

# THE VALUE TIMES

WINTER  
EDITION  
2015

## The Value of Learning in Project Teams

Many years ago, I made a personal commitment to lifelong learning. One really important lesson that I've learnt in this journey is that, in virtually any situation, there is an opportunity to learn something; but this requires personal, intentional effort.

Even one's posture when sitting in a meeting will affect the way one listens and learns.

In this brief article, I shall write about one of these lessons — a lesson that is reinforced in every workshop that I run — and I have had the privilege of running many of them in different parts of the world.

The lesson is this: there is enormous value in building shared understanding amongst project team members and also amongst stakeholders.

Quite often, when seeking 'best value for money' from projects, people are tempted to jump straight into processes such as those described in the literature on Value Management, Cost Planning and Project Management.

These processes are very good, having

being developed, tested and refined through years of research and practice. I have learnt, however, that these processes are never sufficient, *of themselves*, to deliver the desired results.

Over and above processes, organisational structures and programs lies the crucial matter of attitudes of participants — attitudes of project team members and stakeholders — and, in particular, attitudes towards learning.

It strikes me as odd that in construction programs, one rarely, if ever, sees the phrase 'Team Learning', or something similar. Certainly, in recent times, it has been growing practice to schedule 'Start-up' workshops which, if conducted properly, will present opportunities for shared knowledge and understanding to be built-up amongst project players but it is still rare to hear the word 'learning' mentioned.

Indeed, I recall one luncheon at which I was the guest speaker (I was speaking about Organisational Learning) in which one of the attendees told me he did not pay his employees to "learn", he paid them to "do"!

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# Institute of Value Management Australia 2015 Conference

Since the Summer edition of Value Times our Conference has expanded!

The Conference will be held in Sydney on 11 to 13 August 2015.

It is still strongly focussed on delivering **better value for money** to clients and users of capital works and infrastructure projects but also to procurement generally, including consumer Goods and Services.

Since its first use in General Electric Corporation in 1947 the techniques of Value Management have developed into a generic system to achieve **better value for money**.

The Conference has speakers from a very wide variety of industries talking about their own 'hands on' experience at improving value for their customers plus the following IVMA speakers to demonstrate value improving techniques and the results achieved:

David Baguley, Chairperson Appointments & Accreditation Committee, IVMA

Roy Barton, President IVMA

John Bushell, Director IVMA, Chairperson, Publications and Events Committee

Harry Gough, Director IVMA

Michael Ord, Director IVMA and Technical Executive – Risk and Value Management, WSP Parsons Brinckerhoff

The Conference will feature a 'nose to tail' approach to achieving **better value for money** from project inception (where value is maximised) to operation, post-completion evaluation and feedback.

So if you are serious about delivering **better value for money** for your customers you can find further information on page 3 of this publication and you can register for the conference on the [Institute's website](#).

## Institute of Value Management Australia – Associate Membership

In this Conference year the Institute of Value Management Australia (IVMA) is offering people who are already members of a professional body **Associate Membership of the IVMA for just \$35 + GST**.

This is an ideal way to get to understand this proven approach to achieving **better value for money** on projects, programs, products and services.

The benefits of Associate membership of the IVMA are:

- Monthly news eBulletin by email
- 'The Value Times' quarterly journal
- Quarterly 'practice notes' white paper on VM
- Member discounts to attend the annual IVMA conference
- Occasional member offers
- Online access to the IVMA Knowledge Bank library archive of VM relevant papers, presentations, links, book titles, journals and articles.

**So why not join now? Just go to our [website](#) and sign up for the benefits.**

## Australian Standard on Value Management online

There is an Australian Standard specifically directed to **ensuring better value for money**: The **Australian Standard on Value Management – AS 4183**.

The Australian Standard on Value Management (AS 4183) provides guidelines for the application of Value Management to products, processes, services, organisations and systems.

This Standard can be used at any point in the life of the subject matter but the maximum benefit is obtained by applying Value Management as early as possible.

Value Management is generic and inclusive in that it can be applied to a wide variety of public sector applications and industry sectors and representatives of all stakeholders can participate on an equal footing. The Standard is therefore

indispensable for clients and Value Management professionals.

