



IRSE
INSTITUTION OF
RAILWAY SIGNAL
ENGINEERS
AUSTRALASIA



IRSE Australasian Section Strategic Plan 2016 to 2021

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Executive Summary

The Institution of Railway Signal Engineers (IRSE) is a global organisation based in London for railway professionals involved with signalling, train control systems, associated railway systems engineering and telecommunications.

IRSE Australasia (IRSEAust) is a local section of IRSE international covering the states of Australia and New Zealand. Section 1 explains the structures of both IRSE and IRSEAust.

While IRSE Australasian section members need to first be a member of the IRSE, the local section is an independent Australian Incorporated Association.

While many of the values, objectives, strategies and actions are common between the 2 organisations, IRSEAust has a primary responsibility to address the needs of its Australasian members.

This strategy plan for IRSEAust will cover the calendar years 2016 to 2021. The plan is to be considered as a “rolling” plan that is updated annually as more information about members needs are incorporated, as actions are completed and assessed and as priorities change.

This IRSEAust Strategy Plan takes into account the IRSE Strategy plan and associated action plan for the international organisation.

Section 2 covers the specific needs of Australasian members, the needs of the Australasian rail industry, and the strategic priorities agreed by the IRSEAust committee at the annual strategy meeting in April 2016.

Section 3 covers our performance to date in terms of key performance indicators.

Section 4 gives our performance in terms of the outcomes and actions from previous strategy meetings over the last 10 years.

Section 5 demonstrates alignment between the IRSE Strategic plan in terms of Vision, Mission (Purpose) Role and Values with IRSEAust. Because these aspects of the IRSE Strategic Plan are considered to meet the needs of IRSEAust members the IRSEAust committee have agreed to adopt these without change.

Section 6 demonstrates alignment with the IRSE Action plan for the international organisation. IRSEAust as a local section of IRSE has a role in supporting these actions, as they apply to local sections. Many of the identified actions are not really relevant so this section identifies those that are applicable and any actions for IRSEAust committee or members.

Section 7 lists the action plans to progress the IRSEAust strategic priorities identified in Section 2 as well as some items that need further development. It was agreed by the IRSEAust Committee at the 2016 Strategy meeting the focus for 2016 will be in the following areas:

- Providing opportunities for Younger Members to obtain greater benefits and value for money from IRSE membership

- Working with the railway Industry to develop inspiring programmes to support Continuous Professional Development (CPD).
- Communicating the benefits of the IRSE contribution to CPD – to members, employers and the railway industry in general
- Making IRSE activities relevant to the railway Industry such that they can see the benefits to their businesses, by engaging industry stakeholders and IRSE to make sure that both global and local needs are understood.

It is also considered important to make our organisation more efficient so as to conserve the valuable volunteer time and effort of our committees and office bearers.

A list of actions, with assigned owners and implementation targets is contained in Section 8.

1.0 Background – Who we are and what we do

1.1 *IRSE Internationally (IRSE)*

The Institution of Railway Signal Engineers (IRSE) is the only international organisation for railway professionals involved with signalling, train control systems, associated areas of systems engineering along with telecommunications and related disciplines. It exists to expand their knowledge, advance their skills, competencies and to encourage high standards of professionalism for the benefit of its members and the health of the rail industry generally. The IRSE offers a unique mix of professional development and networking opportunities.

The IRSE as an Institution was formed in 1912 with headquarters based in London in the United Kingdom and it has over 6,000 members worldwide. The IRSE has well established local sections in many countries around the world.

It runs a wide range of events for members and others in the industry including short courses, international conventions, both local and national technical meetings, seminars and conventions. It is involved in developing university courses as well as providing advocacy and technical support for the benefit of the rail industry.

It provides members with access to a worldwide body of rail knowledge including specialist publications, magazines and networking with other likeminded individuals.

The IRSE encourages its members to contribute to the success of the rail industry in the areas of Signalling, Train Control, and Communications for Rail Operations and Wayside systems. Through the progression and development of new technology into rail infrastructure and operations the IRSE is committed to supporting the ongoing development of the rail industry as a whole.

The Australasian Section is the largest local section outside the UK.

1.2 *IRSE Australasia (IRSEAust)*

The Australian Section of the IRSE (later renamed to Australasian in 1989) was formed in 1947 with its first AGM held in Sydney in 1948 and by 1960 there were 69 members. Currently the membership is well over 600 members and growing steadily.

There is a National Committee of the IRSEA, and also a number of sub committees including the Professional Education Committee (PEC) and the Younger Members' Society (YMS).

Figure 1 shows the current IRSEAust committee structure recently introduced to maximise the involvement of members.

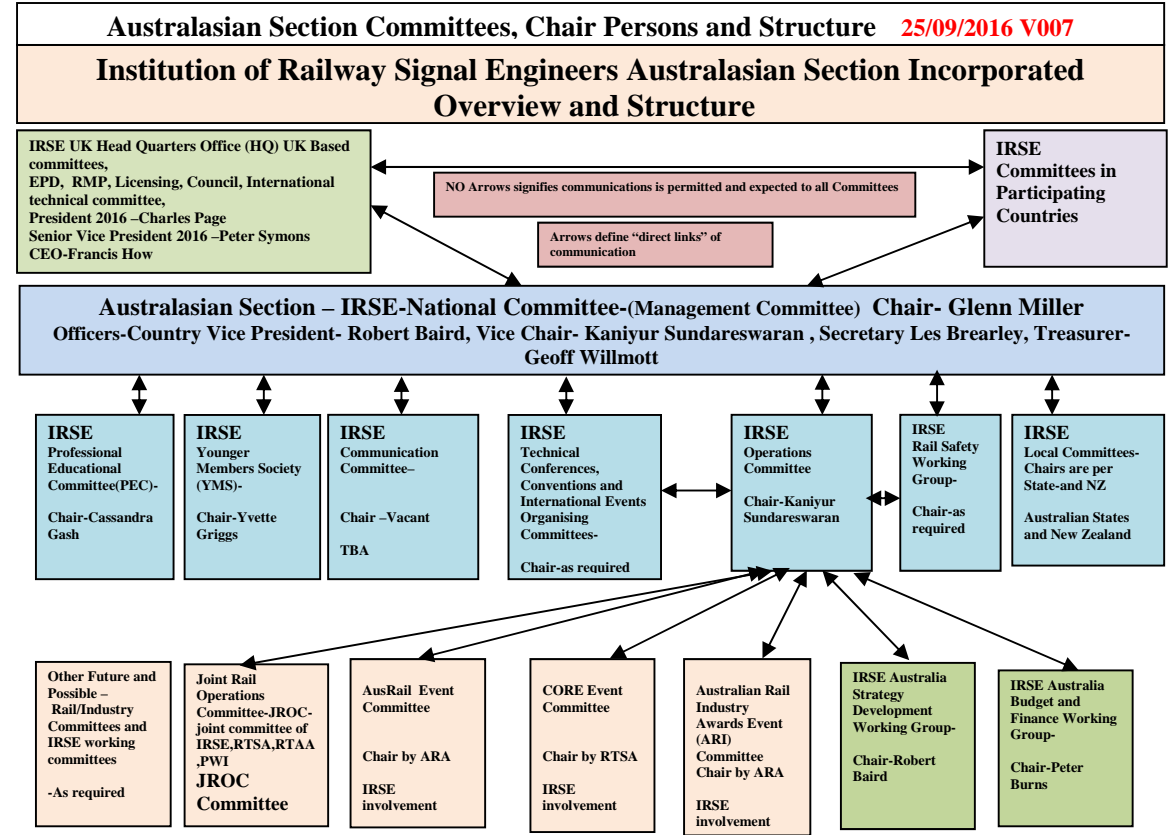


Figure 1 - IRSE Aust Committee Structure

While IRSE Aust is considered one of the local sections of the IRSE, IRSE Aust has its own local committees in NSW, VIC, QLD, SA, WA and New Zealand as shown in Figure 1.

Local committees organise local events (such as local technical meetings) as well as National Technical meetings and AGMs that are rotated between the Australian states and New Zealand.

The National Committee, as well as having overall control of local committees maintains the website, sets policy and strategy, controls finances and budgets, develops education and training policies and courses and approves IRSE Aust membership.

IRSE Aust is an Australian Incorporated Association¹ which means that it is legally and financially independent to IRSE². The main linkage between the 2 organisations is that a precondition of IRSE Aust membership is membership of IRSE and therefore IRSE Aust members are subject to the rules of both organisations.

¹ Incorporated in Victoria

² Although a proportion of the membership fees paid to IRSE can be allocated to IRSE Aust if the IRSE Aust Committee request it

As well as common memberships the following linkages exist between IRSE and IRSEAust:

- The IRSEAust Chairman and CVP can attend IRSE Council meetings in a non-voting capacity;
- Several IRSEAust members are represented on IRSE Council and are also automatically members of the IRSEAust National Committee.
- Direct dealings between IRSEAust Office holders (Treasurer, Secretary, Chairperson) and IRSE headquarters (CEO, Administrative staff).

Some key differences between IRSE and IRSEAust are:

- IRSEAust is entirely reliant on volunteers to further the organisation whereas IRSE runs a paid office;
- Unlike the UK in Australasia there is no mandated industry licensing system that puts the IRSEAust at the core of training and competency assessment and management. This means that IRSEAust has to work harder to be recognised as an industry player.
- IRSEAust being smaller has more capacity to innovate
- IRSEAust can focus on the needs of Australasian members (More in Section 2.1).

2.0 Our Members and Stakeholders Needs

2.1 *Australasian Section Member Needs*

A general survey of IRSE Aust members to determine needs and expectations has not been undertaken in the last 10 years. The assumptions in this section is based on:

- Feedback from Committee members, and
- The results of the IRSE members survey interpreted for Australasian relevance.

A general survey of IRSE Aust members is long overdue and is a specific recommendation of this strategy plan (See Section 7.2).

Our members need an organisation that:

- Supports their technical needs in terms of information, training and CPD;
- Is recognised to assist with career development in their workplace or between employers. (i.e. IRSE membership is seen to add to their chances of promotion or obtaining work);
- Provides for networking and friendships;
- Allows individuals to contribute to the industry,
- Facilitates papers and visits that show alternatives to the way things are done in their organisation;
- Provides improved standing and status in the industry for members;
- Provides value for money in terms of membership fees.

