

Business Plan

2013 - 2018

Institute of Public Works Engineering Australia

(Tasmania Division)



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 (including the water and sewerage industry) 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 civil engineering 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 Australia (LGMA)
- Institution of Engineers Australia (EA);
- Association of Professional Engineers, Scientists & Managers of Australia (APESMA);
- Australian Water Association (AWA)

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:

- promoting excellence in the delivery of sustainable public works and services
- 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 promote the achievements of IPWEA (Tas);
- To market the activities of IPWEA National;
- 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 Members.
- PWEFT – to advance the public works profession through 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 on-going 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 become the National Board Member. The immediate past National Board Member will then take a position on PWEFT for a 4 year period as one of 2 Committee members on the foundation.)

MEMBERSHIP SURVEY 2011

IPWEA National participated in the 2011 BRW Annual Professions Survey. The IPWEA results were benchmarked 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's Strategic priority matrix (for Tasmania) is enclosed as Attachment 1.

The result indicated that:

- About a quarter of Tasmanian members completed the survey
- Tasmania's key strengths are:
 - giving members a sense of belonging to a professional community
 - helping build alliances with other members
 - keeping me up to date with developments or issues impacting my field/business
- Tasmania's important areas for improvement are:
 - building the standing of its members
- Tasmania's less important areas but high performance are:
 - providing leadership in the field
 - supporting the development of my knowledge and skills
- Tasmania's low priority areas are:
 - Helping me develop my career / improving my job prospects

The actions listed in the Key Results Area (in the following tables) are developed 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

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

Strategies Over Next 5 Years	Actions to Achieve Key Results	Actions		
		<i>Status</i>	<i>By Whom</i>	<i>When</i>
I. 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	2012/13
	ii Review programs, conference content and services to maintain a relevance to the water and sewer industry	0%	Membership	
	iii Increase non-member involvement by: <ul style="list-style-type: none"> a. Allowing members to invite a non-member to one function per year without additional charge b. Providing half cost membership if joining in first 6 months of year or free if second 6 months. 	On-going	Membership	On-going
	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

Strategies Over Next 5 Years	Actions to Achieve Key Results	Actions		
		Status	By Whom	When
2. Review IPWEA (Tas) website	i Review IPWEA (Tas) website and maintain a link to IPWEA (National)	0%	Secretary	on-going
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 (endeavour to engage a high profile (non-engineer) speaker at one event each year)	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 Seek membership on industry bodies to influence training of para-professionals in our industry.	0%	President	2012/13
	ii Deliver technical training as identified by polling members	On-going	Member Services	On-going
	iii Promote the Local Government Conference	On-going	Member Services	June
	iv Prepare an Issues Paper on establishing partnership arrangements for the delivery of modular training programs which meet the different needs of engineering professionals in different work areas and which can articulate into recognized qualifications. Enter into an arrangement as primary education facilitator with IPWEA State bodies.	0%	Immediate Past President	2012/13
	v Partner the annual Tasmanian public works engineering conference with TAMS	On-going	Rotating Regional Representatives	November
	vi Ensure annual TAMS-IPWEA conference is relevant to water industry. Consider alternative conference name.	0%	Executive	2012/2013

Strategies Over Next 5 Years	Actions to Achieve Key Results	Actions		
		Status	By Whom	When
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 2017 International IPWEA Conference.	i Establish the 2017 Conference Committee	0%	Conference Committee	2014
	ii Prepare business plan for the 2017 International Conference and obtain IPWEA National approval.	0%		2015
7. Promote Annual study tour/conference awards program.	i Offer awards/subsidies, subject to funding, program and suitable applicants received, through PWEFT to allow members to (typical program): <ul style="list-style-type: none"> • attend annual IPWEA/TAMS Conference (3 awards to members) • attend bi-annual National IPWEA Conference (3 awards to members - one being Emerging Young Leader nomination) • participate in annual self-organised study tour (1 award) • participate in bi-annual international study tour (1 award) • participate in an exchange program with another public works organisation 	On-going	PWEFT	On-going
	ii Development of application and assessment guidelines for each PWEFT award category		PWEFT	2013/14
	iii Consider award(s) for members to undertake further study.	0%	PWEFT	2013/14

KEY RESULT AREA 2 – LEADERSHIP & INNOVATION

Long Term Goal	IPWEA (Tas) will be acknowledged as being at the forefront of providing leadership and innovation in the public works industry in Tasmania.
Short to Medium Term Objectives	<ul style="list-style-type: none"> i Identify opportunities and issues for innovative research and project development that provides leadership for the public works industry. ii Engage in partnerships with industry, government and educational organisations to undertake leading edge and innovative projects or research of national or state significance. iii 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.