You can view a free preview of the Standard [here](#). It is available for purchase, as a printed document, and also electronically in PDF. License conditions do apply, allowing networking of the document depending on the version you purchase. To purchase visit [SAI Global](#).

# Infrastructure & Capital Works Procurement and Value Optimisation 2015

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**Christopher Browne**  
Chief Procurement  
Officer  
**The World Bank**



**Nigel Chamier**  
Chairman  
**Gold Coast 2018  
Commonwealth  
Games Corporation**



**Keith Bird**  
General Manager –  
Commercial and Chief  
Procurement Officer  
**Queensland Rail**



**Mark Travers**  
Chief Financial  
Officer  
**Flinders Ports  
South Australia**



**Michael Ord**  
Technical Executive  
– Risk and Value  
Management  
**WSP Parsons  
Brinckerhoff**



**Shane Lamont**  
Chief Procurement  
Officer  
**Sydney Water**



**Stephen Hoynes**  
Executive Director and  
Chief Procurement  
Officer – Major  
Projects, Procurement  
and Contract Services  
**Northern Territory  
Department of  
Infrastructure**



**Sean Sweeney**  
Former Executive  
Director  
**Major Projects  
Victoria**  
and Managing  
Director  
**Atelier Project**



**Michael Byrne**  
Chief Procurement  
Officer  
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**Richard Hawkins**  
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**South Australian  
Department of  
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& Infrastructure**



**Matthew Rae**  
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**APA Group**



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General Manager  
– Commercial &  
Development  
**Tasmanian  
Irrigation**



**Alan Piper**  
Former Chief Executive  
Officer  
**Western Australian  
Works and Services  
Agency**  
and Executive Lead for  
Construction  
**Fiona Stanley Hospital**



**Mike Gibbons**  
Manager  
Procurement Capital  
Works Services  
**SA Water**



**Roy Barton**  
President  
**Institute of Value  
Management  
Australia**

See inside for more...

## Addressing the key challenges for procurement, planning and project delivery managers in infrastructure and capital works:

- **Assessing** the outlook for both public and private infrastructure and major project development in Australia
- **Understanding** the value management process and its applications to infrastructure development
- **Assessing** strategies to reduce project cost blowouts and downtime through efficient sourcing of materials and labour
- **Improving** the owner/contractor relationship to achieve efficiencies in construction
- **Ensuring** best practice supplier relationship strategies to reduce cost, improve quality and better manage inventory
- **Understanding** how to ensure better value for money throughout the planning, procurement and project management process

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# The Value of Learning in Project Teams

*Continued from page 1*

When we wrote the current version of the Australian Standard on Value Management in 2007, we departed from tradition in many ways. One of those ways was to change the name of the first phase of a Value Management study from the conventional 'Information Phase' to 'Build Knowledge and Understanding'.

This change was not cosmetic and goes right to the heart of achieving 'best value for money'.

Dictionaries typically use the words 'knowledge and understanding' to define 'learning' and it was certainly the intention of the committee when we wrote the Australian Standard that the first stage of a Value Management study should, indeed, be a time of learning.

In every Value Management study that I conduct, I always explain this at the outset; that we have the opportunity to learn together and, from the shared knowledge and understanding that will be built-up during the first stage of the workshop, we can go on to generate ideas, develop options and then assess the options to decide which offers 'best value for money'.

The change from 'Information Phase' to 'Build Knowledge and Understanding' was necessary for a number of reasons. First, let's think about 'information' for a moment. Albert Einstein once stated, "Information is not knowledge". We have known this for a long time now, but even so, it is easy to assume that if there is information, then there is also knowledge – especially 'shared knowledge'.

Nothing could be further from the truth.

We may be swamped with information, yet we tread on very dangerous ground if we assume that this information will be converted to knowledge. This requires intentional effort.

An essential quality of a Value Management study is the way in which learning is facilitated amongst the participating people; intentionally building shared knowledge and understanding of the different perspectives represented.

The Value Management process itself provides the structure in which this can happen. As the group works together to define the value of the entity being considered, we build shared knowledge and understanding of requirements, beginning with a statement of primary purpose, followed by a list of expected benefits achieved by fulfilling the agreed purpose (or purposes) and then going on to capture all of the important features of the entity (this process is discussed in more detail in the IVMA White Paper about definitions of value and value for money).