The last point is important as there are senior engineers in the industry that have not joined as they do not perceive the membership as value for money. This “value proposition” was identified as a key issue in the 2013 Strategy.

2.2 *The needs of the Australasian Rail Industry*

The needs of the Australasian rail industry are:

- Trained competent engineers and technicians;
- Safe, reliable and innovative signalling, telecommunications and systems solutions that deliver operational requirements and present value for money;
- Standardisation that drives down the cost,
- Continuous improvement,
- Informed independent advice.

The issue here is that these needs could be provided independent of the IRSE: it is up to IRSE Aust to demonstrate our relevance to industry.

2.3 Australasian Section Priorities for 2016

It was agreed by the IRSE Aust Committee at the 2016 Strategy meeting the focus for 2016 will be in the following areas:

- Providing opportunities for Younger Members to obtain greater benefits and value for money from IRSE membership;
- Working with the railway industry to develop inspiring programmes to support Continuous Professional Development (CPD);
- Communicating the benefits of the IRSE contribution to CPD – to members, employers and the railway industry in general;
- Making IRSE activities relevant to the railway Industry such that they can see the benefits to their businesses, by engaging industry stakeholders and IRSE to make sure that both global and local needs are understood.

These are developed further in Section 7.0 with specific initiatives identified.

3.0 IRSE Aust Performance to Date

3.1 Key Performance Indicators

IRSE Aust have not adopted key performance indicators (KPIs) to measure how well our members and industries needs and expectations are met and where we can improve.

Possible indicators include:

- Section growth
- Age profile
- Complaints
- Exit Interviews.
- Results of member surveys
- Results of non-member surveys.

3.1.1 Section Growth

Figure 2 shows that the number of IRSE Aust members over the last 4 years has remained stable.

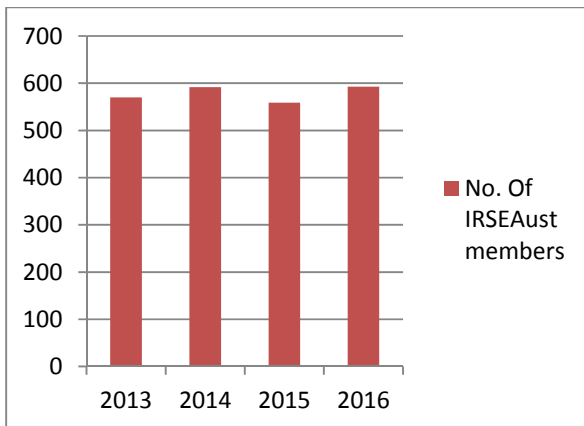


Figure 2 - IRSE Aust Member numbers

3.1.2 Age Profile

Figure 3 shows the IRSE Aust Age profile.

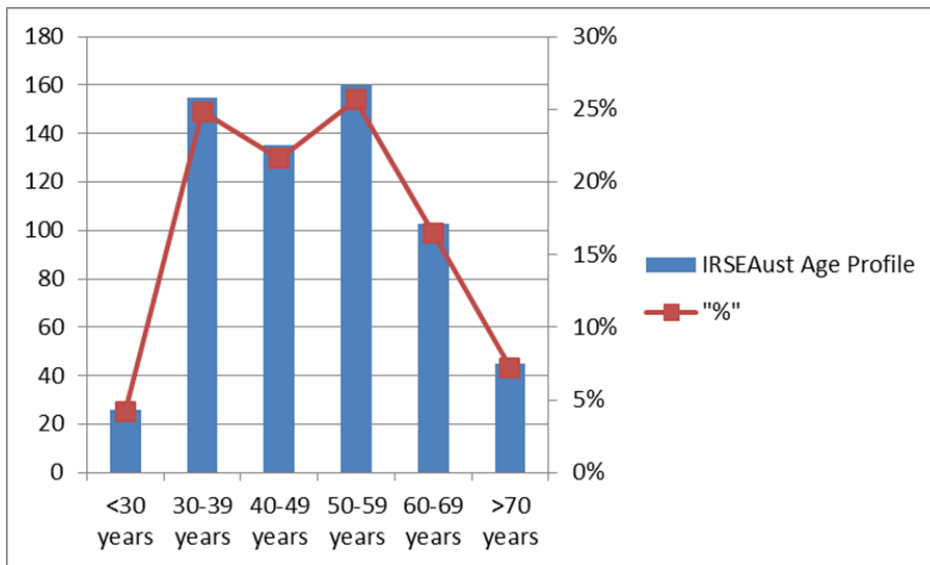


Figure 3 - IRSE Aust Age Profile

It is noted that:

- The number of members under 30 is 4% whereas the number over 70 is 7%.
- The number of members between the intermediate ranges is otherwise as expected except for the 40-49 bracket which is due to the government railways privatising / restructuring between 1985 to 1995, so less graduates were employed by the industry.

- The number of younger members (35 or under) is 103 (about 16.6%).

The graph shows that more emphasis should be placed on attracting young members to IRSE Aust, particularly graduates and those at the start of their career.

3.1.3 Number of Women Members

Figure 4 shows the number of male and female members of IRSE Aust. The proportion at 7.8% is very low. Figure 4 also shows the numbers of IRSE members in the Australasian area³ and the figures are consistent (7.4% women).

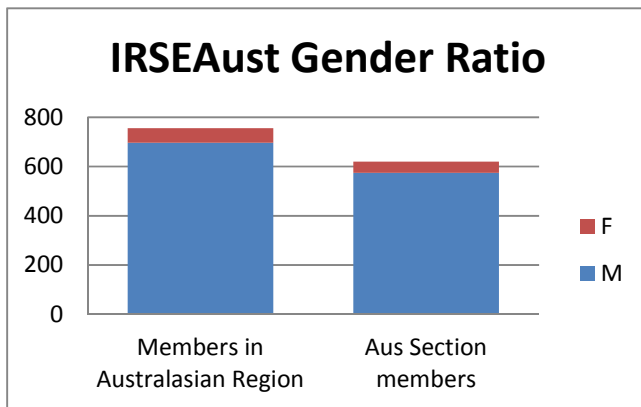


Figure 4 - IRSE Aust Gender Ratio

Figure 5 shows the number of members admitted to the IRSE (worldwide) over the last 5 years.

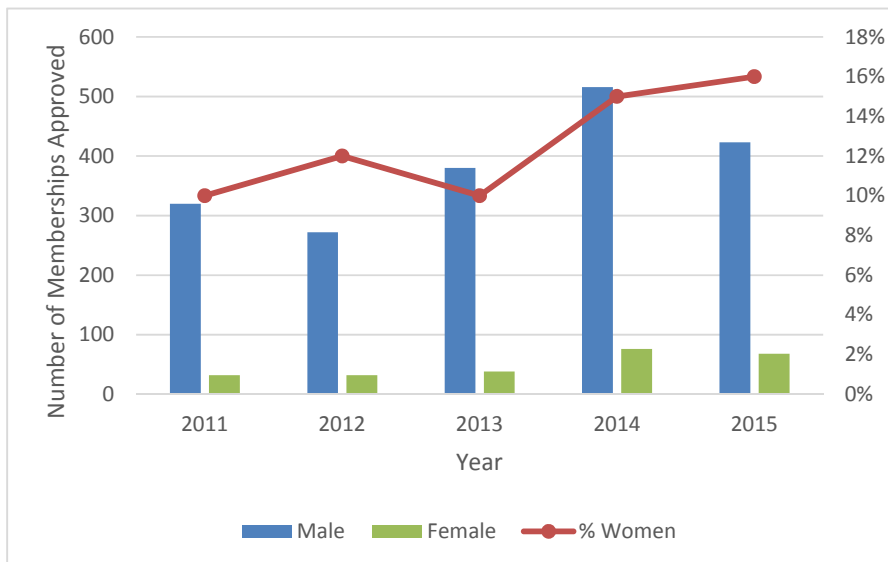


Figure 5 – Number of IRSE Memberships Approved over the Last 5 years.

³ Not all IRSE members in the Australasian area have joined IRSE Aust.

Overall the annual percentage of women entering the IRSE has increased from 10% (32no.) to 16% (68 no.) over the 5 year period based on statistics provided by IRSE.

While this is indicative of the industry and there are signs of improvement, more emphasis should be placed on attracting more women members.

3.1.4 Membership Grades

Shows the percentage of members at each membership grade comparing the Australasian section with the wider IRSE worldwide.

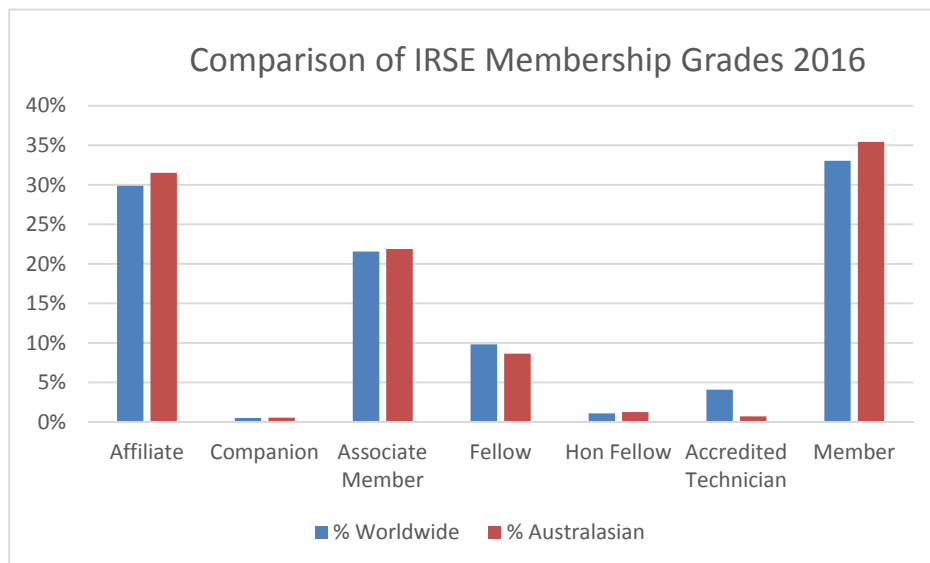


Figure 6 - Membership Grade Comparison

Figure 6 shows that the Australasian section is represented proportionally at each grade compared with the worldwide figures except for Accredited Technician. This is because the IRSE licensing scheme has not been adopted in Australia so there has been less reasons for trade groups to join.

