



# Business Plan

2020 - 2025

---

**Institute of Public Works Engineering Australasia**  
**(Tasmanian Division)**

---

## DOCUMENT CONTROL

Document ID: IPWEA Tas Business Plan 2020 to 2025.docx

VERSION	DATE	DESCRIPTION	AUTHOR	REVIEWER	APPROVER
<b>I.0</b> <b>DRAFT</b>	09/08/2020	Review and update of 2014 to 2019 Business Plan.	Patrick McGuire	Adela Parnell Mat Greskie	
<b>I.1</b> <b>FINAL</b>	15/09/2020	Minor amendments	Patrick McGuire	Adela Parnell Mat Greskie	Dino De Paoli
					<b>IPWEA TASMANIA</b>

**TABLE OF CONTENTS**

Document Control..... 2

Table of Contents..... 3

Abbreviations ..... 4

Overview..... 5

The Purpose of IPWEA (Tas)..... 5

Our Vision for the IPWEA (Tas)..... 5

The IPWEA (Tas) Mission ..... 5

Key Objectives..... 6

Our Organisational Structure ..... 6

Business Plan strategies..... 6

Annual Action Plans..... 7

Key Results Area 1 – Member Services..... 8

Key Result Area 2 – Leadership & Innovation..... 11

Key Result Area 3 – Policy & Advocacy ..... 12

Key Result Area 4 – Strategic Alliances..... 13

Key Result Area 5 – Organisation Capability ..... 14

Attachment 1 - Example Program of Events..... 15

## **ABBREVIATIONS**

AAPA – Australian Asphalt Pavement Association

ARRB – Australian Road Research Board - [Weblink](#)

AWA - Australian Water Association - [Weblink](#)

CCF (Tas) - Civil Contractors Federation (Tasmania) - [Weblink](#)

CPEE - Centre for Pavement Engineering Education -[Weblink](#)

DoSG – Department of State Growth - [Weblink](#)

EA - Engineers Australia - [Weblink](#)

IPWEA (Australasia) - Institute Public Works Engineering Australasia – [Weblink](#)

IPWEA (Tas) - Institute Public Works Engineering Australasia (Tasmanian Division)-[Weblink](#)

LGAT - Local Government Association Tasmania - [Weblink](#)

LGPro – Local Government Professionals Australia - [Weblink](#)

Professionals Australia - [Weblink](#)

PWEFT – Public Works Engineering Foundation Tasmania

TMA – Traffic Management Association

## **OVERVIEW**

The Institute of Public Works Engineering Australasia 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 Australasia. The organisation has expanded 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:

- Australian Water Association (AWA)
- Engineers Australia (EA)
- Local Government Association of Tasmania (LGAT)
- Local Government Professionals (LGPro)
- Professionals Australia.

Members are employed in a wide range of professions involving public works and services, including engineers, technicians, asset managers, 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 capability of the State. This includes the whole of asset lifecycle activities that are required in delivering public works and services, maintenance, renewals, and disposals of assets to ensure sustainable communities are available for the public to enjoy.

## **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, with the goal to enhance the quality of life of our communities through dedicated whole of life asset management”.

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

To enhance 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,
- o fostering the personal, career and skills growth of its members,
- o Advancing public works engineering and services’ issues on the public agenda,
- o promoting excellence in innovation or sustainability in asset management, and
- o promote recognition of emerging leaders.

## 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 IPWEA (Tas) as the peak body and the source of credible, authoritative advice on all public works engineering matters in Tasmania.
- To promote the achievements of IPWEA (Tas).
- To market the activities of IPWEA Australasia.
- 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) to disseminate information and encourage feedback.
- To foster membership growth of IPWEA (Tas), and
- Deliver quality services to the membership group with an emphasis on the technical sessions. Promoting learnings from others and continue to grow membership during these events with networking opportunities.

## OUR ORGANISATIONAL STRUCTURE

Our organisational structure comprises:

- The Division 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 Australasian Board Members.
- PWEFT – A separate but associate entity that aims 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 Australasian Board Member. The immediate past Australasian Board Member will then take a position on PWEFT for a 4-year period as one of 2 Committee members on the foundation.)

## 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*

## **ANNUAL ACTION PLANS**

The Executive shall, by the last ordinary meeting before the Annual General Meeting prepare an Annual Action Plan reflecting the strategic priorities for the next 12-month period. The Plan will be added as an agenda item to the Institute's Annual General meeting for adoption.

