



IPWEA

INSTITUTE OF PUBLIC WORKS
ENGINEERING AUSTRALASIA

Strategic Plan 2017-20

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Executive Summary: High Level Principles

The following High Level Principles have been adopted by IPWEA BOD:

Vision: What we believe in -

IPWEA Vision

Enhancement of the quality of life and liveability of our communities.

Mission: What our goal is -

IPWEA Mission

To be the peak professional association that enhances the quality of lives of Australian and New Zealand communities through leadership and excellence in public works engineering and infrastructure.

Values: Behaviours that shape our organisation -

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

Brand

IPWEA Australasia and IPWEA Divisions commit to the IPWEA brand to build and strengthen a recognisable, positive image and market position for all parties.

Respect

IPWEA Australasia and IPWEA Divisions respect the roles of each other to build vibrant autonomous companies and/or associations, acknowledging that strong Divisions contribute positively to a strong Australasian organisation, and vice versa.

Collaboration

IPWEA Australasia and IPWEA Divisions commit to collaborate and work for the mutual benefit of our members, communities and each other.

Service Delivery

IPWEA Divisions may engage IPWEA Australasia to provide additional services subject to agreed service level agreements, key performance indicators and costs for an agreed period.

Divisions will give priority to internally sourced activities which can be provided for similar cost and quality to those provided externally.

Core Strategic Issues: How we achieve our High Level Principles -

To achieve its Strategic Plan IPWEA is focused on addressing the following core issues:

- 1.** Increase engagement and relevance with the public works community catering to both face to face and online options.
- 2.** Promote the IPWEA brand to the community at large, together with the private infrastructure sector, to create awareness of the positive impacts IPWEA initiatives have on local communities through infrastructure management.
- 3.** Improved engagement and awareness of IPWEA at a Federal Government level and Central Government NZ.
- 4.** Grow the IPWEA brand internationally and establish our products and services into foreign markets.
- 5.** Increase IPWEA influence, status and collaboration with allied organisations.
- 6.** Engage with elected officials and CEO's (decision makers) in local government, NZ Central government and public works generally.
- 7.** Ensure the Board operates in an effective and efficient manner to make timely decisions in accordance with the principles of good corporate governance.
- 8.** Adoption of all required policies and procedures along with the corporate risk register.
- 9.** Achievement of budget surpluses in order to work towards growing retained earnings to an amount equal to 50% of the following years expenditure, over the next 5–10 years.
- 10.** Further diversification of income streams to reduce business risk and reliance upon narrow key income streams / funding sources.
- 11.** Expanding domestic market beyond local government into other public and private sectors.
- 12.** Ensure product pipeline aligns with strategic plan and long-term financial plan, which allows IPWEA to be financially sustainable.
- 13.** Existing subscriptions and products are reviewed to ensure they remain relevant and align with user needs and regulatory requirements.
- 14.** Development of additional professional online training courses to complement the existing Professional Certificate in Asset Management Planning.
- 15.** Promote harmonization between Divisions ensuring collaboration where possible and growing overall IPWEA market share.
- 16.** Membership growth target of net 8% p.a. increase across all Divisions including conversion of students into YIPWEA and retention of senior and retired members.
- 17.** Review marketing and communication plan and integration to ensure there is a positive reaction towards all IPWEA touch points.
- 18.** Creation of appealing and mutually beneficial sponsorship proposals to enable growth in corporate partnerships.
- 19.** Refinement of technology and systems to meet the needs of Australasia, Divisions, strategic partners, and members.
- 20.** Increased utilisation of technology to expand the reach of IPWEA's products and services.

Strategic Objectives and Goals

All strategic objectives and goals are intended, where appropriate, to include collaboration with NZ Central government and NAMS NZ.

Strategic Objectives to achieve Vision & support Mission [Core Strategic Issues]	Strategic Priorities 2017-2020	
	Within 1 Year	Within 3 Years
<p>A. ENGAGE MEMBERS & PW COMMUNITY <i>Provide sought after value & engagement</i> [1,2,4,11,14,15,16,17]</p> <ul style="list-style-type: none"> • Broader community benefits • Membership value • Marketing and positioning • Young IPWEA 	<ol style="list-style-type: none"> 1. Enhance <i>member only</i> offerings, CPD, diary, post nominals 2. Application of common corporate membership model 3. Improve communication and awareness within PW community 4. YIPWEA to develop a strategy for attracting new members, engaging and converting student members 5. Engage with senior / retired members to identify needs and perceived value 6. Identify and measure engagement levels 	<ol style="list-style-type: none"> 1. Enhance <i>member only</i> offerings and improve engagement 2. Membership 5,000; AYM database 25,000 3. Improve engagement with elected officials, CEO's and General Managers 4. Create community awareness of the IPWEA brand 5. Improve conversion of student members into Young IPWEA members 6. Increase retention of Senior / retired IPWEA members 7. Evolve Corporate Membership Model