3.1.5 No. of Complaints

Very few complaints are received from members, however this could be used as a KPI in the future.

3.1.6 Why People Leave and Why Non Members Don't Join

Exit interviews to determine why members leave the organisation as well as surveying non-members would provide information to determine strategic improvements in the future.

3.1.7 Standing in the Industry

IRSE Aust should encourage surveys of industry to determine how it can assist and be more relevant. (See Section 7.2).

3.1.8 Overall KPI situation

Overall there are opportunities to improve feedback about our performance in supporting our members and industry. As evidenced above there are significant gaps in the methods of recording and measuring information that could be used to monitor trends and act as KPIs.

Once the metrics are determined a survey of members can be undertaken.

Initiative 1**Priority: 1****National Committee**

Prepare a paper defining the agreed information and metrics that will be tracked by IRSE and the proposed process. When agreed implement and report on an annual basis.

Prepare an implement a survey of members to determine needs, expectations and satisfaction with IRSE and IRSEAust. Report back to committee.

3.2 Financial Performance

Another performance indicator of our organisation is our financial performance:

- Do we have sufficient funds to undertake the services our members expect?
- Is our money spent wisely? Do our members consider they are getting value for money?
- How has our financial performance changed over the last 10 years?

3.2.1 Cash Assets

Figure 7 shows the combined cash in IRSE Aust bank accounts over the last 10 years⁴.

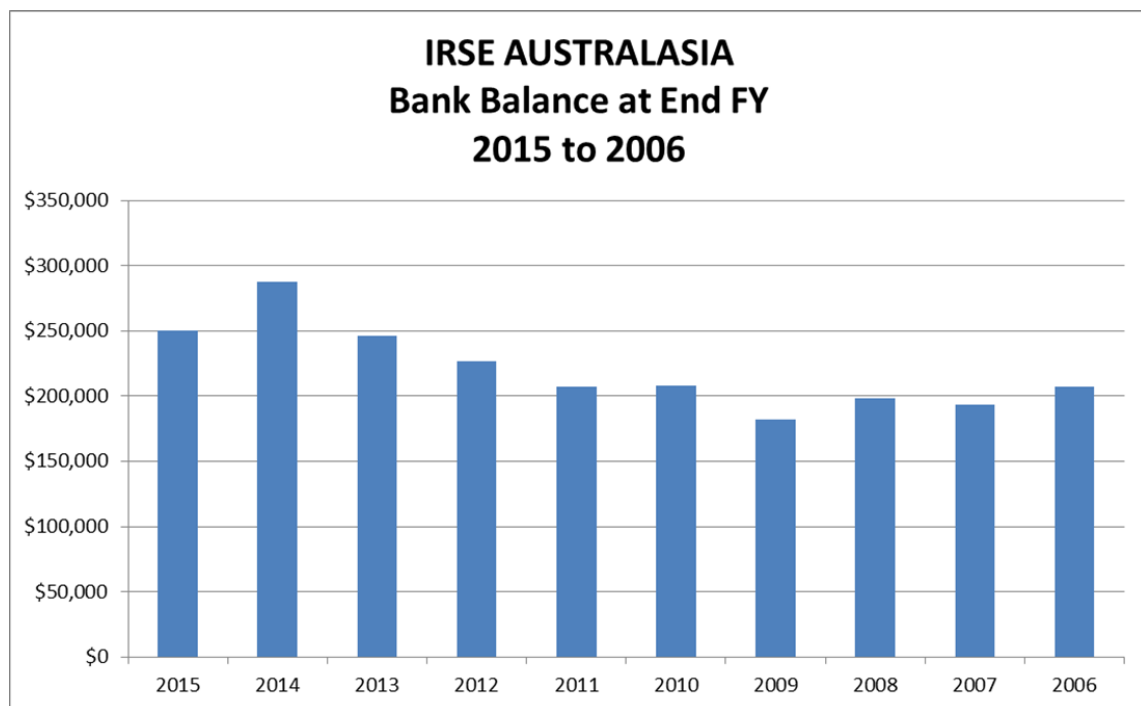


Figure 7 - IRSE Total Cash at Hand 2015 to 2006

⁴ The profit in 2014 was due to the Auckland Technical Meeting. This was arranged in conjunction with RTSA and IPeng NZ and much higher registration fees were charged.

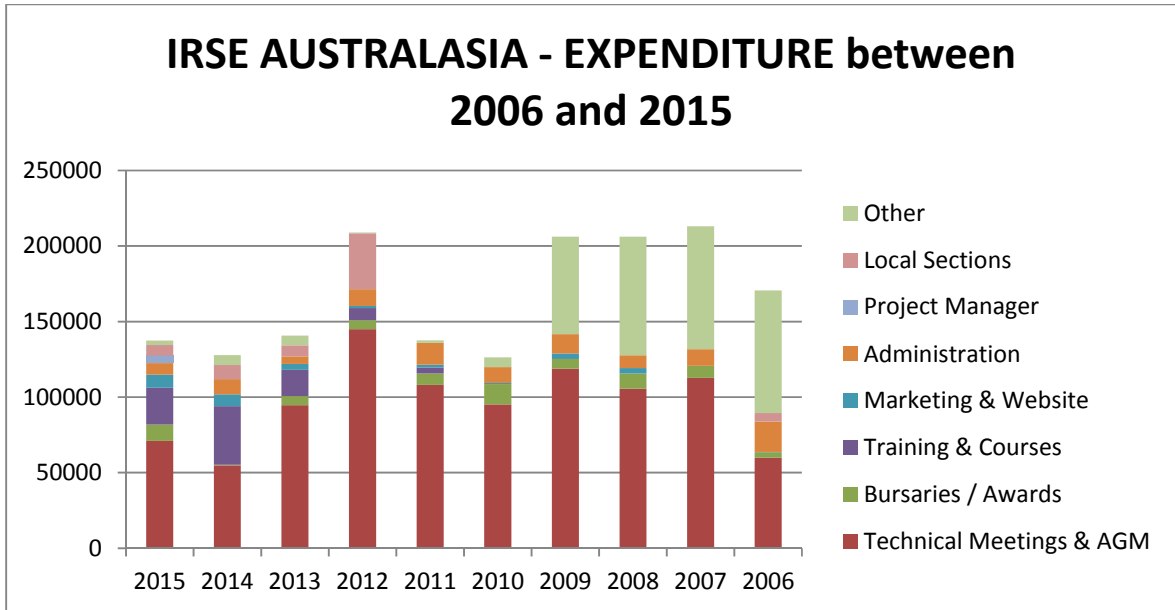


Figure 8 - IRSE Expenditure 2006 to 2015

Figure 8 shows a breakdown of IRSE Aust Expenditure between 2006 and 2015.

To allow a valid year by year comparison both figures have omitted income and expenditure associated with the 2015 International Convention which essentially broke even.

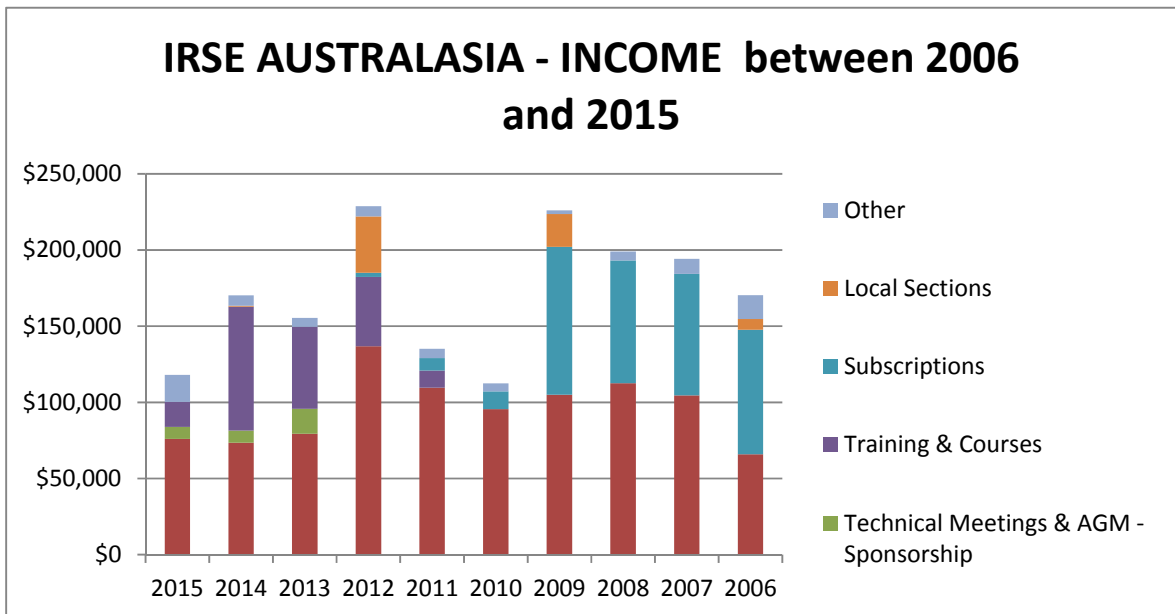


Figure 9 - IRSE Aust Income between 2006 and 2015

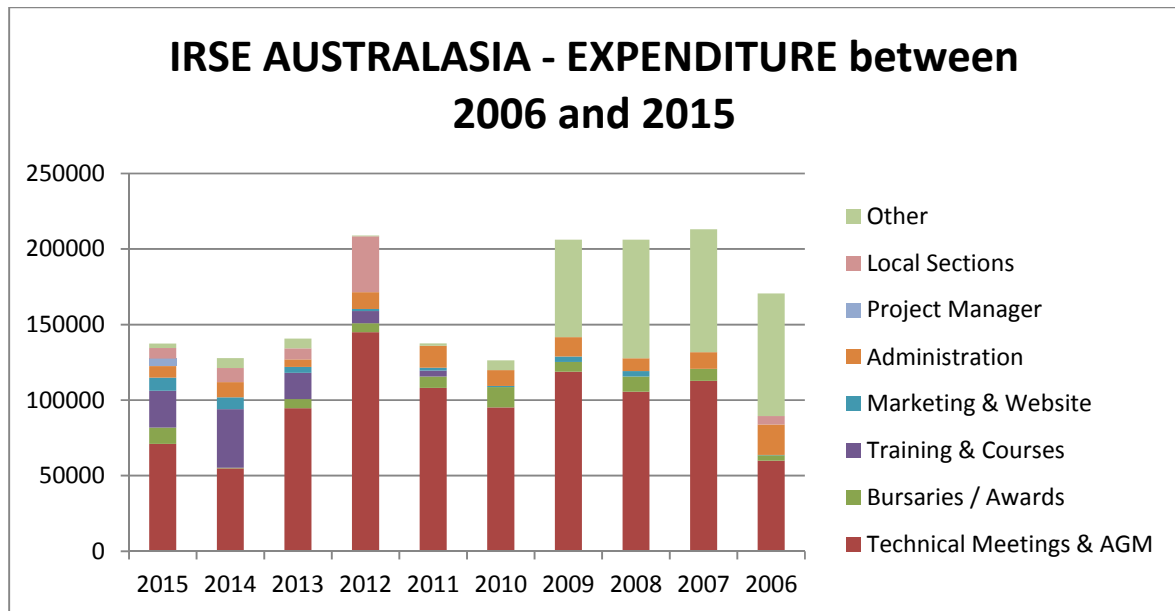


Figure 10 - IRSE Aust Expenditure between 2006 and 2015

The graphs show:

