period as one of 2 Committee members on the foundation.)

## **MEMBERSHIP SURVEY 2007**

IPWEA National participated in the 2007 BRW Annual Professions Survey. The IPWEA results were bench marked against 9 other professional organisations - these include EA, Architects, Mining, Financial, Procurement and Surveyors. The IPWEA results were further dissected into states.

A copy of the survey and detail analysis is enclosed as Attachment A.

The result indicated that:

- About a quarter of Tasmanian members completed the survey
- Tasmania's strengths were (in priority order):
  - networking with peers
  - sense of belonging to a professional organisation
  - standing of its members
  - providing interesting events
  - provides leadership
- Tasmania's weakness was
  - low support for the development of member knowledge and skills  
(Interpreted as 'technical' skills and knowledge).

The actions listed in the Key Results Area (in the following tables) are highlighted to reinforce the strengths and to address the opportunities or challenges of IPWEA (Tas) that were identified in the survey.

## **BUSINESS PLAN STRATEGIES**

For each Strategic Priority area, the Institute has adopted:

- a long term goal,
- short to medium term objectives,
- strategies to be implemented over the next five year period,
- actions to be undertaken to help achieve those key results,

Thus, the adopted hierarchy is:

*Vision > Key Result Areas > Long Term Goals >  
Short to Medium Term Objectives > 5-Year Strategies > Action Plan*

## KEY RESULTS AREA 1 – PROFESSIONAL DEVELOPMENT

<b>Long Term Goal</b>	IPWEA will provide opportunities for members and stakeholders to enhance professional development, including personal advocacy skills, values and ethics, to successfully deliver public works and services to the community.
<b>Short to Medium Term Objectives</b>	<ul style="list-style-type: none"> <li>i Achieve sustained growth and diversity in membership, reflective of the public works industry.</li> <li>ii Provide opportunities for ongoing training and professional development.</li> <li>iii Provide access to information resources to assist public works professional carry out their jobs.</li> <li>iv Provide opportunities for member interaction to allow for exchange of knowledge and experience.</li> <li>v Contribute towards the identification of technical standards for the public works sector.</li> </ul>

<b>Strategies Over Next 5 Years</b>	<b>Actions to Achieve Key Results</b>	<b>Actions</b>		
		<i>Status</i>	<i>By Whom</i>	<i>When</i>
1. Encourage continuous expansion of the IPWEA membership base through the promotion and communication of its diversity, services and benefits available to local government engineers and other public works engineers in Tasmania.	i Develop a marketing plan to increase membership.	0%	Membership	2007/08
	ii Consider the introduction of corporate membership	0%	Sec./Membership	2007/08
	iii Increase non-member involvement by:	On-going	Membership	On-going
	a. Allowing members to invite a non-member to one function per year without additional charge			
	b. Providing one-year free membership (excludes free dinners)			
iv Maintain member e-mail addresses, as the effective communication mechanisms with members.	On-going	Secretary	On-going	
v Promote IPWEA knowledge base and communication systems to members, eg "Ask Your Mates", library etc.	On-going	Communications	On-going	
2. Review IPWEA (Tas) website	i Review IPWEA (Tas) website and maintain	On-going	Secretary	On-going

Strategies Over Next 5 Years	Actions to Achieve Key Results	Actions		
		Status	By Whom	When
3. Improve networking opportunities among members	i Organise Informal Discussion forums on a quarterly basis.	Complete – refer to calendar of events (Attachment 2)	N/A	
	ii Encourage communication between members on regular basis	On-going	Communications	On-going
	iii Continue with networking opportunities and meetings of members	Complete – refer to calendar of events (Attachment 2)	Vice-President	On-going
4. Develop an annual training and professional development program relating to public works engineering.	i Partner the Local Government Conference with LGAT & LGMA	On-going	Conference Representatives	June
	ii Adopt, promote and run training and development program	On-going	Immediate Past President	On-going
	iii Partner the annual Tasmanian public works engineering conference with TAMS	On-going	Rotating Regional Representatives	November
5. Publish regular news articles and information updates for the benefit of members.	i Provide minimum of one article per edition and information in STATE NEWS for the Public Works Engineering magazine.	On-going	Communications	On-going
	ii Assist with the distribution of information relevant to members.	On-going	Communications	On-going
	iii Circulate a newsletter for members after each Executive Meeting 6 per year	On-going	Communications	On-going
6. Hold the 2015 International IPWEA Conference.	i Establish the 2015 Conference Committee	0%	Conference Committee	2012
	ii Prepare business plan for the 2015 International Conference and obtain IPWEA National approval.	0%		2013