## KEY RESULTS AREA 1 – MEMBER SERVICES

<b>Long Term Goal</b>	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.
<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 on-going training and professional development.</li> <li>iii Provide access to information resources to assist public works professionals carry out their jobs.</li> <li>iv Provide opportunities for member interaction to encourage an 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>	<i>Frequency</i>
1. Develop an annual training and professional development program relevant to public works engineering.	<ul style="list-style-type: none"> <li>i Deliver technical training as identified by polling members once a year to provide direction to the committee group. Poll to be based on 12-month training calendar provided by IPWEA Australasia and identify potential technical session themes and speakers at technical events.</li> <li>ii Post event surveys provided to attendees to ensure presentations are effective to the membership group.</li> <li>iii Review Australia training opportunities yearly.</li> <li>iv Engage with past Tasmanian Association of Municipal Supervisors members to meet their professional development goals to try and broaden member services.</li> </ul>	Program over the term of each Annual Plan
2. Improve networking opportunities among members	<ul style="list-style-type: none"> <li>i Organise Informal Discussion forums on a quarterly basis at the end of Technical Sessions.</li> <li>ii Encourage communication between members on regular basis.</li> <li>iii Continue with networking opportunities and meetings of members (endeavour to engage a high-profile speaker at one</li> </ul>	Quarterly as per Calendar of events (Attachment 1)



Strategies Over Next 5 Years	Actions to Achieve Key Results	Frequency
	<p>event each year).</p> <ul style="list-style-type: none"> <li>iv Ensure diversity in speakers at every event organised by the Committee and that every discipline of membership has an opportunity to be a speaker (i.e. Director/Engineer/Technical Officer etc).</li> <li>v Develop reciprocal arrangement with other membership organisations to allow discounted technical session attendance or conference attendance fees. Allowing greater networking within Tasmanian organisations among multi-disciplined teams. As an example, AWA, CCF, AAPA, TMA.</li> </ul>	
<p>3. Publish regular news articles and information updates for the benefit of members.</p>	<ul style="list-style-type: none"> <li>i Provide Presidents Message in Division newsletter and other promotional opportunities.</li> <li>ii Promote Divisional members to submit Public Works articles to the Committee for promotional opportunities.</li> <li>iii Assist with the distribution of information relevant to members.</li> <li>iv Circulate a newsletter for members, approximately five (5) per year (e.g. in alignment with technical sessions or Committee Meetings).</li> </ul>	<p>As Required</p> <p>IPWEA (Tas) Newsletter</p> <p>After each Committee Meeting or Technical session</p>
<p>4. Encourage continuous expansion of the IPWEA member base via promotion and communication of its diversity, services and benefits to engineers and technical staff in Tasmania.</p>	<ul style="list-style-type: none"> <li>i Develop the membership base by delivering. <ul style="list-style-type: none"> <li>a. Technical sessions through gatherings by preference at multiple locations around Tasmania or through technology.</li> <li>b. Organise a yearly member social function where a member can bring non-members along. Guest speaker to talk about a specific project.</li> <li>c. Supporting IPWEA functions.</li> <li>d. Identify councils, consultants, TasWater, etc with few members and invite people from the organisations to technical sessions.</li> <li>e. Develop IPWEA Tasmania to include option for prior TAMS members.</li> </ul> </li> </ul>	<p>Annually</p>

<b>Strategies Over Next 5 Years</b>	<b>Actions to Achieve Key Results</b>	<i>Frequency</i>
5. Develop and maintain strategic partnerships to advance research and knowledge of key public works issues to attract young people to public works engineering careers	Support next generation leaders through mentoring and emerging technologies streams provided by IPWEA Australasia.	Annually
6. Review membership portfolio and identify Fellows and Emeritus Memberships	Identification of long serving members that meet the criteria for nominations.	Annually

## 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>i Identify opportunities and issues for innovative research and project development that provides leadership for the public works industry. Partnering with IPWEA Australasia with delivering these objectives.</li> <li>ii 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>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.</li> </ul>

<b>Strategies Over Next 5 Years</b>	<b>Actions to Achieving Key Results</b>	<i>Frequency</i>
1. Maintain knowledge of strategic public works issues. Facilitate opportunities to undertake innovative, leading-edge projects, or research of significance.	<ul style="list-style-type: none"> <li>i Maintain awareness of existing key or emerging issues and ensure members are aware of current developments through Division newsletter. Committee to monitor these developments.</li> </ul>	Annually
2. Promote and build the capacity of the sector to deliver best practice professional services.	<ul style="list-style-type: none"> <li>i To support on-going formal asset management training opportunities with IPWEA (Australasia).</li> <li>ii Promote the adoption of a mutually endorsed state wide municipal standard documentation (subdivision guidelines, drawings and specifications).</li> <li>iii Maintain Municipal standard documentation through reference group between IPWEA Tasmania and Council representatives, with support of LGAT.</li> </ul>	Annually
3. Implement a Division program for awards for leadership and innovation.	<ul style="list-style-type: none"> <li>i Encourage entry of Public Works Projects of any value. Promoting each submission to include project article for Newsletter correspondence with divisional members.</li> <li>ii Encourage entry of Emerging Leaders for YIPWEA members.</li> <li>iii Encourage entry of Asset Management, Innovation or Sustainability.</li> </ul>	Annually