Strategies Over Next 5 Years	Actions to Achieving Key Results	Actions		
		<i>Status</i>	<i>By Whom</i>	<i>When</i>
1. Develop and maintain a priority list of strategic public works issues.	<ul style="list-style-type: none"> i Establish a list on the Institute's website of significant issues/projects for IPWEA (Tas) and update regularly 	0%	Communications	2012/13
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.	<ul style="list-style-type: none"> i Support the IPWEA (National) Program through membership on the National Committee. 	On-going	AYP Rep	On-going
	<ul style="list-style-type: none"> ii Seek National Board support to develop a resource kit to assist members in attending careers days. 	0%	AYP Rep	2012/13
	<ul style="list-style-type: none"> iii Re-assess continuation of \$1000 award to 3rd year University of Tasmania Engineering student 	On-going	AYP Rep	2012/13
3. Identify and facilitate opportunities to undertake innovative, leading-edge projects, or research of significance.	<ul style="list-style-type: none"> 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
4. Promote and build the capacity of the sector to deliver best practice professional services.	i To support on-going formal asset management training opportunities with IPWEA (National).	On-going	Immediate Past President	On-going
	ii Promote the adoption of a mutually endorsed state wide municipal standard drawings and specifications.	On-going	Communications	On-going
	iii Develop Municipal Specifications	0%	Sub-Committee	2013/14
5. Implement a State program for awards for leadership and innovation.	i Consider a State IPWEA awards program	0%	Vice-President	2013/14
	ii Encourage entry of technical projects in annual Local Government Conference 'Excellence Awards'.	On-going	Communications	On-going
	iii Develop criteria for National Emerging Leader Nomination (and time frame)	0%	AYP Rep	2012/13

KEY RESULT AREA 3 – POLICY & ADVICE

Long Term Goal	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.
Short to Medium Term Objectives	<ul style="list-style-type: none"> i Develop the capability of the Institute to provide advice on state and local government public works issues. ii Build awareness amongst policy makers, agencies and the general public that IPWEA (Tas) is available to assist with public works policy development and advice.

Strategies Over Next 5 Years	Actions to Achieving Key Results	Actions		
		<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

Long Term Goal	IPWEA (Tas) will be recognised as a leader of the public works sector in Tasmania.
Short to Medium Term Objectives	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.

Strategies Over Next 5 Years	Actions to Achieving Key Results	Actions		
		Status	By Whom	When
I. Develop and maintain on-going formal strategic alliances with relevant sector bodies.	i Maintain positive working relationships with DIER, LGAT, AWA, 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 Discuss, determine synergies and implement strategies with Engineers Australia to improve members capacity and strength organisations.	0%	President	On-going
	iv Meet with Chief Executive Officer and President of LGAT annually to discuss current public works issues	On-going	President	June
	v Continue to support the Memorandum of Understanding with TAMS	On-going	President	On-going
	vi Ensure resources are provided to support specific IPWEA (Tas) sponsored reference groups	On-going	Treasury	On-going
	vii Continue to support joint activities with other professional bodies.	On-going	Member Services	On-going