It is vitally important to understand that this is not a "desktop" process where individuals simply write down their requirements in terms of purpose, benefits and important features and then submit those individual requirements to someone who collates the individual requirements into one combined document. No. It is a learning process.

It is learning process which is done collectively, where each participant is contributing to the exercise, gaining knowledge and understanding of the perspectives of others and thus of the system as a whole. It is a fundamental tenet of systems theory and systems thinking that to get the best outcome from

a system — to optimise the whole system — we must understand the context of the whole system and also understand the various elements that make up the system, together with their interrelationships.

So it is with achieving 'best value for money'. Shared knowledge and understanding amongst project team members and stakeholders is essential. The structure of the Value Management process will provide a framework in which to achieve this, but it requires effective facilitation to bring about the desired outcomes.

This is why 'effective facilitation' is identified as an essential element of Value Management in the Australian Standard. The role of the facilitator in enabling and prompting learning is pivotal.

It is from such shared knowledge and understanding, achieved through an intentional learning process, that opportunities can be spotted and omissions and over-provision recognised.

I have personally witnessed, on numerous occasions, situations in which people change their minds about things they have requested, once they have understood the whole context and, in particular, once they have gained knowledge and understanding of the requirements of others.

This is why we need events where project team members and stakeholders can work together — specifically to build shared knowledge and understanding of one another's requirements.

I can think of no better example to illustrate this than a Value Management study that I conducted several years ago and have referred to in previous articles. The study involved a cross-disciplinary, multi-

stakeholder group, seeking to identify opportunities to improve 'value for money' on a project that involved a new National Highway bridge and associated approach roads.

During the Value Management workshop, a completely new idea emerged — to upgrade an existing bridge, construct a slip road along an upgraded river berm and eliminate the proposed new bridge and approach roads completely. This solution has been implemented and has been highly successful from a traffic sense, also resulting in substantial improvements in 'value for money'.

The lesson here is this: the completely new idea that emerged in this workshop came about as a direct result of building shared knowledge and understanding amongst a broad group of stakeholders, some of whom had had absolutely no involvement in the project previously.

The original design would certainly have been acceptable by usual reckoning and had been produced by road design engineers following all normal design protocols. The Value Management workshop considerably broadened the horizon by bringing in, for just two days, engineers from an adjacent floodway scheme as well as a couple of local shopkeepers and the Lord Mayor.

It is close to certain that this idea would never have surfaced without a multi-stakeholder event where building shared knowledge and understanding was intentionally facilitated and opportunities were provided to explore previously unforseen options and new ideas across disciplines.

This example was from several years ago. But only a couple of weeks ago, I witnessed exactly the same phenomena when a stakeholder in a Value Management workshop shifted position substantially in relation to one key project requirement, affecting millions of dollars of investment as well as project complexity. The change of requirements came about entirely as a result of building shared knowledge and understanding, amongst the whole stakeholder group, of the requirements and constraints of all parties.

The Value Management process provided the structure for all of this to take place. The result, in both cases, was a better solution and much improved 'value for money'. I am of the opinion that this notion of building shared knowledge and understanding is given nothing like the attention it deserves — I've heard arguments put forward many times that there's no time for it, or that it takes place through normal project processes.

Learning takes intentional effort — individually and corporately. If we're serious about achieving 'best value for money', then we need to be serious about learning.

**Dr Roy Barton PhD, FIVMA,  
President IVMA**

# Infrastructure Australia's 15-Year Plan

## IA Audit

On 22 May 2015 Infrastructure Australia placed on its website its [Audit of the Nation's Public Sector Asset Base](#) and the drivers of future demand.

The key drivers of infrastructure demand are Australia's high population growth (4th highest in 40 OECD countries and four times that of China's population growth rate) which is expected to increase from 22.3 million in 2011 to 30.5 million in 2031.

In the same period Australia's economy is expected to expand 84 per cent, from \$1.4 trillion in 2011 to \$2.6 trillion in 2031, an average growth rate of 3.1 per cent per year.

The Audit found the value-add (or economy-wide spending) attributable to infrastructure services made up 13.3 per cent of GDP in 2011. This is projected to double, from \$187 billion in 2011 to \$377 billion in 2031.