- A steady increase in available cash except for 2015 which suffered a loss due to less revenue from training courses and the RIA;
- A very large cash reserve that is most likely far more than would be required to cover normal contingencies and could be invested in providing more services for members;
- A large reduction in “subscription” income (and in “other” expenditure) associated with handling Australasian member fees. This now is handled by the IRSE website.
- An increase in income up to 2015 due to running training courses including revenue from the RIA for the Rail CRC course (now ceased). This resulted in a net loss of about \$30,000 in 2015.
- Most of the annual revenue and expenditure is associated with technical meetings.
- Even though it appears that Sponsorship income is growing this is more likely due to it being masked in local section accounts before 2012. In this way income from local sections before 2012 is most likely because of profits from successful technical meetings. (This is now recorded centrally.)

3.2.2 Technical Meetings

Figure 10 shows that the income from registrations has decreased over the last 3 years. As attendance numbers have generally not decreased, this is directly related to Committee policy of making the Friday technical sessions more affordable to members (i.e. \$150 / day) which is by far one of the best value technical conferences around. (Compare this with \$650 to \$1000 per day for commercial conferences).

Figure 11 shows the annual profit / loss for technical meetings and Figure 12 shows the cumulative profit / loss. The graph shows that a minimum buffer of about \$30,000 should be held (twice the largest annual loss) and that over the 10 years the pricing has delivered a small profit.

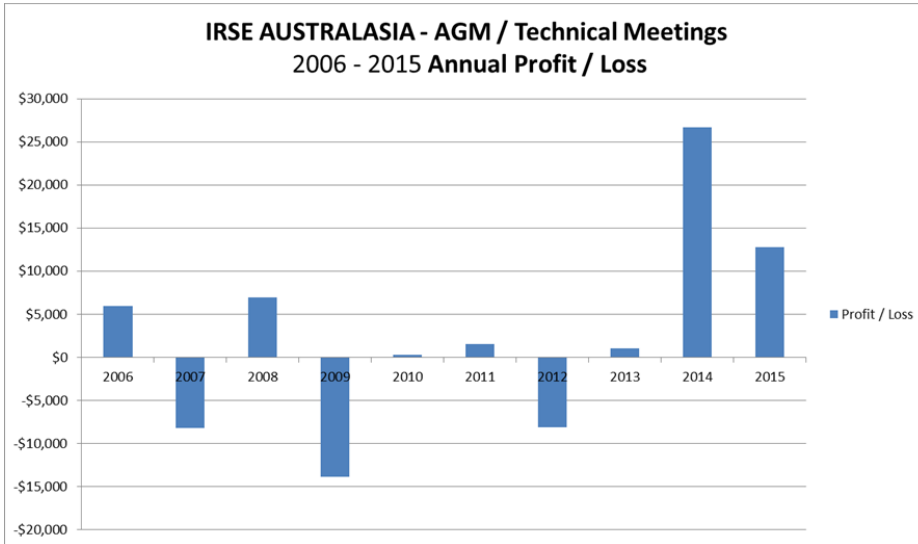


Figure 11 - Technical Meetings Annual Profit / Loss

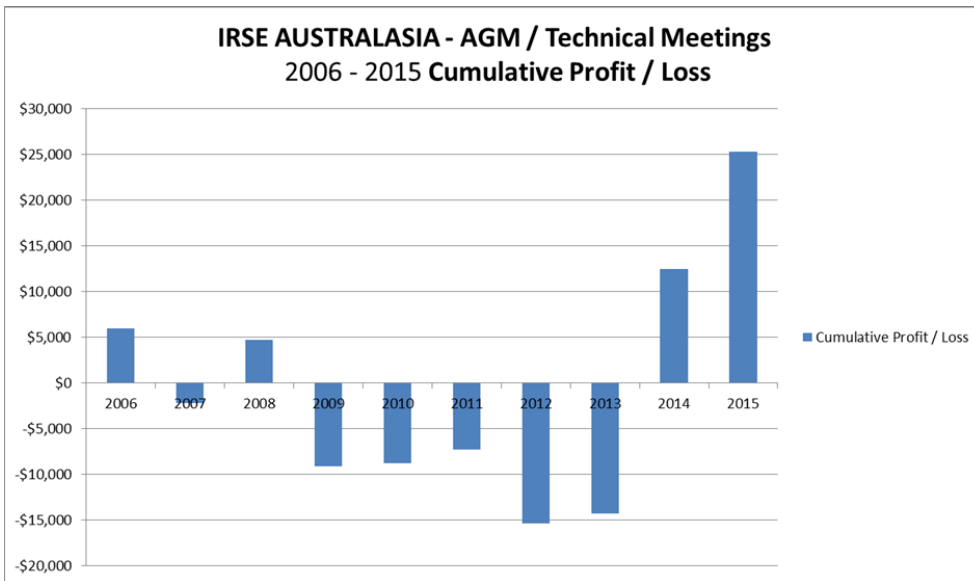


Figure 12 - Technical Meetings Cumulative Profit / Loss

There is a general perception that overall numbers attending technical meetings have remained static or are decreasing depending on the State. This is most likely due to the tightening of marketing and training budgets particularly for attending interstate courses, with decisions being made outside the signalling departments. This presents a challenge to

provide better value for members at a local section level where attendance costs can be kept down and local suppliers involved. This is discussed in more detail in Section 7.1.1

3.2.3 Expenditure on Overheads, Bursaries and Local Sections

Figure 13 shows expenditure on overheads (administration, marketing, project manager), Bursaries and Exam refunds and on Local Sections.

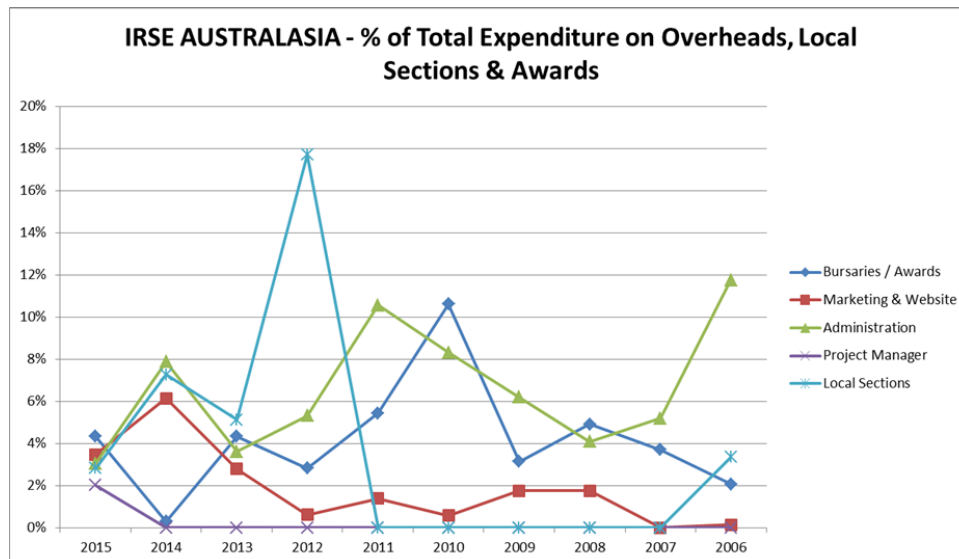


Figure 13 - Expenditure from Overheads and Bursaries

It should be noted that:

- Local section expenditure is very low. (Prior to 2012 this was masked in local accounts but was still very low).
- Administration and marketing expenditure was very low, which is typical for a volunteer organisation (average 7%).
- Expenditure for bursaries, awards and exam refunds are also very low (average about 4%).

3.2.4 Conclusions

It is concluded that:

- IRSE Aust is in a very secure position financially. Even allowing a buffer of \$50,000 this allows for more investment in members services.
- The financial balance for technical meetings is about right to meet the current “break-even” objective.
- There is scope to improve income from training and courses (See section 7.3 below) should this be agreed by IRSE Aust;

- There is scope to invest some of the capital in providing more benefits to members in local sections, particularly where companies do not pay for staff to attend interstate technical meetings. This applies particularly to younger members (See Section 7.1 below).
- The decrease in revenue due to reducing rates for technical meetings combined with a reduction in income from courses will mean that the surplus will continue to reduce unless expenditure is reduced (or revenue raised).
- There is no effective advance budgeting process matching forecast income with expenditure for services that we want to supply to our members in the future. Likewise annual budgets are not monitored and reported on.

Initiative 2	Priority: 1	National Committee
Develop a 5 Year rotating balance budget taking into account services that we want to provide to members. It is to include:		
<ul style="list-style-type: none"> • Realistic honorariums and expense budgets for officebearers in recognition of contributions; • Reassessment of awards (Initiative 16); • Funding for agreed initiatives in this strategy. 		
Ensure the financial system is set up to track budget performance		

4.0 Results of Previous Strategy Initiatives

While there are opportunities to improve what we deliver to members significant gains have been made over the last 10 years as a result of annual strategic planning initiatives.

