

## STRATEGIC PLAN 2013-16

Adopted 21 June 2013

The IPWEA National Board has adopted the following structure for its strategic plan:

MISSION >	VISION >	STRATEGIC OBJECTIVES >	PROGRAM AREAS >	ACTION TASKS
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The IPWEA Vision, Mission and Values are adopted 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 has adopted 7 Strategic Objectives to achieve its Vision and support its Mission. These are listed below with their supporting Program Areas.

<b>STRATEGIC OBJECTIVES to Achieve Vision &amp; Support Mission</b>	<b>PROGRAM AREAS</b>
<p><b>1 - BUILD CAPACITY</b>  <i>Deliver significant programs that build capacity in the sector</i></p>	<ul style="list-style-type: none"> <li>• Asset Management</li> <li>• ACELG Projects</li> <li>• Fleet &amp; Plant Management</li> <li>• Parks Management</li> <li>• Sustainability</li> <li>• Workforce Development</li> </ul>
<p><b>2 - ENHANCE NETWORKS</b>  <i>Enhance communications &amp; networks to inform, connect &amp; provide a valuable knowledgebase</i></p>	<ul style="list-style-type: none"> <li>• National Conference</li> <li>• Public Works Engineering</li> <li>• Website</li> <li>• Membership Profile</li> </ul>
<p><b>3 – ENGAGE PARTNERS</b>  <i>Effectively engage with strategic partners</i></p>	<ul style="list-style-type: none"> <li>• IPWEA Divisions</li> <li>• International</li> <li>• Other Partners</li> </ul>
<p><b>4 – PROVIDE LEADERSHIP</b>  <i>Provide leadership &amp; representation to influence policy &amp; industry direction</i></p>	<ul style="list-style-type: none"> <li>• ACELG</li> <li>• Professional Standing</li> </ul>
<p><b>5 – OPERATE SUSTAINABLY</b>  <i>Operate as a sustainable well governed business</i></p>	<ul style="list-style-type: none"> <li>• Governance</li> <li>• Financial</li> </ul>
<p><b>6 – SYSTEMS SUPPORT</b>  <i>Develop business systems &amp; services that support the IPWEA Group</i></p>	<ul style="list-style-type: none"> <li>• Database</li> <li>• Support Services</li> </ul>
<p><b>7 – CONSISTENT BRANDING</b>  <i>Build consistency &amp; profile in branding, identity &amp; marketing</i></p>	<ul style="list-style-type: none"> <li>• Style Guide</li> <li>• Membership</li> <li>• Marketing &amp; Positioning</li> </ul>

## KEY STRATEGIC ACTIONS 2013/14

### 10 things we must get right and make happen in 2013/14.

An operational business plan to achieve the Strategic Objectives of IPWEA has been prepared that documents the specific actions that staff are tasked to undertake in the 7 adopted Program Areas. See Business Plan for 2013/14 for further details.

To prioritise its work, the Board has identified 10 Key Strategic Actions for 2013/14. The focus and reporting on Key Strategic Actions to each Board meeting is beneficial to both the Board and Management in taking forward key initiatives for the Institute.

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.
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.
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.
8. Successfully integrate all Divisions into IPWEA systems and programs.	Enhance Networks	Integrate IPWEA NZ Division into IPWEA (website, database, branding, magazine, conference).
9. Deliver successful IPWEA International Conference in Darwin.	Build Capacity	Also preliminary planning for 2015 IPWEA / IFME Conference in Rotorua.
10. Develop a long term strategy for IPWEA.	Operate Sustainably	Include consideration of the 'Future of Associations'.