Strategies Over Next 5 Years	Actions to Achieve Key Results	Actions		
		Status	By Whom	When
7. Promote Annual study tour/conference awards program.	i Offer awards/subsidies, subject to funding, program and suitable applicants received, through FAMET to allow members to: <ul style="list-style-type: none"> <li>• attend annual Local Government Conference (3 awards to members)</li> <li>• attend annual IPWEA/TAMS Conference (3 awards to members)</li> <li>• attend bi-annual National IPWEA Conference (3 awards to members)</li> <li>• participate in annual self-organised study tour (1 award)</li> <li>• participate in bi-annual international study tour (1 award)</li> <li>• participate in an exchange program with another public works organisation</li> </ul>	On-going	FAMET	On-going
	ii Development of application and assessment guidelines for each FAMET award category	0%	FAMET	2007/08

## KEY RESULT AREA 2 – LEADERSHIP & INNOVATION

<b>Long Term Goal</b>	IPWEA (Tas) will be acknowledged as being at the forefront of providing leadership and innovation in the public works industry in Tasmania.
<b>Short to Medium Term Objectives</b>	<ul style="list-style-type: none"> <li>iii Identify opportunities and issues for innovative research and project development that provides leadership for the public works industry.</li> <li>iv Engage in partnerships with industry, government and educational organisations to undertake leading edge and innovative projects or research of national or state significance.</li> <li>v Undertake initiatives on a sound commercial basis that seek to enhance the standing and credibility of the Institute and improve the capability of the industry.</li> </ul>

Strategies Over Next 5 Years	Actions to Achieving Key Results	Actions		
		Status	By Whom	When
1. Develop and maintain a priority list of strategic public works issues.	i Establish a list on the Institute's website of significant issues/projects for IPWEA (Tas) and update regularly	0%	Communications	2007/08
2. Develop and maintain strategic partnerships to advance research and knowledge of key public works issues and attract young people to public works engineering careers.	i Support the IPWEA (National) AYP Program through membership on the National Committee.	On-going	AYP Rep	On-going
	ii Seek National Board support to develop a resource kit to assist members in attending careers days.	0%	AYP Rep	2007
	iii To become involved in secondary school and tertiary institutions careers and open day activities.	On-going	AYP Rep	On-going
	iv Develop a partnership with LGAT Careers Co-ordinator	On-going	AYP Rep	On-going
3. Identify and facilitate opportunities to undertake innovative,	i Continue participation in industry reference panels with sector partners (e.g. DIER, LGAT, Grants Commission)	On-going	Vice-President	On-going

Strategies Over Next 5 Years	Actions to Achieving Key Results	Actions		
		Status	By Whom	When
leading-edge projects, or research of significance.				
4. Promote and build the capacity of the sector to deliver best practice professional services.	<ul style="list-style-type: none"> <li>i To develop and support ongoing formal asset management training opportunities with IPWEA (National).</li> <li>ii Promote the adoption of a mutually endorsed state wide municipal standard drawings and specifications.</li> </ul>	<p>On-going</p> <p>On-going</p>	<p>Immediate Past President</p> <p>Communications</p>	<p>On-going</p> <p>On-going</p>
5. Implement a State program for awards for leadership and innovation.	<ul style="list-style-type: none"> <li>i Consider a State IPWEA awards program</li> <li>ii Encourage entry of technical projects in annual Local Government Conference 'Excellence Awards'.</li> </ul>	<p>0%</p> <p>On-going</p>	<p>Vice-President</p> <p>Communications</p>	<p>2007/08</p> <p>On-going</p>