Table 1 shows the strategic initiatives for each year with a summary of current progress.

Year	Initiative	Target	Outcome / Progress
2015	Implement management committee (originally proposed 21/3/13)	-	Completed
2015	Instigate a formalised branch structure – see RTSA state “Chapters”	-	Completed
2014	To clarify the “value proposition” for the IRSE and to ensure that value proposition is well known in the industry.	By 1/1/2015	Not completed
2014	Each committee member to write 1 article per year for the website	March 2015	Not completed
2013	Recruit a Project Manager		Two project managers engaged.

			Only 2 projects completed.
2013	Need for more transparency with the accounting system, Continue with documenting procedures, Improve website booking and payment systems		<ul style="list-style-type: none"> • MYOB implemented • Financial procedures completed • Existing procedures on Technical meetings updated • Updates to allow website payments
2012	That the technical meetings be targeted at break even, including sponsorships, to keep fees charged to a minimum. A risk amount be made available, if required, Cost of Friday be \$150 for members		This has basically been followed with subsequent Technical meetings
2012	Introduce IRSE seminars / training courses, possibly in conjunction with ARA		<ul style="list-style-type: none"> • Introduction to Railway Signalling Seminar (with ARA) x 15 times • ATP seminar (1 day) x 4 times • Level Crossing Seminar (1 day x 2 times • Train Detection seminar (1 Day x 2 times
2011	Committee to produce a set of questions which can be used to flush out what members really need. Each local committee to run a forum in their state based on the questions and submit their findings to the national committee		<ul style="list-style-type: none"> • Not sure if implemented
2011	Improve IRSE Image by: <ul style="list-style-type: none"> • Restarting Publicity co-ordinator • Polo Shirt with new logo • Gain views from Senior rail leaders • 1 page flyer defining IRSE 		<ul style="list-style-type: none"> • Publicity co-ordinator role being undertaken, broadened as separate committee • Some lobbying with Rail leaders • 1 Page flyer produced • No polo shirt yet • Letter sent to CEOs 2016
2011	Get the IRSE aligned with IEAUST – Committee to determine pathway		<ul style="list-style-type: none"> • Suggestion about CPD points not yet implemented.
2010	Online payment of memberships by IRSE UK to		<ul style="list-style-type: none"> • Completed.

	be implemented		<ul style="list-style-type: none"> • IRSEAust Membership lists have reverted to IRSEAust for legal reasons
2010	Chairmen to speak to ARA CEO and RISSB Steering Committee asking that they seek the opinion and involvement of capable members of the IRSE in standards development		<ul style="list-style-type: none"> • Senior members of the IRSEAust are now on the RISSB standards committee
2010	A practical paper – “Lessons Learnt from Events” should be encouraged for each Technical Meeting		<ul style="list-style-type: none"> • Practical papers have generally been adopted at each technical meeting since.
2009	Establish safety committee		<ul style="list-style-type: none"> • Established and ran for over 5 years but dormant now.
2009	Improve planning of technical meetings to improve content. Make themes more attractive to employers. Make papers available on the website		<ul style="list-style-type: none"> • Generally implemented except themes are not planned far enough ahead.
2009	a) Establish standards for training in Rail Systems b) Establish standard courses c) Establish plan to deliver the courses and training. d) Establish the benefits to employer and employee. e) Ensure the above satisfies the organisation objectives. f) Ensure the training profile is portable across the industry.		<ul style="list-style-type: none"> • Structured approach to courses developed. • PEC have considered it more appropriate to set standards for training thus only limited training development has been done. • 4 short courses & seminars run and 1 planned.
2009	- Establish the implications for changing the structure and how it will improve the organisational management. - Establish the costs for a part time manager to be appointed. - Establish the time and cost of providing electronic membership online. - Establish how we can use the UK administration facilities to manage our organisation. - Establish impacts of splitting the treasurer and secretary tasks.		<ul style="list-style-type: none"> • All of these initiatives have been implemented
2008	Survey of members required	July 2008	<ul style="list-style-type: none"> • Not sure if this was

			progressed
2007	Consideration of a scholarship for an engineer from a developing country		<ul style="list-style-type: none"> • 2 students chosen but they could not pass the CQU English test - Abandoned
2007	Free IRSE membership & joining fee when they are studying the Rail CRC course		<ul style="list-style-type: none"> • Implemented
2007	New Master of Rail Signalling course proposed		<ul style="list-style-type: none"> • Implemented but not enough students so stopped
2007	Set up a strategy to encourage local people to attend meetings, with the view to increase membership.		<ul style="list-style-type: none"> • Not sure if this was progressed

Table 1 - Actions from Previous IRSE Aust Strategy Meetings

As a general comment:

- Strategy meetings are variable in the way they were conducted and the number of actions;
- Most actions did not have a timeframe or responsible person and so drifted;
- Many of the initiatives took several years to finally be implemented;
- Most initiatives have either been completed or are ongoing.

5.0 Alignment With IRSE 2015 – 2020 Strategy Plan

IRSE Aust as a local section of IRSE has a role in supporting the IRSE Strategy plan and any of the resulting actions as they apply to local sections.

The strategic definitions for the IRSE including the IRSE purpose, IRSE vision, IRSE role and IRSE values are contained in *IRSE Strategy 2015 - 2020*⁵.

The IRSE Aust Committee has reviewed these and considers that IRSE Aust is compliant. For the purposes of this strategic plan they are reproduced below in Sections 5.1.1 to 5.1.4.

5.1.1 IRSE Purpose

As specified in the IRSE Articles of Association, the purpose of the IRSE is as follows:

- a) The advancement for the public benefit of the science and practice of signalling (which for the purpose of this document shall mean the whole of the apparatus, electrical, mechanical or otherwise, methods, regulations and principles whereby the movement of railway or other traffic is controlled) by the promotion of research, the collection and publication of educational material and the holding of conferences, seminars and meetings.

⁵ <http://www.irse.org/about/publicdocuments/IRSE%20Strategy%20%28final%29.pdf>

b) The maintenance of high standards of practice and professional care amongst those working within the industry and the promotion of improved safety standards for the protection of the general public.

5.1.2 IRSE Vision

The IRSE vision is to be recognised as the leading world-wide professional engineering institution for the development of engineers associated with railway signalling, control and communications systems.

Railway signalling, control and communications are at the heart of maximising the utilisation of railways. Increasingly demand for rail travel is growing worldwide and railways in many countries are facing the same challenge of providing extra capacity and increased availability of existing and new infrastructure.

New systems and processes to satisfy this global demand are required and the need for competent and qualified engineers to develop systems to satisfy this global demand is essential. The IRSE vision is to be the leading worldwide professional engineering institution to support the development of competent engineers in railway signalling, control and communications systems.

The IRSE recognises that to achieve its vision, it needs to embrace the needs of its members, the railway industry and society in general such that all the above can benefit from the activities of the IRSE.

5.1.3 IRSE Role

The role of the IRSE **for its members** is to provide a forum for Continuing Professional Development through:

- Promoting the benefits of the IRSE to inspire our members to enhance their knowledge for their own benefit and that of the railway industry and society;
- Sharing of relevant knowledge, experience and best practice both locally and globally;
- Opportunities to build relationships with other railway industry professionals;
- Access to text books, technical papers, other educational & reference materials as well as industry news;
- Arranging conventions, conferences, seminars and technical visits.

The role of the IRSE for **the railway industry** is to provide:

- A cost effective Continuing Professional Development framework for maintaining and increasing the capability and competence of railway signal, control and communications engineers;

- A source of professional knowledge and standards;
- An opportunity for organisations to market themselves to relevant industry professionals.

The role of the IRSE for **society** is to ensure:

- The maintenance of high standards of practice and professional care amongst those working within the industry;
- The promotion of improved safety standards for the protection of the general public.

5.1.4 IRSE Values

The following values are critical to the IRSE and the way it operates and expects its members to operate:

- We are inclusive and open, collegiate and team-based in the way we work;
- We undertake our role with integrity, transparency and efficiency;
- We are committed to excellence, quality, equality of opportunity and diversity;
- We strive for continual improvement;
- Partnership working is critical to our success.

6.0 Alignment with IRSE (International) Implementation Plan

IRSE Council approved the *IRSE STRATEGY 2015-2020 : Implementation Plan*⁶ in October 2015.

The plan is arranged into 5 themes as listed in Table 2. The details of each theme are listed in Appendix 1.

Theme No.	Theme
1	Enabling growth of the IRSE as a global Engineering Institution
2	Tackling the skills gap facing railway signal, control and communications engineering
3	Attracting more people to attend the President's Programme of Technical Meetings
4	Facilitating the role of the President
5	Industry support for IRSE activities

⁶ <http://www.irse.org/about/publicdocuments/IRSE%20Strategy%20-%20Implementation%20Plan%20%28Approved%20Version,%20October%202015%29.pdf>

Table 2 - IRSE Strategy Themes

Many of the themes, sub-themes and associated actions address strategies relating to becoming a more globally focussed organisation, expanding the number of local sections, and better use of the President in a non UK focussed organisation.

These are indirectly supportive of IRSEAust but are meant to improve member perception of the global organisation. With the exception of 4 initiatives, they are not considered by IRSEAust to be the most pressing issues relating to Australasian members or the Australasian organisation.

Notwithstanding this as a local section of the IRSE, we are expected to play our part.

Appendix 1 lists the full implementation plan and assesses each theme and action and its effect on IRSEAust. It also lists the responsible IRSEAust committee or officebearer and a short statement of progress made to date by IRSEAust.

The following 4 initiatives were identified in the 2016 Strategy meeting to be very important to IRSEAust directly:

- Sub-Theme 2.2 – Communicating the benefits of the IRSE contribution to CPD - to its members, employers and the railway industry in general
- Sub-Theme 2.5 – Working with the railway industry in developing inspiring programmes to support Continuous Professional Development
- Sub-Theme 2.7 – Investigating opportunities to provide Younger Members with further methods of obtaining greater benefits and value for money from IRSE Membership.
- Sub-Theme 5.2 – Making IRSE activities relevant to the railway industry such that they can see the benefits to their businesses, by engaging with industry stakeholders and IRSE to make sure that both global and local needs are understood.