More than 70 per cent of the value-add derived from infrastructure in 2011 was attributable to transport and over half of transport value-add was from urban transport.

For example, in 15 years, demand for public transport in the capital cities (measured by passenger kilometres travelled) is set to rise by 55 per cent in Sydney, 121 per cent in Melbourne and an average of 89 per cent across all capital cities.

Unless peak period passenger loads are managed and capacity is increased, commuters in all capital cities will see more congestion and unnecessary expense.

However, the Infrastructure Australia Audit highlighted particular challenges that Australia will face to cater for the demand induced by population growth as:

**Productivity** – national productivity levels need to be increased through regular strategic investment in economic infrastructure

**Population** – huge population growth, particularly in our major cities, will necessitate the delivery of new and renewed infrastructure

**Connectivity** – modernised infrastructure networks and gateways are needed to link businesses, boost trade and improve access to workplaces

**Funding** – reforms are essential to increase the total pool of funds made available for infrastructure, especially by facilitating private investment

**Competitive Markets** – national infrastructure markets must operate to improve investment decisions and give consumers choice

**Governance** – integrated planning, transparent project selection, and stakeholder consultation are essential and all have to improve

**Sustainability and Resilience** – we will need to cut environmental impacts and improve resilience, using new technology to run our infrastructure better

The Audit found that a key issue tying other issues together is the need for better planning generally, which includes:

"Integrated infrastructure and land-use planning is essential if there is to be strategic decision-making at all levels of government. Whilst there have been improvements in this area, progress has been slow in securing the many benefits that will be gained from an integrated approach to managing infrastructure challenges.

Best practice principles for infrastructure planning, procurement, delivery and operation have not been consistently implemented across governments. Improvements in infrastructure project appraisal and project selection (including the consistent use and transparent reporting of cost benefit analyses) are necessary if Australians expectations are to be realised.

An improved framework is also required to protect corridors for transport and other linear infrastructure.

Engaging communities throughout the decision-making process is a key element of sound infrastructure planning. An ongoing commitment to analysing and addressing community needs and expectations can improve the economic and social outcomes of projects.

Establishing a robust, accessible evidence base to support decisions on infrastructure reforms and investments is also critical.

Without this evidence base, it is difficult for our governments, the private sector, and the wider Australian community to have a clear understanding of where the major challenges lie."

In this respect it is interesting to note the recent work by the Institute of Transport Studies at the University of Technology Sydney, which found that the German-speaking parts of Switzerland have particularly effective results from their integrated land use and transport planning initiatives. This relies heavily on the Swiss referenda system that places strong emphasis on continuous public engagement on matters of public importance.

The outcomes are similar to those of the value management study approach: if you consult with people in the decision-making process they will be enrolled in the decision and will support its implementation and operation.

The Audit also recommends that significant governance and policy reforms are essential in order to meet the forthcoming infrastructure challenges. Specifically these are:

"1. Australia needs integrated infrastructure and land-use planning, across all levels of government. Progress has been slow in securing the efficiency and service delivery benefits of strategic decision-making.

2. Sound infrastructure planning requires an ongoing commitment to engage communities throughout the decision-making process. This improves the likelihood of meeting community needs and expectations, and reduces objections to development.

3. Improvements in long-term infrastructure planning, project appraisal and project selection (including the consistent use and transparent reporting of cost-benefit analyses) are necessary if Australians' expectations are to be realised.

4. Long-term planning necessarily involves dealing with uncertainty, with current issues including:

- the implications of demographic change for Australian society generally and government finances in particular
- the scope and direction of technological change
- changes in the global economy
- the future of work, e.g. where people work, incomes, and part-time work

- the prospect of climate change, and uncertainty as to how the international community will respond.

5. There is a need for more detailed information on infrastructure performance to be assembled consistently, at a national level, and for this information to be reported publicly to assist the forecasting of benefits and costs when planning infrastructure.

6. An improved framework is required to protect corridors for transport and other linear infrastructure. The failure to protect corridors can lead to significantly higher construction costs, making otherwise beneficial projects uneconomic.