KEY RESULT AREA 5 – ORGANISATION CAPABILITY

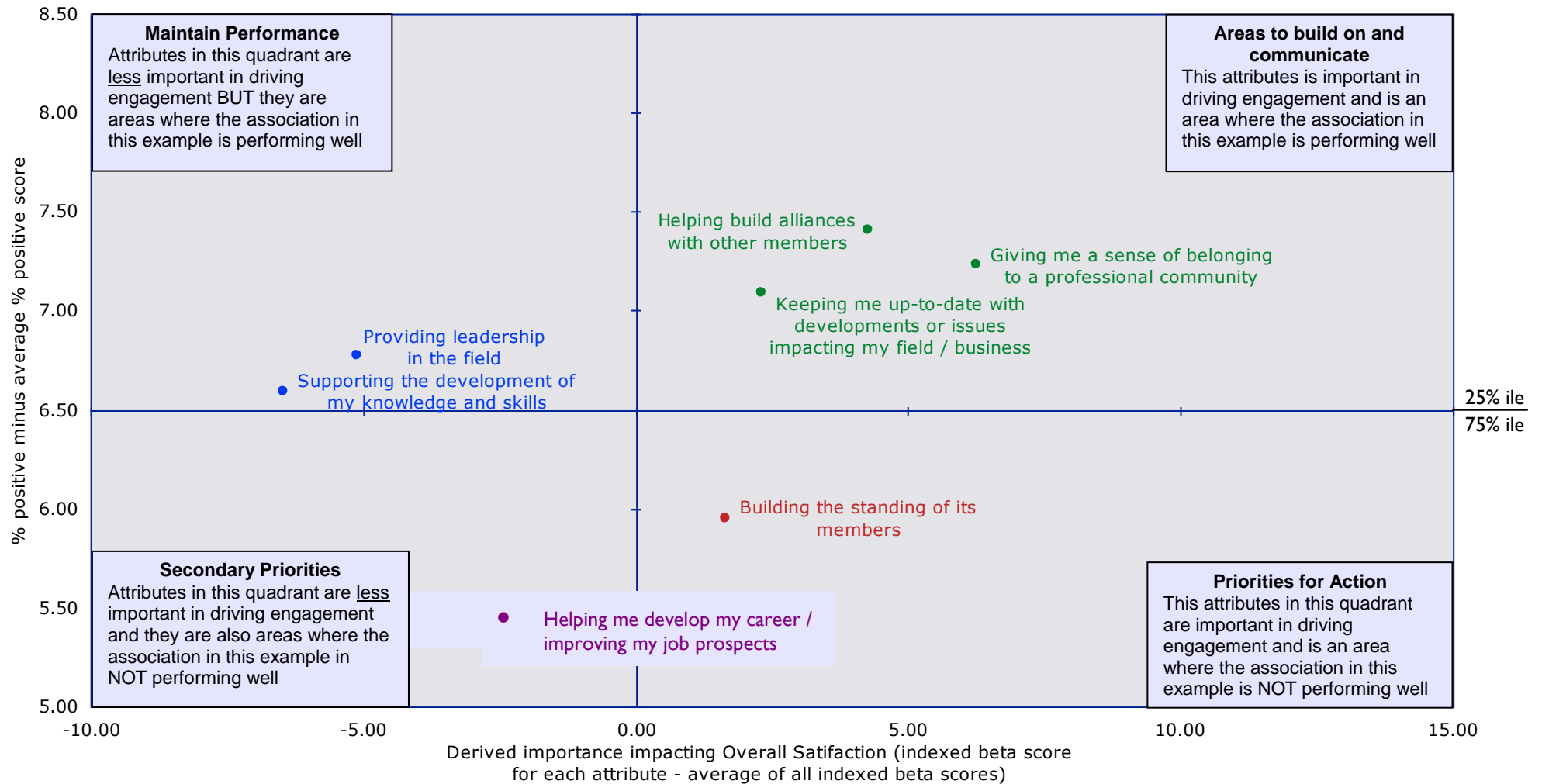
Long Term Goal	Ensure the long term viability of IPWEA (Tas) through strong organisational capability.
Short to Medium Term Objectives	Have a strong and growing member-based organisation that fosters active participation of members and representatives of the broader public works industry.

Strategies Over Next 5 Years	Actions to Achieving Key Results	Actions		
		Status	By Whom	When
1. Biennially survey members to identify sector training needs.	i Circulate list of technical skills training available.	On-going	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 and 4 year rotation of National Board Representative. Executive Committee members shall progressively undertake the positions in order of Vice President, President and National Board Representative.	No further action		
	ii Allocate tasks to Executive Committee members – create portfolios of ‘Member Services’, ‘Membership’ and ‘Communications’.	Complete – refer to list (Attachment 3)		
	iii Retiring National Board Representatives shall represent IPWEA (Tas) on PWEFT for a 4 year period.	No further action		
	iv Prepare duty statement for each portfolio and each executive position on the committee.	0%	Secretary	
	v Present the views and issues raised by members at a National forum by continuing representation on IPWEA National	No further action	National Board Member	2013/14
	vi Undertake risk planning to identify measures to ameliorate high consequence risks that effect the institute.	0%		
	vii Develop procedural statements on cyclic activities/events.	0%	Executive	2012/13

Strategies Over Next 5 Years	Actions to Achieving Key Results	Actions		
		Status	By Whom	When
	Streamline planning (i.e. AGM planning; conference tasks etc)		Secretary	2012/13
3. Ensure resources are available to service the IPWEA (Tas) Executive Committee.	<ul style="list-style-type: none"> i Continue funding of a permanent part-time resource to administer the activities of the IPWEA (Tas). ii Develop a financial plan that provides on-going financial viability iii Annually develop an action plan outlining tasks to be tackled by the Executive Committee which shall be consistent with the 'Business Plan'. iv Introduce an information management and archiving system to ensure security of appropriate information and records. 	<p>No further action</p> <p>No further action</p> <p>0%</p> <p>0%</p>	<p>Secretary</p> <p>Treasurer</p>	<p>Endorse at AGM</p> <p>2013/14</p>

Strategic Priority Matrix - Tasmania

Attachment 1



Base: Analysis based on 22 members responding from Tasmania

Source: 2011 Annual Business and Professions study (beaten-research and consulting)