These are developed further in Section 7.

7.0 IRSE Australasia Strategic Goals and Actions

Unlike previous strategy meetings this is intended to provide a “rolling” action plan with defined actions, responsibilities and dates. Where resource is not available to undertake the initiative, then contracted external project management resource may be used to expedite this provided due process is followed.

Sections 7.1 to 7.4 identifies short term themes and resulting actions identified out of the 2016 Strategy Meeting. These have been prioritised into 1, 2 and 5 year goals.

Section 7.5 identifies other themes and items which need further development before specific initiatives can be formulated. It is expected that the national committee will seek to define these better for the 2017-2023 strategy

Section 8 summarises all of the actions in prioritised lists.

7.1 **Goal – Increase Diversity including being more inclusive to Women and Younger Members**

7.1.1 **Younger Members**

“Investigating opportunities to provide Younger Members with further methods of obtaining greater benefits and value for money from IRSE Membership.”

IRSE Aust has always had a problem attracting and retaining young people and has recognised this in the previous strategy: a younger members committee has been formed and has been successful in getting more young people involved, but needs more people to become self-sufficient.

One of the greatest opportunities for recruitment was when running the Rail CRC diploma course membership was offered free to course participants.

While over 50% of students took up this offer there is no data to show if these members were retained in the long-term.

The course itself was successful in creating young people’s study networks but it is not known if this has translated into similar Younger Members (YM) networks in the wider IRSE.

Other global initiatives that have been successful have been the YM bursaries to international conventions and the IRSE exam study groups held in the UK.

IRSE Aust have not interviewed younger members however based on discussions with various YMs it is assumed that the specific needs of young persons are:

- Technical Information to assist in their job (Online and instant information),
- Training and learning to advance their career,
- Recognition,
- Social and professional networks,
- Continuing Professional Development to obtain and keep their Chartered Engineer Status.

The traditional IRSE activities – local and national technical meetings and IRSE news may not be enough and IRSE may have to try different things to build up a core self-generating YM’s group.

Possible Initiatives to address the need of YMs include:

A) Improved Younger Member (YM) Information

There is a need to have better information about the needs of YMs to ensure events and services are focussed and the IRSE is seen as relevant.

Specific metrics to be measured should be:

- The number of Graduate Diploma students that become long-term IRSE members
- The number of YMS that leave the IRSE (possibly combined with exit interviews);

- The total number of signal engineers in the industry under 35 and the percentage that are IRSE members;
- A survey of member satisfaction (See Initiative 1)

Initiative 3**Priority: 2****National Committee**

Prepare a paper defining the agreed information and metrics that will be tracked by IRSE and the proposed process specifically for Younger Members. When agreed implement and report on an annual basis. Undertake survey and possible exit interviews targeting Younger Members.

Linked to: Initiative 1B) Better structured study groups with the new Graduate Diploma and IRSE Exam

In the Rail CRC course (run by CQU) interaction was mainly between students and their course tutors, workplace, mentors and other students on the course usually by email or phone call.

When organised group events were held (i.e. Sydney group sessions plus some extra sessions for Victorian students on Victorian signalling) were generally appreciated and successful.

Initiative 4**Priority: 2****PEC**

Introduce study groups in each major city as part of the new Graduate Diploma of Signal Engineering or for students taking the IRSE exam.

Linked to: Initiative 17C) Separate Younger Members local technical 'training' meetings

In partnership with suppliers arrange for hands on training sessions of say 3 – 4 hours per supplier session.

Examples include:

- Set up and operation of axle counters;
- Design using CBI data design tools
- Using CBI testing simulators
- Setting up and testing track circuits, etc...

While it would be product / supplier oriented, each supplier would have a turn at presenting, and young people would be getting real hands on introduction to the

various signalling systems. Registration would give preference to YMs but allow other IRSE members to fill vacant spaces

Initiative 5**Priority: 2****Local Subcommittee**

In conjunction with local signalling suppliers⁷, designers and contractors have hands on Young Member local technical 'training' meetings.

D) Bursaries for attending National and International Technical Meetings

Bursaries to cover groups of YMs to attend interstate and international events maybe in conjunction with employers. In return YMs to prepare and present papers to local technical meetings. Employers to be involved in the process and be invited to attend the papers presented. IRSE Aust to monitor success. Note that because of IRSE Aust budget implications this is tied to Initiative No. 2.

Initiative 6**Priority 2****National Committee**

Subject to available funding / sponsorship extend the Young Member Bursary programme for ongoing national and select international meetings.

Linked To: Initiatives 2 and 16

E) Automatic Recording of CPD

Similar to IEAust, have CPD sign off sheets to register CPD points at local and national events.

Have the details of the IRSE training event and points logged on the IRSE website with reports available from IRSE member logons.

Members can printout a list of their IRSE training when CPD review time comes around.

Ideally this would be via the international IRSE.ORG website, but if not possible it could be via the IRSE Aust website or by agreement via Engineers Australia.

Initiative 7**Priority 2****National Committee / Website Group**

Determine from a member survey whether the recording of individuals CPD points

⁷ This may only be practical in larger cities that have supplier offices.

for attending all IRSE training and technical meetings compatible with IEAust is worthwhile. If so investigate options for implementation.

Linked to: Initiative 1

F) Mentorship schemes

Offer IRSE mentors for young members. The exact process and IRSEAust responsibility needs to be further developed. Options may include connecting members or a more formal process.

Initiative 8

Priority 2

National Committee

Provide a mentorship framework to connect mentors to members that request them, particularly our Younger Members.

G) More Technical Training

Where considered to be strategically beneficial offer more IRSE training courses so IRSE members who teach the training courses are seen by Younger Members as the 'experts'.

See Section 7.3 initiatives

H) Better Structured Awards System

Review the need for separate Young Members and "Diversity" awards from the current awards

See Section 7.2 initiatives.

I) Autonomy to the YM Committee

Provide better autonomy to the YP committee with their own budgets

Initiative 9	Priority 2	National Committee
Provide separate annual budgets and financial delegation limits for the YM committee.		
Linked to: Initiative 2		

7.1.2 Promoting Diversity

The IRSE Aust welcomes all its members, irrespective of gender or background, and recognises that they can all make an important contribution and can have specific needs.

Proposed initiatives include:

- a) Mentorship schemes that provides appropriate mentors to meet the needs of our diverse membership. See Initiative 8.
- b) Structure member surveys to identify any specific needs and satisfaction concerns from across our diverse membership. See Initiatives 1 and 10;
- c) Preparation of guidelines for national and state committees on how to support inclusion for all our members, irrespective of gender or background. Encourage independent mentors to raise any discrimination issues as well as a formal grievance process⁸.

Initiative 10	Priority 1	National Committee
Prepare guidelines for national and state committees on how to support inclusion for all our members.		

⁸ This is required under the IRSE Aust Rules

Ensure mentorship schemes, grievance process and member surveys address women, minorities.

Linked to: Initiatives 1 and 8

7.2 *Making IRSE more relevant to the Australian Rail Industry*

“Making IRSE activities relevant to the railway industry such that they can see the benefits to their businesses, by engaging with industry stakeholders and IRSE to make sure that both global and local needs are understood”.

This strategic goal has the outcome that:

- If we are more relevant to business they will support us financially or else by encouraging their staff to join the IRSE or attend our activities;
- Our members will see us as their way of influencing and keeping connected to the industry.

Over the past year or so our Office bearers (mainly Glenn) have engaged with CEOs and senior managers of the major rail organisations.

When we ask what they want out of the IRSE the CEOs generally respond:

- Support your members to do their jobs as a signalling and communications engineers well;
- Liaise with middle management in our organisation (training technical managers) about specific organisational needs.

Proposed Initiatives to advance this strategic goal include:

A) More Engagement at Ausrail

Ausrail is where the rail industry decision makers attend (in large numbers): chairing the IRSE stream and being acknowledged as Ausrail supporters at no cost to the IRSE give us a prime position to influence those decision makers.

Full use of Ausrail for IRSE marketing and engagement with large rail organisations should be encouraged.

Initiative 11	Priority: 1	National Committee
Put more emphasis on presence and marketing the IRSE at Ausrail.		

B) More Local Engagement

Local and national committees should know the leaders of the rail organisations in their State. Ways of doing this include:

- Getting them to speak at national and local technical meetings;
- Getting them to sponsor and present awards;
- Articles in rail magazines that they read,
- Asking them to become IRSE Companions,
- Involve them in the planning of the local meetings program,
- Just talking to them.

Initiative 12
National Committee

Priority: 1

Local and

Put more emphasis on connecting with industry decision makers at a local level.
Expand the IRSE Companion program in Australia.

Initiative 13

Priority: 2

Local and National Committee

Undertake a survey of industry decision makers to determine what the IRSE can do to help them and their staff (our members).

C) Provide More IRSE Training Courses and Seminars

IRSE Aust has decided to focus on developing training specifications and accrediting courses by external providers to meet the needs of our members and industry, due to our limited voluntary resources.

It is not intended that IRSE Aust become a Registered Training Organisation (RTO) in competition with other RTOs and signalling suppliers.

However running certain IRSE technical training courses or seminars using experienced IRSE members as trainers gives the perception to attendees and the industry that IRSE members are the experts in the field.

Initiative 14

Priority: 1

PEC

Continue to provide selective IRSE training courses and seminars run by experienced IRSE members as the trainers.

D) Continue Involvement in Industry Bodies

Engagement with organisations RISSB, RIA, AQF give the IRSE real influence into the future of the IRSE. This also includes IRSE Aust involvement in the IRSE International Technical Committee.

Initiative 15	Priority: 1	National Committee
Encourage IRSE involvement in technical committees such as RISSB and the ITC.		

E) Better Structured Awards System

Update the value of awards to be more of a motivator and bring them in line with other technical organisations (RTSA, PWI).

Better market the awards to encourage excellence.