7. Post-completion reviews are not regularly undertaken for infrastructure projects, limiting the opportunities for governments and others to learn from mistakes and successes. This is to the detriment of current and future decision-making processes.

8. Ineffective and inconsistent regulation has had adverse outcomes for infrastructure users and the Australian community. These include high costs in parts of the electricity sector, poor pricing decisions leading to potential problems in the future in the water sector, and poor levels of cost-recovery in the transport sector. Greater independence of regulatory oversight would improve the quality of decision-making.

9. Environmental considerations should form a fundamental aspect of infrastructure project selection and planning processes.

10. More rigorous and transparent strategic planning offers the potential to minimise project level disputes about the environmental merits and impacts of specific projects."

This list is depressingly familiar as it contains similar exhortations to those included in recent reports from the Productivity Commission, the B20 group (who support the G20, Sydney-based Global Infrastructure Hub) and the Department of Infrastructure and Regional Development. What is now needed is action from Federal and State governments on these fronts.

There is considerable experience in Australia in using Value Management as a critical element to facilitate strategic planning, community consultation, identification of real functional needs and value to the community and in delivery of 'best value for money' over project lifecycles.

What is needed is a commitment to the use of a transparent project and program initiation process so we can identify, design and build the infrastructure of the future.

There is no better time than now when, according to the Bank of England, government bond rates are lower than they have been since 3000BC.

**John Bushell**  
Chair, Publications and Events  
Committee, IVMA

# The connections between Natural Law and Value Management

Since ancient times Nature has always been conceived as 'rational' or 'intelligent'.

This was the basis of the Roman understanding of Natural Law which included Roman thinkers such as Cicero and Marcus Aurelius, as it was for the Greek philosophers such as Plato and Aristotle and the Stoics.

Human nature was always understood as fundamentally social and political. Being human meant participating in society and a commitment to the common good. That was the meaning of being a citizen.

All lawful and ethical action was grounded in the recognition of acting within the 'universal reason' and for the sake of all.

For the ancients the purpose of the Natural Law was to bring all human action into harmony with universal Nature. They recognised how everything is connected with everything. There is a rational affinity between human nature and Nature universally. The universe is intelligible because it is intelligent.

The ancient formulation is that the mind can unite only with what is like itself. Thus the first relation between mankind and the universe is a bond of truth between them; a sharing in the truth of things. And this sharing in the truth of things belongs equally to thought and to action. Sharing in the truth of things is the highest intellectual virtue.

Thus Marcus Aurelius says, "In the rational being, the same conduct is agreeable to nature, and agreeable to reason". This "agreeableness" between nature, conduct and reason is at once the foundation of Greek ethics and Natural Law.

Ethics, in the sense of the Greek

philosophers and the Stoics, was not a set of moral principles or rules; it is the alignment of human nature in thought and action with the universal order. This universal order is orientated towards and wholly animated by the Good.

This is the basis of the tradition of Natural Law extending from the Greek philosophers to Aquinas.

## Aquinas and Natural Law

Aquinas's essential principles includes that the whole of Nature is permeated by reason or intelligence, and all its motions are directed towards perfection, or the Good. In other words, man may consciously act for the good of all, and in doing so man acts most according to his own rational nature.

Man is true to himself insofar as he acts in accordance with universal law and the universal good. This is what it means for him to 'participate' in the Natural Law.

In looking at Aquinas and Natural Law it was his belief that human reason inclines towards the knowledge of the truth of things. This is what is meant by understanding man as the 'rational being'. But also, man is the 'political being'. This means man naturally inclines towards community.

Both these notions of human nature go back to Aristotle's ethics and politics, which Aquinas adapted and synthesised into the larger Christian vision.

The inclination of Nature directed towards the Good manifests at the human level in participation through reason, through knowledge and understanding. For this to be possible, human community is essential.

Without high order human society "thought" is not really possible, because thought

belongs essentially to the realm of dialogue – to speech and language, because man is the 'speaking being'. This means that thought is most effective, or most fruitful, when it manifests through common understanding.

This highlights an important point. While we desire to remedy the problems of the world that now confront us, there appears to be a Law, a Natural Law, that progress is possible only through common or communal understanding. This also means that if a false knowledge of things is held to be true in common, that will produce its own outcome.

