


SECTION B: STRATEGIC

B1 Key Strategic Actions and Plan

ANOTHER SUCCESSFUL YEAR. The Board adopted 10 Key Strategic Actions for 2012/13 at its July 2012 meeting. The CEO is to report back to each meeting on progress in the form of a one-page report. The following is the final achievements for the past 12-month period.

| KEY STRATEGIC ACTIONS 2012 / 13 10 things to get right & make happen | STRATEGIC OBJECTIVE  | Outcomes & Achievements |
|---|---|--|
| 1. Facilitate & support national approach to a 'Young IPWEA' network. | Enhance Networks | National Young IPWEA Steering Committee formed. Met with Joint Presidents / Executive Staff Nov 2012. Logo designed; branding & marketing developed. YIPWEA Community launched. See Item B6. |
| 2. Adopt a Sustainability Strategy; identify & commence initial projects. | Provide Leadership | Sustainability Strategy researched & adopted. Projects commenced. See B7. |
| 3. Investigate an eLearning & ePublishing Training Strategy for IPWEA; publish 2 new eNewsletters based on the IPWEA Communities of Practice | Build Capacity | eLearning Strategy researched. See recommendations & report at Item B10. ASSETS & FLEET eNewsletters published monthly. |
| 4. Publish new national resources in asset & financial management (W&S, Roads, Buildings); contribute to new ISO Standard in Asset Management | Build Capacity | Practice Notes in development for W&S, Road Pavements. Buildings.PLUS online tools launched. Major contribution to ISO to launch end 2013. |
| 5. Explore means to develop capacity to advocate and influence national policy | Provide Leadership | Submissions made to NSW Treasury; CPA Australia; VAGO. Ongoing liaison with DLG NSW, LGAT, LGANT, TA-G |
| 6. Implement eMail Marketing Suite and Jobs Board integrated into the website & database; maintain an IT Strategy. | Systems Support | Informz eMail marketing suite used for all national communications. New IPWEA App launched. Ongoing I.T. development. See Item B9. |
| 7. Support international activities including IFME, partnerships with Canada, New Zealand and the Asia Pacific region. | Engage Partners | Continuing international partnerships. Strong connections with Canada, NZ. See Item B5, C7. |
| 8. Review strategic directions for IPWEA in light of the future of associations | Provide Leadership | Strong positioning of IPWEA for future based on community networking platform, products & services. Potential INGENIUM as Special Division. See Item B4 proposed membership model. |
| 9. Implement further Systems Support initiatives. Review of Service Agreements with Divisions. Develop an NT presence. | Systems Support | Additional support systems progressing. See Item B9. NT presence being developed thru Darwin Conference. |
| 10. Risk and Audit Committee of the Board to be fully operational. | Operate Sustainably | Risk & Audit Committee established. Policies, financials reviewed. See A8. |

YEAR 2013/14: NEW INITIATIVES REINFORCING ONGOING STRATEGIES

Now that IPWEA NZ has become a Special Division of IPWEA, it is proposed that the IPWEA Vision, Mission and Values be amended as follows:

IPWEA Mission:

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



IPWEA Vision:

To be recognised locally and internationally as the leading professional association that effectively informs, connects, represents and leads public works professionals for in Australasia.

IPWEA Values:

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

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

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

An operational business plan to achieve the Strategic Objectives of IPWEA will be prepared that documents the specific actions that staff are tasked to undertake in each of the above Program Areas following the adoption of the Boards Key Strategic Actions for 2013/14 below.

Ten Key Strategic Actions have been identified for 2013/14 based on building on our directions to date (sustainability, asset & financial management, improving communications & networks, branding, developing partnerships, systems support, governance) and arising issues and new opportunities.

| KEY STRATEGIC ACTIONS 2013 / 14 10 things to get right & make happen | STRATEGIC OBJECTIVE | Background Comment |
|--|--------------------------------------|---|
| 1. Support 'Young IPWEA' as an Australasian network. Identify new Leadership Development initiative. | Enhance Networks | Continued development of Young IPWEA network. Explore potential Leadership Development initiative. See Item B6 this meeting. |
| 2. Implement Sustainability Strategy including Australasia conference on 'Sustainability in Public Works'. | Provide Leadership | Sustainability in Public Works conference could incorporate environmental, financial & service sustainability themes. |
| 3. Implement IPWEA eLearning training program. Investigate ePublishing options for existing publications. | Build Capacity | eLearning needs to be a future delivery option. Need to offer existing publications in digital format. |
| 4. Publish new publications in asset & financial management (W&S, Roads, Parks); implement initiatives that respond to new ISO Standard in Asset Management | Build Capacity | Practice Notes proposed for Water & Sewerage, Road Pavements and Parks. IPWEA response to ISO 55000 to include Awareness Workshops and alignment of IIMM. |
| 5. Continue to develop capacity to advocate & influence government policy | Provide Leadership | IPWEA is having impact on government policy. Seek further opportunities. |
| 6. Implement smartphone version of IPWEA website. Integrate Jobs Board, eTouches, CPD into website & database. Informz email marketing available to Divisions. | Enhance Networks; Systems Support | Further enhancements to existing systems. Increased use of mobile technology. Continue to enhance systems support for IPWEA group. See Item B9. |
| 7. Support international activities including IFME, partnerships with APWA, Canada. Explore Asia potential. | Engage Partners | Significant partnerships exist with USA, Canada. Potential of ties with Asia to be explored. Interest in IPWEA AM initiatives globally. See Items B5, C7. |
| 8. Successfully integrate all Divisions into IPWEA systems and programs. | Enhance Networks | Action commenced to integrate IPWEA NZ Division into IPWEA (website, database, branding, magazine, conference). See Item B5. |
| 9. Deliver successful IPWEA International Conference in Darwin. | Build Capacity | Also preliminary planning for 2015 Conference. |
| 10. Develop a long term strategy for IPWEA. | Operate Sustainably | Include consideration of the 'Future of Associations'. |

RESOLVED

1. That successful achievements of key strategic actions for 2012/13 be noted.
2. That the IPWEA Vision, Mission, Values and Strategic Objectives be adopted as amended.
3. That the Board adopt the above ten Key Strategic Actions for 2013/14 as amended.