Strategic Objectives to achieve Vision & support Mission [Core Strategic Issues]	Strategic Priorities 2017-2020	
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<p>B. ENHANCE PROFESSIONAL NETWORKS <i>Enhance communications & networks to inform, connect & develop knowledgebase</i> [5,6,11,18]</p> <ul style="list-style-type: none"> • Integrated content & communications • Conferences 	<ol style="list-style-type: none"> 1. Implement review of community forums 2. Successful Perth 2017 international conference 3. Successful 2018 Fleet conference 4. Successful 2017 APWA Study tour 5. Streamline communication mediums such as intouch and e-marketing 6. Enhance utilisation of social media 	<ol style="list-style-type: none"> 1. Improved participation and engagement of online forums 2. Successful Tasmanian 2019 International conference 3. Successful 2018 Asset Management Congress 4. Successful 2018 Fleet conference 5. Successful 2018 SLSC conference 6. Successful 2018 Resilience (Sustainability) conference 7. Improve open and click through rates of inspire, intouch and all other EDM's 8. Annual profitable study tour
<p>C. ENGAGE STRATEGIC PARTNERS <i>Effectively engage with strategic partners</i> [3,4,5,6,11,15,18]</p> <ul style="list-style-type: none"> • IPWEA Divisions; • International & local partners 	<ol style="list-style-type: none"> 1. Agree market sectors & roles with Divisions 2. Identify strategic partners in Canada, USA, UK and Asia 3. Enhance and promote corporate partnership packages 	<ol style="list-style-type: none"> 1. Work collaboratively with Divisions towards shared strategic outcomes 2. Build international partnerships 3. Significantly grow corporate partnerships

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<p>D. PROVIDE LEADERSHIP & ADVOCACY <i>Provide leadership & representation to influence policy & industry direction</i> [1,2,3,5,6,11,15,17,18]</p> <ul style="list-style-type: none"> • Publications • Policy & advocacy 	<ol style="list-style-type: none"> 1. Publish Practice Notes in Capital Works Prioritisation, Valuing Natural Assets, Parks 10.4 2. Determine and communicate various advocacy positions with Divisions to ensure common message 3. Grow SLSC Programme and continue to make inroads in Canberra and NZ Central government 4. Delivery all publications as secure eBooks 	<ol style="list-style-type: none"> 1. Publish International Infrastructure Finance Management Manual (IIFMM) 2. Publish IIMM 6th Ed 3. Increase advocacy and engagement with Ministers, Canberra and NZ 4. Publish at least 2 publications per year 5. Ensure IPWEA is on A-list for discussions on infrastructure & local government policy – to be front of mind for policy makers
<p>E. BUILD PROFESSIONAL CAPACITY <i>Deliver significant core programs that build capacity in the sector</i> [1,2,4,7,10,11,12,13,14,16,17,18,19,20]</p> <ul style="list-style-type: none"> • Asset Management • Fleet & Plant Management • Parks & Facilities Management • Sustainability & SLSC Management • Buildings Management 	<ol style="list-style-type: none"> 1. Review and update NAMS.Plus and Fleet subscription products to improve customer value and utilisation 2. Develop online course in Financial Infrastructure Management to complement existing professional certificate 3. NAMS, Fleet and SLSC Councils to establish governance and business models to ensure sustainability of portfolios 	<ol style="list-style-type: none"> 1. Consolidate and using best practice and shared resources 2. Continue to grow AM beyond local government and internationally 3. Develop and deliver new online training courses 4. Growth for all portfolios expanded to include other sectors

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<p>F. GOVERN & OPERATE SUSTAINABLY <i>Operate as a sustainable well governed business</i> [7,8,9,10,12,13,14,16,19,20]</p> <ul style="list-style-type: none"> • Governance • Financial 	<ol style="list-style-type: none"> 1. Positive budget result 2. Ensure all required policies have been adopted and are reviewed in accordance with the Policy review schedule 3. Risk Register is adopted and utilised 4. Adopt new model constitution 5. Induction pack for all new Board members 	<ol style="list-style-type: none"> 1. Review governance model, representation 2. Financial results in accordance with long term financial plan 3. Pipeline of initiatives for revenue growth aligned with long term financial plan 4. Risk Register is reviewed and updated 5. Further diversification of income streams to reduce risk 6. Identify, if possible, alternate cost effective benchmarking to Beaton survey
<p>G. ENHANCE TECHNOLOGY & SYSTEMS <i>Develop business systems & services that support objectives & the IPWEA Group</i> [9,10,13,14,16,17,19,20]</p> <ul style="list-style-type: none"> • Website, Database, financial, communities • Support services 	<ol style="list-style-type: none"> 1. Review website and systems to determine future direction 2. Continue to grow jobs board (Hoopla4Jobs) 3. Introduction of eBook software 4. NAMS Canada using systems and capturing international contacts in database 5. Obtaining commitment from Divisions to use common integrated systems and ensure staff are appropriately trained 	<ol style="list-style-type: none"> 1. Broad use of shared services with all Divisions using database and website 2. Ensure data integrity is maintained to a high standard 3. Grow eBook software uptake and utilisation 4. Ensure systems are user friendly and not heavily reliant on consultant support 5. Monitoring and adopting technology innovation