This is why we cannot take a direct leap from theoretical understanding of Natural Law to enacting remedies to specific problems. Problems in our society are manifestations of the current notions of the truth of things. The material effects follow the rational causes. This way of looking at society and human activity in relation to the earth belongs to Natural Law.

The human species is unique in that we can act for the whole through reason and intelligence. Human society is the activity of reason and intelligence in every aspect of its life. All the fruits of human endeavour, as distinct from the other species, arise from the operation of human intelligence. Hence man has long been called the 'rational being'.

It is from this basic understanding of human society that all its other features and actions follow. It is from this understanding that the institutions and traditions emerge, encompassing generations in the community of knowledge. And it is from this that the particular vocations of individuals arise as part of the whole.

Thus, from the perspective of Natural Law, each human being comes with a unique gift to offer to the common good, and these gifts are the individual vocations. To suppose that providence has not already accounted for all human needs would be to miss how Nature is infused with intelligence and works continuously for the universal good.

This is what Natural Law looks like, according to the tradition. It involves a completely holistic and universal way of looking at the creation. It is only then that it becomes possible to properly see the nature of human society, not merely in itself, but as part of the entire purposeful unfolding of Nature.

## Connections of Natural Law and the Value Management Study process

An analysis of Natural Law features and the value management study process is provided in the following table.

## Conclusion

An explanation is given on the concept of Natural Law. An awareness of Natural Law is important because it creates a state of mindfulness. This mindfulness sharpens our focus for achieving the common good and making decisions using reason, knowledge and understanding. Natural Law encourages us to think in accordance with the truth of things which belongs equally with thought and actions. Natural Law is an inspiration to the objectives of Value Management.

**Michael Ord**  
Director, IVMA

Natural Law features	Value management study process
Intellectual reflection on the nature of things is the human vocation, the function of Man in the cosmos Each human being comes with a unique gift to offer the common good, and these gifts are the individual vocations	<b>Workshop planning</b> <ul style="list-style-type: none"> <li>Preparing and issuing a brief</li> <li>Selecting study group members</li> <li>Preparing facilitation strategy and agenda</li> </ul>
Man naturally inclines towards community Human society is part of the entire purposeful unfolding of Nature	<b>Workshop preliminaries</b> <ul style="list-style-type: none"> <li>Scope, purpose and methodology</li> </ul>
Nature manifests at the human level through participation involving reason, knowledge and understanding Thought is most effective, or most fruitful, when it manifests through common understanding	<b>1. Build knowledge and understanding</b> <ul style="list-style-type: none"> <li>Clarify project value factors</li> <li>primary purposes of the project</li> <li>expected benefits from the project</li> <li>What's important?</li> </ul>
Being human means participation in society and commitment to the common good Everything is connected with everything Nature works for the whole Think in accordance with the truth of things. Belongs equally to thought and action	<ul style="list-style-type: none"> <li>Confirm project givens</li> <li>Confirm project assumptions</li> <li>Analyse essential and supporting functions</li> <li>Review project scope components</li> <li>Confirm evaluation criteria for multi-criteria decision analysis (MCDA) and criteria weightings</li> </ul>
The whole of Nature is permeated by reason or intelligence As a social and political being man "thinks collectively" and understands as a community	<p><b>2. Generate ideas</b></p> <ul style="list-style-type: none"> <li>Brainstorming (Can we.. by)</li> </ul> <p><b>3. Evaluate ideas</b></p> <ul style="list-style-type: none"> <li>Judgement (P1, P2, X),</li> </ul>
Thought belongs to realm of dialogue – to speech and language Society is a community of knowledge Human reason inclines towards the knowledge of the truth of things Humans can act for the whole through reason and intelligence	<p><b>4. Options assessment</b></p> <ul style="list-style-type: none"> <li>Analyse options <ul style="list-style-type: none"> <li>– what's good about them, what's not so good</li> <li>– what don't we know, any fatal flaws</li> </ul> </li> <li>Evaluate options using an MCDA template</li> </ul>
Man is true to himself insofar as he acts in accordance with universal law and universal good Progress is possible only through common or communal understanding	<p><b>5. The way forward</b></p> <ul style="list-style-type: none"> <li>Develop options and proposals</li> <li>Make recommendations and take decisions</li> <li>Prepare an action plan</li> </ul>

## World-class infrastructure for a stronger Australia – Liberal

The following is a recent Media Release from Deputy Prime Minister and Minister for Infrastructure and Regional Development Warren Truss MP:

The Government is building for the future delivering the biggest infrastructure investment programme in Australia's history.