### KEY RESULT AREA 3 – POLICY & ADVOCACY

<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>i Develop the capability of the Institute to provide advice on public works issues.</li> <li>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.</li> </ul>

<b>Strategies Over Next 5 Years</b>	<b>Actions to Achieving Key Results</b>	<i>Frequency</i>
1. Establish special interest groups for major issues.	<ul style="list-style-type: none"> <li>i Encourage the membership to participate in panels by inviting participation when panels are being formed.</li> <li>ii Respond to requests for technical advice on policy and legislation on public works issues from sector bodies.</li> </ul>	As required
2. Provide input on public works issues.	<ul style="list-style-type: none"> <li>i Seek member input to prepare submissions and provide opportunities for discussions and debate.</li> <li>ii Inform members of issues via newsletter, forums &amp; website.</li> </ul>	As required

## 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>	<i>Frequency</i>
I. Develop and maintain on-going strategic alliances with relevant sector bodies.	<ul style="list-style-type: none"> <li>i Maintain positive working relationships with: <ul style="list-style-type: none"> <li>o Department of State Growth</li> <li>o LGAT</li> <li>o AWA</li> <li>o CCF (Tasmania)</li> <li>o TMA</li> <li>o Infrastructure Tasmania</li> <li>o State Grants Commission, and</li> <li>o Professionals Australia.</li> </ul> </li> <li>ii Discuss, determine synergies and implement strategies with Engineers Australia to improve members capacity and strength of organisations.</li> <li>iii Maintain relationship with LGAT, meeting as required for specific projects or policy development.</li> <li>iv Continue to support joint activities with other professional bodies including potential reciprocal arrangements with regard to technical events.</li> </ul>	

## KEY RESULT AREA 5 – ORGANISATION CAPABILITY

<b>Long Term Goal</b>	Ensure the long term viability of IPWEA (Tas) through strong organisational 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.

<b>Strategies Over Next 5 Years</b>	<b>Actions to Achieving Key Results</b>	<i>Frequency</i>
1. Develop a strategy for succession planning for future Executive Committee Members.	<ul style="list-style-type: none"> <li>i Prepare duty statement for each portfolio and each executive position on the committee.</li> <li>ii Develop procedural manual for committee portfolio tasks</li> </ul>	<p>2021</p> <p>2021</p>
2. Ensure resources are available to service the IPWEA (Tas) Executive Committee.	<ul style="list-style-type: none"> <li>i Develop a financial plan that provides on-going financial viability.</li> <li>ii Annually develop an action plan outlining tasks for the Division Committee which shall be consistent with the 'Business Plan'.</li> <li>iii Manage an information management and archiving system to ensure security of appropriate information and records.</li> <li>iv Ensure all strategic documents are uploaded to one-drive.</li> </ul>	<p>2021</p> <p>Annually</p> <p>Monthly</p>
3. Determine business risks and implement risk controls	<ul style="list-style-type: none"> <li>i. Identify business risks, develop a risk register, identify and implement control measures.</li> </ul>	Ongoing

## ATTACHMENT 1 - EXAMPLE PROGRAM OF EVENTS

MONTH	Description	Location	Committee Meeting	EVENT		
				Technical Session &(or) Tour	Professional Recognition	Networking Function
JANUARY	No events					
FEBRUARY	Committee Meeting	Varies	✓	✓		
MARCH	(Remains open for IPWEA regional meetings)	Varies				
APRIL	Committee Meeting	Varies	✓	✓		
MAY	Informal Committee Meeting – As Required	Zoom	✓			
JUNE	Committee Meeting	Varies	✓	✓		
JULY	Informal Discussion Forum/Dinner/Speaker (in association with LGC)	Varies		✓ ✓	✓	✓
AUGUST	(Remains open for IPWEA regional meetings)					
SEPTEMBER	AGM/Technical Session/Dinner/Professional Awards	Launceston	✓	✓	✓	✓
OCTOBER	(Remains open for IPWEA regional meetings)					
NOVEMBER	IPWEA Conference	Varies	✓	✓	✓	✓
DECEMBER	No events					

**TECHNICAL SESSIONS ALSO INCLUDE NETWORKING FUNCTION**

**COMMITTEE MEETINGS VARY BETWEEN EACH REGIONAL LOCATION**

**REFER TO THE ANNUAL ACTION PLAN FOR MORE SPECIFIC YEARLY PLAN**