## KEY RESULT AREA 3 – POLICY & ADVICE

<b>Long Term Goal</b>	IPWEA (Tas) will be recognised as an active contributor to the public works sector as the reference point of choice by Government for advice on public works to policy makers, implementing agencies and the general public.
<b>Short to Medium Term Objectives</b>	<ul style="list-style-type: none"> <li>vi Develop the capability of the Institute to provide advice on state and local government public works issues.</li> <li>vii Build an awareness amongst policy makers, agencies and the general public that IPWEA (Tas) is available to assist with public works policy development and advice.</li> </ul>

<b>Strategies Over Next 5 Years</b>	<b>Actions to Achieving Key Results</b>	<b>Actions</b>		
		<i>Status</i>	<i>By Whom</i>	<i>When</i>
1. Establish special interest groups for major issues.	i Encourage the membership to participate in panels by inviting participation when panels are being formed.	On-going	Membership	On-going
	ii Respond to requests for technical advice on policy and legislation on public works issues from sector bodies.	On-going	President	On-going
2. Actively participate in public debate and provide input on public works issues.	i Seek member input to prepare submissions and provide opportunities for discussions and debate.	On-going	Communications	On-going

## KEY RESULT AREA 4 – STRATEGIC ALLIANCES

<b>Long Term Goal</b>	IPWEA (Tas) will be recognised as a leader of the public works sector in Tasmania.
<b>Short to Medium Term Objectives</b>	IPWEA (Tas) will engage in meaningful strategic alliances with other organisations at a state level and promote the vision and wider objectives of the Institute.

<b>Strategies Over Next 5 Years</b>	<b>Actions to Achieving Key Results</b>	<b>Actions</b>		
		<i>Status</i>	<i>By Whom</i>	<i>When</i>
I. Develop and maintain ongoing formal strategic alliances with relevant sector bodies.	i Maintain positive working relationships with DIER, LGAT, Grants Commission and APESMA.	On-going	President	On-going
	ii Strengthen and enhance the link with TAMS to promote training and award opportunities by meeting annually.	On-going	Secretary	April
	iii Meet with Executive Officer and President of LGAT annually to discuss current public works issues	On-going	President	June
	iv Continue to support the Memorandum of Understanding with TAMS	On-going	President	On-going
	v Continue to support joint activities with other professional bodies.	On-going	Member Services	On-going

## KEY RESULT AREA 5 – ORGANISATION CAPABILITY

<b>Long Term Goal</b>	Ensure the long term viability of IPWEA (Tas) through strong organisation capability.
<b>Short to Medium Term Objectives</b>	Have a strong and growing member-based organisation that fosters active participation of members and representatives of the broader public works industry.

Strategies Over Next 5 Years	Actions to Achieving Key Results	Actions		
		Status	By Whom	When
1. Biennially survey members to identify training needs of the sector.	i Circulate list of technical skills training available.	50%	Immediate Past President	November biennially
2. Develop a strategy for organisation succession planning for future Executive Committee Members.	i Encourage a 2 year rotation of principal officer bearer positions of President and Vice President. Executive Committee members shall progressively undertake the positions in order of Vice President, President and National Board Representative. ii Encourage a 4 year rotation of National Board Representative. 2nd member as observer. iii Allocate tasks to Executive Committee members – create portfolios of ‘Member Services’, ‘Membership’ and ‘Communications’. iv Retiring National Board Representatives shall represent IPWEA (Tas) on FAMET for a 4 year period. v Present the views and issues raised by members at a National forum by continuing representation on IPWEA National	No further action  Complete – refer to list (Attachment 3)  No further action  No further action	National Board Member	
3. Have a suitably qualified resource	i Continue funding of a permanent part-time resource to administer the activities of the IPWEA (Tas).	No further action No further action		

Strategies Over Next 5 Years	Actions to Achieving Key Results	Actions		
		Status	By Whom	When
available to service the IPWEA (Tas) Executive Committee.	ii Develop a financial plan that provides ongoing financial viability			

## Program of Member Events

Month	Event	Venue	Member Survey Criteria					
			Technical Skills	Networking	Sense of Belonging	Professional Recognition	Topical Event	Leadership
January								
February	Informal Discussion Forum (and dinner – may include FAMET papers)	Nth & South		✓	✓		✓	
March	Training – Technical Issues	3 regions	✓				✓	
April	Technical Tour (Saturday)	varies		✓	✓		✓	
May								
June	<ul style="list-style-type: none"> <li>▪ Local Government Conference</li> <li>▪ Informal Discussion Forum/Dinner/Speaker (in association with LGC)</li> </ul>	Hobart			✓	✓		✓
July								
August	AGM/Technical Session/Dinner	Launceston	✓	✓	✓			✓
September	Training - Technical Issues	3 regions	✓				✓	
October								
November	TAMS/IPWEA Conference (include Informal Discussion Forum)	varies	✓	✓	✓	✓	✓	✓
December								