One year after we announced our record \$50 billion investment in world-class infrastructure, there are bulldozers on the ground building major projects across the nation.

Our record infrastructure investment is helping to create tens of thousands of jobs, eliminate congestion in our cities, increase the economic capacity of our freight routes and improve safety for all road users.

Upgrading major transport corridors like the Bruce Highway and the Pacific Highway to ensure Australia's freight industry operates more effectively and businesses can take advantage of new trade opportunities are a vital part of the Government's plan to build a strong, safe and prosperous future for all Australians.

Game-changing projects now under construction in our capital cities will help cut fuel costs and reduce travel times for commuters so they can spend more time being productive at work or at home with their families.

The Government has also ended decades of uncertainty for Western Sydney by getting on with delivering a new airport at Badgerys Creek. Work is now underway on our jointly funded \$3.6 billion roads package to support the new airport, which will create thousands of jobs during construction and tens of thousands of jobs once the airport begins operating.

We are building better infrastructure more quickly and at less cost to taxpayers through new financing and delivery arrangements for some of Australia's biggest projects, like WestConnex and NorthConnex in Sydney, and Perth Freight Link in Western Australia.

The Government's \$5 billion Asset Recycling Initiative is also propelling state and territory governments to invest billions more into new city-transforming infrastructure projects like the Second Harbour Rail Crossing in Sydney and the Capital Metro light rail project in the ACT.

The Roads to Recovery Programme will continue to support the construction and maintenance of local roads with \$350 million allocated annually, as well as an extra \$350 million being funded in 2015-16. More than 2,300 projects have already been listed for funding under the current 2014-2019 programme.

The Black Spot Programme will continue to reduce crashes on our roads with \$60 million allocated annually to target dangerous areas where crashes are occurring. We are almost tripling Black Spot funding for the next two years with an extra \$100 million being allocated in 2015-16 and 2016-17 to accelerate road safety improvements. A total of 382 projects across five states and territories have already been announced for 2015-16, with further announcements to be made in coming weeks.

The Heavy Vehicle Safety and Productivity Programme will continue to fund infrastructure projects across Australia to improve the productivity and safety outcomes of heavy vehicle operations.



### We are building better infrastructure more quickly and at less cost to taxpayers

It will do this by enhancing the capacity of existing roads, improving connections to freight networks and through projects such as rest stops and decoupling bays. The Commonwealth Government has committed an additional \$200 million over five years (2014-15 to 2018-19).

Nationally, the Government is committed to lifting the economic performance of our rail freight network. Inland Rail remains a key commitment to boost our national productivity. The Australian Rail Track Corporation (ARTC) is continuing pre-construction work and the final business case, with the delivery plan expected mid-2015. This will enable the Government to schedule further construction funding to deliver the project over the next decade, in addition to our existing \$300 million commitment. Our ongoing \$50 million commitment to ARTC's implementation of the Advanced Train Management System is also contributing to a safer and more productive national freight rail network.

Our regions will continue to receive vital funding through our signature election commitments.

The Bridges Renewal Programme will improve the economic capacity of bridges and access for local communities, by investing \$300 million over four years from 2015-16 to renewing our nation's dilapidated bridges. Applications for Round Two of the programme will open in coming months. \$60 million will be allocated in 2015-16.

The Government's new Stronger Communities Programme is providing \$45 million over two years to fund small capital projects in local communities. Funding of \$150,000 per year over two years, commencing in 2015-16, will be available to support projects that deliver social and economic benefits in Australia's local communities.

Funding under the National Stronger Regions Fund will begin from 2015-16 to support priority economic and infrastructure projects across Australia to ensure we create more jobs and opportunity for our regions. \$1 billion is available for community projects over five years, with a major focus on strengthening our regions by improving the productivity, employment and workforce skills of Australians. \$200 million will be allocated in 2015-16.