Program of Member Events

Month	Event	Core Activities	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	▪ Local Government Conference	✓	Hobart			✓	✓		✓
	▪ Informal Discussion Forum/Dinner/Speaker (in association with LGC)	✓			✓	✓		✓	
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 & Responsibilities

(To be revised)

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

			<ul style="list-style-type: none"> o To pay or send invoices of approved expenditure o To recommend changes to the annual subscriptions and to issue membership subscription notices
National Board Member	<ul style="list-style-type: none"> o KRA 5-2 (v) 	<ul style="list-style-type: none"> o IPWEA National 	<ul style="list-style-type: none"> o To attend National Board meeting and strive to promote public works engineering and persons involved in public works engineering o To present issues raised by IPWEA (Tas)
Member Services	<ul style="list-style-type: none"> o KRA 1-4 (ii) o KRA 1-4 (iii) o KRA 4-1 (vii) o KRA 5-1 (ii) 	<ul style="list-style-type: none"> o Technical Training o LG Conference o Joint activities o Skills Matrix 	<ul style="list-style-type: none"> o To co-ordinate and deliver services to members involving networking, presentations, technical tours and conferences
Communications	<ul style="list-style-type: none"> o KRA 1-1(v) o KRA 1-2(ii) o KRA 1-3(ii) o KRA 1-5(i) o KRA 1-5(ii) o KRA 1-5(iii) o KRA 2-1 o KRA 2-4(ii) o KRA 2-5 (ii) o KRA 3-2 	<ul style="list-style-type: none"> o National 'AYM's' o State 'AYM's' o Communication o PWE Magazine o Information o Newsletter o Topical Issues o Municipal Standards o Excellence Awards o Submissions 	<ul style="list-style-type: none"> o To inform members on affairs of the organisation both state and national o To seek information n the needs of the members that are within the charter of IPWEA (Tasmania)
Membership	<ul style="list-style-type: none"> o KRA 1-1(i) o KRA 1-1(ii) o KRA 1-1(iii) o KRA 3-1(i) 	<ul style="list-style-type: none"> o Marketing Plan o Corporate members o Non-member involvement o Special panels 	<ul style="list-style-type: none"> o To prepared information and support strategies to increase the membership of IPWEA (Tasmania) o To be the contact point for enquiries by prospective members and new members o To ensure that the IPWEA (Tasmania) members list is current and that the mailing and contact details are up-to date
PWEFT Chairman	<ul style="list-style-type: none"> o KRA 2-2(v) 	<ul style="list-style-type: none"> o Uni Awards 	<ul style="list-style-type: none"> o To inform the Executive on issues under consideration by PWEFT o To seek the Executive's opinion on matters under consideration by PWEFT

AYP/Skill Shortage Representative	<ul style="list-style-type: none"> ○ KRA 2-2(i) ○ KRA 2-2(ii) ○ KRA 2-2(iii) ○ KRA 2-5 (iii) 	<ul style="list-style-type: none"> ○ AYP representation ○ Resource Kit ○ Promote Career ○ Emerging Leader 	<ul style="list-style-type: none"> ○ To inform and represent the Executive on matters concerning skill shortages - whether 'attracting young persons' or retaining older members to the industry
Immediate Past President	<ul style="list-style-type: none"> ○ KRA 1-4(iv) ○ KRA 2-4(i) ○ KRA 5-1(i). 	<ul style="list-style-type: none"> ○ Training ○ Training ○ Training survey 	<ul style="list-style-type: none"> ○ Assist the Member Services officer to co-ordinate and deliver services to members involving networking, presentations, technical tours and conferences
Member #1			<ul style="list-style-type: none"> ○ To undertake duties and make decisions in the best interest of the public works industry and members of IPWEA (Tasmania)
Executive	<ul style="list-style-type: none"> ○ KRA 1-4 (vi) ○ KRA 5-2 (vi) 	<ul style="list-style-type: none"> ○ Conference relevance ○ Risk planning 	<ul style="list-style-type: none"> ○ Good governance of IPWEA (Tas) affairs

Other Member Representatives	Tasks	
	Listed in Business Plan	
	Reference #	Brief Description
Regional Committees	<ul style="list-style-type: none"> ○ KRA 1-4 (v) 	<ul style="list-style-type: none"> ○ TAMS/IPWEA Conference
Conference Committee	<ul style="list-style-type: none"> ○ KRA 1-6 	<ul style="list-style-type: none"> ○ 2017 National Conference
PWEFT	<ul style="list-style-type: none"> ○ KRA 1-7(i) ○ KRA 1-7(ii) ○ KRA 1-7 (iii) 	<ul style="list-style-type: none"> ○ Member Awards ○ Award guidelines ○ Further Study