## Executive Committee Tasks &amp; Responsibilities

Executive Committee Member	Tasks		
	Listed in Business Plan		Other Duties
	Reference #	Brief Description	
President	<ul style="list-style-type: none"> <li>○ KRA 3-1(ii)</li> <li>○ KRA 4-1(i)</li> <li>○ KRA 4-1(iii)</li> <li>○ KRA 4-1(iv)</li> <li>○ KRA 4-1(v)</li> </ul>	<ul style="list-style-type: none"> <li>○ Institute Views</li> <li>○ Relationships</li> <li>○ LGAT meeting</li> <li>○ TAMS MOU</li> <li>○ Joint activities</li> </ul>	<ul style="list-style-type: none"> <li>○ Chair meetings</li> <li>○ Spokesperson for the organisation</li> </ul>
Vice-President	<ul style="list-style-type: none"> <li>○ KRA 1-3(iii)</li> <li>○ KRA 2-3</li> <li>○ KRA 2-5(i)</li> </ul>	<ul style="list-style-type: none"> <li>○ Networking</li> <li>○ Reference Panels</li> <li>○ Awards</li> </ul>	<ul style="list-style-type: none"> <li>○ To deputise for and assist the President in the undertaking of the their duties</li> <li>○ To remain informed on the affairs of IPWEA(Tasmania) and IPWEA (National)</li> <li>○ To undertake the duties of Member Services Member</li> </ul>
Secretary	<ul style="list-style-type: none"> <li>○ KRA 1-1(iv)</li> <li>○ KRA 1-2(i)</li> <li>○ KRA 4-1(ii)</li> <li>○ KRA 4-1(ii)</li> </ul>	<ul style="list-style-type: none"> <li>○ E-mail addresses</li> <li>○ Web-site</li> <li>○ TAMS meeting</li> <li>○ TAMS meeting</li> </ul>	<ul style="list-style-type: none"> <li>○ Prepare and circulate agenda's for Executive Committee meetings and general membership meetings</li> <li>○ Record and circulate minutes</li> <li>○ Attend to issues of administration that involves the organisation</li> </ul>
Treasurer	<ul style="list-style-type: none"> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>○ To prepare an annual budget for presentation to the Annual General Meeting</li> <li>○ To keep records of the financial activities of the Association</li> <li>○ To inform the Executive Committee of the financial situation of the organisation</li> <li>○ To pay or send invoices of approved expenditure</li> </ul>