Review the need for separate Young Members and “Diversity” awards from the current awards

Initiative 16	Priority 2	National Committee
Review awards system to make more motivators for excellence and bring in line with other technical organisations (subject to available budget).		
Linked to: Initiative 2		

7.3 *Taking a Lead on CPD and Training*

Restating subthemes 2.2 and 2.5 of the IRSE Strategy:

“Communicating the benefits of the IRSE contribution to CPD - to its members, employers and the railway industry in general”

“Working with the railway industry in developing inspiring programmes to support Continuous Professional Development”.

This involves understanding the training and CPD needs of our members and our industry.

We already are recognised with running:

- A successful Graduate Diploma course (currently not being run due to loss of CQU as provider)
- Various master classes (ATP, Level crossings, train detection, etc)
- National and local technical meetings
- ARA Introduction to railway signalling course
- Ausrail IRSE stream.

The last 2 points are probably the most important in presenting ourselves as industry experts to the decision makers while the rest provide targeted training to members and the industry.

7.3.1 Post Graduate Courses

The cessation of the Rail CRC graduate diploma course delivered by Central Queensland University has left a gap in the provision of recognised training of Railway Signalling, Communications and Control System Engineers in Australia, as well as loss of a pathway to corporate IRSE membership.

Thus recommending a similar suitable course is a high priority.

The PEC has explored various options with Australian universities over the last 2 years but have not found one willing to run the course.

In parallel and IRSE (with IRSE Aust) have initiated discussions with the University of Birmingham (UoB) about providing an equivalent course worldwide.

While the UoB course is planned to commence in September 2017, this is not suitable for most Australian applicants because it will be initially based on full classroom teaching rather than distance education like the Rail CRC course.

IRSE Aust PEC have agreed to pursue using a local training partner (i.e. an RTO) to deliver the Rail CRC course material on a distance education basis with the strategy to transition to a qualification issued by an established university at a later date.

A possible option to achieve this is to negotiate with the UoB that the local training partner becomes accredited by the UoB to deliver the UoB course by distance education (see Figure 14

Initiative 17

Priority: 1

PEC

Re-institute the Graduate Diploma Course using an RTO.

Initiative 18

Priority: 2

PEC

Keep negotiations open with IRSE and University of Birmingham regarding provision of a Graduate Diploma Course with distance education suitable for Australia (i.e small numbers of students over large distances).

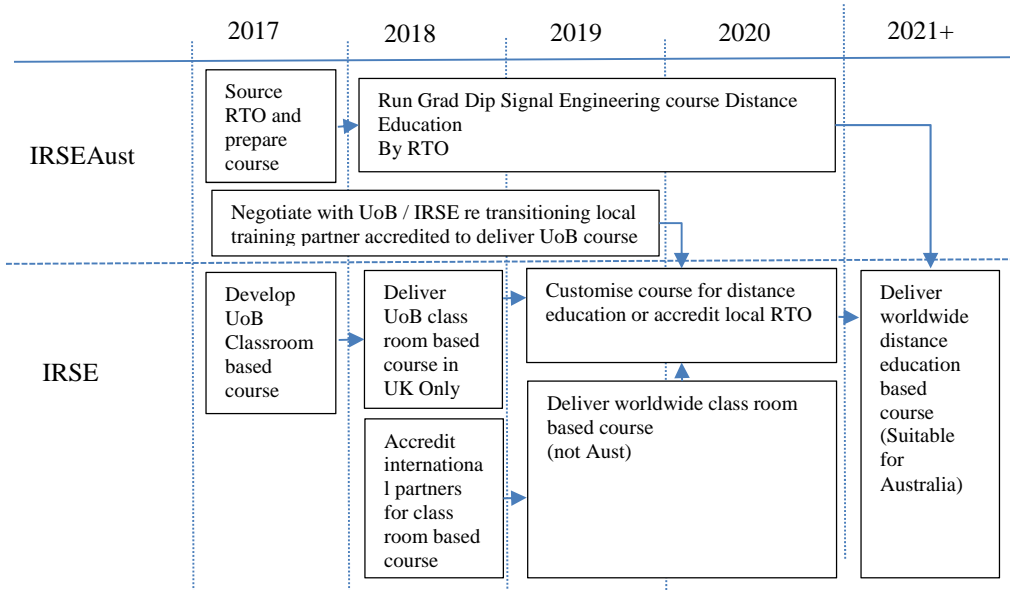


Figure 14 -Possible Transition Path to University of Birmingham Qualification

7.3.2 Other Initiatives for Continuous Professional Development (CPD)

Other initiative for CPD activities are:

- Providing more IRSE training courses with experienced IRSE members as the trainers. (Initiative 14);
- Facilitate the recording of individuals CPD points for attending all IRSE training and technical meetings compatible with IEAust. (Initiative 7);

Initiative 19	Priority: 2	PEC
Discuss with industry how we can make IRSE accredited training courses more relevant and accessible, especially to younger members. Link courses to industry competency systems and training.		
Linked to: Initiatives 11, 12 and 13		

Initiative 20	Priority: 2	All
Encourage organisations to link job qualification requirements and IRSE membership.		

7.4 *Improving Existing Administrative Systems*

Financial Systems

IRSE Aust as a volunteer organisation is always short on administrative support.

Since 2013 when the organisation registered for GST, IRSE Aust has run a centralised MYOB accounting system managed by the Treasurer.

This is poorly integrated with the “hikashop” and “Eway” online registrations for technical meeting meaning that extensive manual entry and reconciliation of transactions is required, with invoices being created twice. It is estimated that on average up to 10 hours per week of the Treasurer’s time is required to do this.

It is considered that a less labour intensive system is required, one where the purchasing payments and accounting are integrated.

On a long term basis IRSE Aust should work with IRSE to customise the IRSE website to provide local section ‘shopfront’ facilities (event registrations, purchasing items, etc..) in local section currencies linked to local section bank accounts. The existing IRSE system is not suitable as it involves converting to pounds sterling and back with the associated currency conversion fees.

Initiative 21

Priority: 1

Finance Subcommittee

Update the IRSE Aust Online Registration and Payment system so that it is integrated into the accounting system with only 1 invoice being generated.

Initiative 22

Priority: 3

Finance Subcommittee

Work with IRSE to establish an online shopping and registration facility suitable for local sections (i.e. with local section currencies and bank accounts).

7.5 *Other Initiatives to be developed*

The following themes, items, issues need further development before they can be included in this strategy:

- Member Survey including “Value Proposition,
- Improved Website,
- Investment Strategy – defining how to invest accumulated funds wisely,
- Succession Planning,
- Improved back end assistance by IRSE HQ,
- Serving the needs of non-capital city members.
- Getting more school students to consider railway signalling, communications and control systems as a future career;
- Co-ordinate and support other IRSE local sections in the region;
- Ensuring continued IRSE Aust representation on IRSE Council.

8.0 IRSE Australasia Action Plan

The proposed action plan is based on the initiatives identified in this strategy in priority order. Note that there are linkages between some initiatives. It is up to the National Committee to resource and manage the implementation of these actions.

8.1 *Priority 1 Initiatives – Within 1 year*

Initiative 1	Priority: 1	National Committee
<p>Prepare a paper defining the agreed information and metrics that will be tracked by IRSE and the proposed process. When agreed implement and report on an annual basis.</p> <p>Prepare an implement a survey of members to determine needs, expectations and satisfaction with IRSE and IRSEAust. Report back to committee.</p>		
Initiative 2	Priority: 1	National Committee
<p>Develop a 5 Year rotating balance budget taking into account services that we want to provide to members. It is to include:</p> <ul style="list-style-type: none"> • Realistic honorariums and expense budes for office bearers in recognition of contributions; • Reassessment of awards (Initiative 16); • Funding for agreed initiatives in this strategy. <p>Ensure the financial system is set up to track budget performance</p>		
Initiative 10	Priority: 1	National Committee
<p>Prepare guidelines for national and state committees regarding women / minorities to make them feel more inclusive to the IRSE.</p> <p>Ensure mentorship schemes, grievance process and member surveys address women, minorities.</p> <p>Linked to: Initiatives 1 and 8</p>		
Initiative 11	Priority: 1	National Committee
<p>Put more emphasis on presence and marketing the IRSE at Ausrail.</p>		
Initiative 12	Priority: 1	Local and National Committee
<p>Put more emphasis on connecting with industry decision makers at a local level.</p> <p>Expand the IRSE Companion program in Australia.</p>		

Initiative 14	Priority: 1	PEC
Continue to provide selective IRSE training courses and seminars run by experienced IRSE members as the trainers.		
Initiative 15	Priority: 1	National Committee
Encourage IRSE involvement in technical committees such as RISSB and the ITC.		
Initiative 17	Priority: 1	PEC
Re-institute the Graduate Diploma Course using an RTO.		
Initiative 21	Priority: 1	Finance Subcommittee
Update the IRSE Aust Online Registration and Payment system so that it is integrated into the accounting system with only 1 invoice being generated.		

8.2 *Priority 2 Initiatives – Within 2 years*

Initiative 3	Priority: 2	National Committee
Prepare a paper defining the agreed information and metrics that will be tracked by IRSE and the proposed process specifically for Younger Members. When agreed implement and report on an annual basis. Undertake survey and possible exit interviews targeting Younger Members.		
Linked to: Initiative 1		
Initiative 4	Priority: 2	PEC
Introduce study groups in each major city as part of the new Graduate Diploma of Signal Engineering or for students taking the IRSE exam.		
Linked to: Initiative 17		
Initiative 5	Priority: 2	Local Subcommittee
In conjunction with local signalling suppliers, designers and contractors have hands on Young Member local technical 'training' meetings.		
Initiative 6	Priority 2	National Committee
Subject to available funding / sponsorship extend the Young Member Bursary programme for ongoing national and select international meetings.		
Linked To: Initiatives 2 and 16		

Initiative 7	Priority 2	National Committee / Website Group
Determine from a member survey whether the recording of individuals CPD points for attending all IRSE training and technical meetings compatible with IEAust is worthwhile. If so investigate options for implementation.		
Linked to: Initiative 1		
Initiative 8	Priority 2	National Committee
Provide a framework for introducing mentorship for Younger Members and minority group members including women.		
Initiative 9	Priority 2	National Committee
Provide separate annual budgets and financial delegation limits for the YM committee.		
Linked to: Initiative 2		
Initiative 13	Priority: 2	Local and National Committee
Undertake a survey of industry decision makers to determine what the IRSE can do to help them and their staff (our members).		
Initiative 16	Priority 2	National Committee
Review awards system to make more motivators for excellence and bring in line with other technical organisations (subject to available budget).		
Linked to: Initiative 2		
Initiative 18	Priority: 2	PEC
Keep negotiations open with IRSE and University of Birmingham regarding provision of a Graduate Diploma Course with distance education suitable for Australia (i.e small numbers of students over large distances).		
Initiative 19	Priority: 2	PEC
Discuss with industry how we can make IRSE accredited training courses more relevant and accessible, especially to younger members. Link courses to industry competency systems and training.		
Linked to: Initiatives 11, 12 and 13		
Initiative 20	Priority: 2	All
Encourage organisations to link job qualification requirements and IRSE membership.		