			<ul style="list-style-type: none"> <li>○ To recommend changes to the annual subscriptions and to issue membership subscription notices</li> </ul>
National Board Member	<ul style="list-style-type: none"> <li>○ KRA 5-2(iv)</li> </ul>	<ul style="list-style-type: none"> <li>○ IPWEA National</li> </ul>	<ul style="list-style-type: none"> <li>○ To attend National Board meeting and strive to promote public works engineering and persons involved in public works engineering</li> <li>○ To present issues raised by IPWEA (Tas)</li> </ul>
Member Services	<ul style="list-style-type: none"> <li>○ KRA 4-1(v)</li> </ul>	<ul style="list-style-type: none"> <li>○ Joint activities</li> </ul>	<ul style="list-style-type: none"> <li>○ To co-ordinate and deliver services to members involving networking, presentations, technical tours and conferences</li> </ul>
Communications	<ul style="list-style-type: none"> <li>○ KRA 1-1(v)</li> <li>○ KRA 1-2(ii)</li> <li>○ KRA 1-3(ii)</li> <li>○ KRA 1-5(i)</li> <li>○ KRA 1-5(ii)</li> <li>○ KRA 1-5(iii)</li> <li>○ KRA 2-1</li> <li>○ KRA 2-4(ii)</li> </ul>	<ul style="list-style-type: none"> <li>○ National 'AYM's'</li> <li>○ State 'AYM's'</li> <li>○ Communication</li> <li>○ PWE Magazine</li> <li>○ Information</li> <li>○ Newsletter</li> <li>○ Topical Issues</li> <li>○ Municipal Standards</li> </ul>	<ul style="list-style-type: none"> <li>○ To inform members on affairs of the organisation both state and national</li> <li>○ To seek information n the needs of the members that are within the charter of IPWEA (Tasmania)</li> </ul>
Membership (under the responsibility of the Secretary)	<ul style="list-style-type: none"> <li>○ KRA 1-1(i)</li> <li>○ KRA 1-1(ii)</li> <li>○ KRA 1-1(iii)</li> <li>○ KRA 2-5(ii)</li> <li>○ KRA 3-1(i)</li> <li>○ KRA 3-2</li> </ul>	<ul style="list-style-type: none"> <li>○ Marketing Plan</li> <li>○ Corporate members</li> <li>○ Non-member involv..</li> <li>○ Excellence Awards</li> <li>○ Special panels</li> <li>○ Submissions</li> </ul>	<ul style="list-style-type: none"> <li>○ To prepared information and support strategies to increase the membership of IPWEA (Tasmania)</li> <li>○ To be the contact point for enquiries by prospective members and new members</li> <li>○ To ensure that the IPWEA (Tasmania) members list is current and that the mailing and contact details are up-to date</li> </ul>
FAMET Chairman	<ul style="list-style-type: none"> <li>○ KRA 2-2(v)</li> </ul>	<ul style="list-style-type: none"> <li>○ Uni Awards</li> </ul>	<ul style="list-style-type: none"> <li>○ To inform the Executive on issues under consideration by FAMET</li> <li>○ To seek the Executive's opinion on matters under consideration by FAMET</li> </ul>
AYP/Skill Shortage Representative	<ul style="list-style-type: none"> <li>○ KRA 2-2(i)</li> <li>○ KRA 2-2(ii)</li> <li>○ KRA 2-2(iii)</li> </ul>	<ul style="list-style-type: none"> <li>○ AYP representation</li> <li>○ Resource Kit</li> <li>○ Career Expo</li> </ul>	<ul style="list-style-type: none"> <li>○ To inform and represent the Executive on matters concerning skill shortages - whether 'attracting young persons' or retaining older members to the industry</li> </ul>

	<ul style="list-style-type: none"> <li>○ KRA 2-2(iv)</li> </ul>	<ul style="list-style-type: none"> <li>○ School Open Days</li> </ul>	
Immediate Past President	<ul style="list-style-type: none"> <li>○ KRA 1-4(ii),</li> <li>○ KRA 2-4(i)</li> <li>○ KRA 5-1(i).</li> </ul>	<ul style="list-style-type: none"> <li>○ Training</li> <li>○ Training</li> <li>○ Training survey</li> </ul>	<ul style="list-style-type: none"> <li>○ Assist the Member Services officer to co-ordinate and deliver services to members involving networking, presentations, technical tours and conferences</li> </ul>
Member #1			<ul style="list-style-type: none"> <li>○ To undertake duties and make decisions in the best interest of the public works industry and members of IPWEA (Tasmania)</li> </ul>

Other Member Representatives	Tasks	
	Listed in Business Plan	
	Reference #	Brief Description
Conference Representative	<ul style="list-style-type: none"> <li>○ KRA 1-4(i)</li> </ul>	<ul style="list-style-type: none"> <li>○ LG Conference</li> </ul>
Regional Committees	<ul style="list-style-type: none"> <li>○ KRA 1-4(iii)</li> </ul>	<ul style="list-style-type: none"> <li>○ TAMS/IPWEA Conference</li> </ul>
Conference Committee	<ul style="list-style-type: none"> <li>○ KRA 1-6</li> </ul>	<ul style="list-style-type: none"> <li>○ 2013 National Conference</li> </ul>
FAMET	<ul style="list-style-type: none"> <li>○ KRA 1-7(i)</li> <li>○ KRA 1-7(ii)</li> </ul>	<ul style="list-style-type: none"> <li>○ Member Awards</li> <li>○ Award guidelines</li> </ul>