8.3 *Priority 3 Initiatives – Within 5 years*

Initiative 22**Priority: 3****Finance Subcommittee**

Work with IRSE to establish an online shopping and registration facility suitable for local sections (i.e. with local section currencies and bank accounts).

9.0 Appendices

Appendix 1 – Alignment with IRSE Strategy Implementation Plan 2015 to 2020

Appendix 1 – Alignment with IRSE Strategy Implementation Plan 2015 to 2020**Theme 1: Enabling growth of the IRSE as a global Engineering Institution**

Sub-Themes	Actions	IRSE Aust Actions Required	IRSE Aust Current progress and Notes
<p>1.1 - Encouraging the formation of Local Sections where there is a clear benefit for the membership and the IRSE in doing so.</p> <p>1.2 – Facilitating greater devolution of responsibilities and autonomy to Local Sections where this is considered appropriate;</p> <p>1.3 – Ensuring that IRSE HQ is resourced to address the continuing growth and global distribution of membership;</p> <p>1.4 – Enabling IRSE HQ to provide effective support to Local Sections , eg in membership management, operation and governance, provision of locally relevant information etc;</p> <p>1.5 – Developing the IRSE “brand” so that there is a common framework within which Local Sections can provide a consistent message to their membership.</p>	a) Establish local section in China	Nil	N/A
	b) Establish local section in France	Nil	N/A
	c) Establish local section in Thailand	Nil	N/A
	d) Consider establishing local section in UAE	Nil	N/A
	e) Produce a guide that sets out minimum requirements, responsibilities and options for the formation, development, operation and support of a Local Section. To include information about resources, materials and support that they can access, particularly for the early years of operation. Consideration to be given to what responsibilities etc could optionally be devolved from HQ to Local Section.	Provide copies of IRSE Aust documents if required. Provide support, encouragement and feedback	By: IRSE Aust Secretary Date: Ongoing
	f) Appoint a Local Section coordinator as a role within the HQ team, who can provide advice, spread best practice, connect new sections with the committees of existing ones etc.	Nil	N/A

Appendix 1 (Cont'd)

Theme 2 – Tackling the skills gap facing railway signal, control and communications engineering

Sub-Themes	Actions	IRSE Aust Actions Required	IRSE Aust Current progress and Notes
<p>Working with other institutions and educational bodies to promote the benefits of engineering to society in general and in particular railway signalling, train control and communications engineering;</p> <p>2.2 – Communicating the benefits of the IRSE contribution to CPD - to its members, employers and the railway industry in general;</p> <p>2.3 – Communicating the benefits of the IRSE to non-member practitioners of railway signalling, control and communication engineering;</p> <p>2.4 – Communicating to the railway industry the role of the IRSE in attracting, developing and retaining staff within the railway signalling, control and communications sector;</p> <p>2.5 Working with the railway industry in developing inspiring programmes to support Continuous Professional Development;</p> <p>2.6 – Encouraging attendance and presentations at IRSE events from representatives from other Institutions and industry sectors;</p> <p>2.7 – Investigating opportunities to provide Younger Members with further methods of obtaining greater benefits and value for money from IRSE Membership.</p>	a) Produce careers information for signalling, control and communications engineering.	Provide feedback to UK Disseminate information	By: IRSE Aust Communications Committee (Ongoing)
	b) Produce and disseminate informative material on train control and communications engineering for people considering a career in signalling/telecoms	Provide feedback to UK, Customise Disseminate.	By: IRSE Aust Communications Committee (Ongoing)
	c) Produce informational material for employers to promote the role of the IRSE in relation to CPD, and to encourage their active support.	Provide feedback to UK, Customise Disseminate.	By: IRSE Aust Communications Committee (Ongoing)
	d) Provide guidance to Local Sections to encourage collaboration with other organisations (eg other Institutions, Technical Societies etc) and events organisers, to: - Promote careers in railways; - Offer events that are of interest and value to both IRSE members and members of those other organisations.	Continue with collaborations with RTSA, ARA, PWI	By: IRSE Aust Chairman, IRSE Aust local committees
	e) Enable the establishment of an MSc course as an effective replacement for the Rail CRC Australia course.	Support Initiative	BY: IRSE PEC committee
	f) Discuss with YM section how the IRSE can support them better. Specifically, invite YM representatives to make a presentation to IRSE Council regarding changes they would like to see that would enhance the “value for money” that IRSE membership provides.	Co-ordinate activities and approach	By: IRSE Aust YM Committee

Appendix 1 (Cont'd)

Theme 3 – Attracting more people to attend the President’s Programme of Technical Meetings

Sub-Themes	Actions	IRSE Aust Actions Required	IRSE Aust Current progress and Notes
3.1 - Considering whether specific Presidential Programme Technical Meetings would be better attended at locations other than London (aligned with Local Sections) where opportunities exist associated with Presidential visits, local technical visits, seminars, etc.	a) Pilot the use of alternative places in the world for the Presidential Technical Meetings: -2nd "London" meeting in Q4 2015 will be held at Birmingham (UK) as a pilot in Nov 2015. - Charles Page to plan for 2-3of the Prestige meetings to be held at non-UK venues in 2016/17 -May 2016.	Nil	N/A
3.2 - Making greater use of video conferencing and/or web based technology to engage worldwide audiences, with social media being used for interactive engagement;	b) Consider having, as part of the Presidential Programme, one annual high profile "Prestige" Lecture.	Nil	N/A
3.3 - Spreading the Presidential Programme of Technical Meetings more evenly through the year, rather than having them all between October and March.	c) Investigate good practice used elsewhere for video conferencing (as exemplified by Southern African section and the IRO in the UK).	Nil (Once developed this could be of use for IRSE Aust committee meetings)	N/A
	d) Spread the Technical Meetings more evenly by (for instance): - Moving the December "London" meeting to June/July. - Adding a Technical Meeting in the period May -August.	Nil	N/A

Appendix 1 (Cont'd)

Theme 4 - Facilitating the role of the President

Sub-Themes	Actions	IRSE Aust Actions Required	IRSE Aust Current progress and Notes
<p>4.1 - Continuing the current practice of the Senior Vice-President being responsible for developing the programme of key Technical Meetings for his/her Presidential year.</p> <p>NOTE: No specific actions required for this.</p> <p>4.2 - Involving Vice-Presidents in the development of a 2/3 year programme of Presidential visits to Local Sections, conventions, seminars and conferences. This will enable the workload to be spread over 2 to 3 years which may be easier for the individuals concerned and their employers;</p> <p>4.3 - Reviewing IRSE activities that take place in the UK and in which the President has traditionally been involved, to identify and agree how these responsibilities could be best fulfilled when the President is not UK-based.</p>	<p>a) Each year the new President to meet with the Vice Presidents to produce/update a cohesive rolling programme of Presidential visits.</p>	<p>Send open invitation to attend IRSE Aust AGMs</p>	<p>By: IRSE Aust Chairman</p>
	<p>b) Identify and review the UK specific engagements that the President traditionally is expected to participate in, and consider how these obligations can be met in the future (particularly where the President is not UK-based).</p>	<p>Nil</p>	<p>N/A</p>
	<p>c) Consider the arrangements for succession planning for the role of President, and how we might ensure that the role is attractive to senior industry figures.</p>	<p>Nil (Succession planning for key IRSE Aust positions needs to be considered too)</p>	<p>N/A</p>

Appendix 1 (Cont'd)

Theme 5 - Industry support for IRSE activities

Sub-Themes	Actions	IRSE Aust Actions Required	IRSE Aust Current progress and Notes
<p>5.1 - Developing a strategic communications plan involving IRSE HQ and Local Sections highlighting the benefits of Continuous Professional Development to employers, their employees and other stakeholders; demonstrating the role of IRSE in supporting this in a cost effective framework;</p> <p>5.2 - Making IRSE activities relevant to the railway industry such that they can see the benefits to their businesses, by engaging with industry stakeholders and IRSE to make sure that both global and local needs are understood;</p> <p>5.3 - Promoting and sharing news and views of industry issues from a professional engineering perspective, through the activities of existing groups such as the International Technical Committee and adhoc requests from industry for the IRSE to contribute, such as the GB Signalling Projects review.</p>	<p>a) Develop and implement a Marketing & Communications Strategy/Plan, primarily for HQ to use in promoting the IRSE to employers and other organisations; to include how Local Sections can market and communicate their role and activities.</p>	<p>Co-ordinate activities</p>	<p>By: IRSE Aust Communications Committee (Ongoing)</p>
	<p>b) Review the existing Company Affiliation Scheme (UK), and consider how it could be changed to enhance employer engagement with the IRSE, and possibly be applied/ adapted in other countries where there are Local Sections</p>	<p>Nil</p>	<p>N/A</p>
	<p>c) Engage and consult with employers regarding what the IRSE should be doing to offer benefits to companies. To include:</p> <ul style="list-style-type: none"> - themes and topics that they would wish to see reflected in IRSE papers, seminars etc, and which they would be prepared to support, eg by providing speakers, and enabling employees to attend. - Other initiatives in the field of professional development they consider the IRSE should play a role. 	<p>Undertake similar process with Australian Employers</p>	<p>By: IRSE Aust (See Section 7)</p>
	<p>d) Consider producing a periodical bulletin of IRSE news, views, expert opinion and Institution activities that are relevant to companies, not just to members, to highlight the contribution that the IRSE makes to the wider rail industry.</p>	<p>Co-ordinate activities</p>	<p>By: IRSE Aust Communications Committee (Ongoing)</p>