[Project highlights by State and Territory](#)

## CALL FOR NOMINATIONS FOR MEMBER DIRECTORS

Pursuant to Rule 64 c) of the Constitution, four (4) of the current Directors have completed their term and will need to stand down at the next AGM. Member Directors may hold office for up to four (4) terms and these members may re-nominate immediately.

Michael Ord is the sole Member Director who has not reached his two-year term and IVMA is looking for up to 7 members to join with him in the leadership and management of the Institute.

The 2015 AGM is being planned to be held in September 2015 and a specific date will be notified in August.

The Board, in accordance with the provisions of Rule 35 d) of the Constitution, now calls for nominations from eligible Members of IVMA the vacant positions of Member Director.

### To assist Members, key details for consideration include:

1. Copy of the IVMA Constitution is available on the [IVMA website](#)
2. Member's eligibility as potential Directors is as defined in Rule 32(a) and Rule 11(a)2(i)
3. An eligible Member who wishes to stand for election as a Director must be financial at the time of nomination and be nominated by 2 Members eligible to stand for election – see Rule 35 (b);
4. Each of the present Member Directors who have advised they will retire at this first AGM is eligible to nominate for one of the four (4) vacant positions – see Rules 32 and 35;

5. The nomination shall be in writing, contain the consent of the Member to be a Director of IVMA and be signed by that candidate and the two nominating Members – see Rule 35 (c);
6. A nominated candidate may submit with their nomination letter, a supporting resume of not more than 150 words – see Rule 35 f).  
Such resume:
  - a. may only include details in relation to:
    - i. the candidate's qualifications and relevant experience;
    - ii. the candidate's contribution to IVMA; and
    - iii. key issues the candidate sees as facing IVMA;
  - b. must not endorse, disparage or otherwise refer to any other candidate or any other Director;
  - c. must not contain anything that is defamatory; and
  - d. must comply with any applicable by-laws or regulations set by the Board.

7. Valid nominations for the position of Director shall be lodged with the Secretary no earlier than 1st July 2015 and no later than CoB 4th August 2015 – see Contact addresses on the website.

The details of Nominees for the vacant Member Director positions together with any supporting resume will be issued to all Members together with the formal notice of AGM.

### This is your Institute, so please nominate

### 2015 Membership Subscriptions Reminder

IVMA Membership subscriptions are due by 1st July 2015 for the 2015/2016 year.

Many renewing Members may qualify for a tax deduction this current financial year if they pay before 30 June.

The Directors have kept the fees at the 2014 levels:

**Associate member:**  
\$35.00 plus GST

**Ordinary or Fellow member:**  
\$250.00 plus GST

**Accredited Ordinary member:**  
\$350.00 plus GST

**Accredited Fellow member:**  
\$350.00 plus GST

**Honorary / Retired / Non-practicing member:** No fee

[See the IVMA website for details.](#)

# Infrastructure for the Future – Labor

The following is a recent Media Release from the Leader of the Opposition Bill Shorten MP:

A Shorten Labor Government will establish a truly independent Infrastructure Australia to broker new investment, create jobs and drive nation building projects.

Infrastructure is one of the big challenges for Australia for the next decade – it must be at the centre of any credible plan for Australia's future.

For too long, infrastructure priorities have been beholden to the political priorities of governments.

Labor will end this.

Labor will take the politics out of infrastructure and put the nation's interest at the heart of nation-building.

We will do this by ensuring a truly independent Infrastructure Australia, with a new central role in Government, more resources and greater authority.

Infrastructure Australia's mandate will be strengthened to help drive economic growth and Labor will provide a \$18.5 million boost to IA to strengthen its role as a pivotal economic body.

Just as the Reserve Bank of Australia is the independent authority at the centre of monetary policy, Infrastructure Australia will be at the centre of capital investment, driving results that are in the national interest.

Labor will ensure Infrastructure Australia's will evolve from a passive body collecting priority projects from State governments, to an active participant in the infrastructure market, working in the national interest to bring the right nation building projects to fruition.

Under Labor, Infrastructure Australia will play a key leadership role in facilitating new major infrastructure projects. It will work with the states and private sector financiers, super funds and constructors to broker deals, get more projects underway, get them financed and have them delivered.

A Shorten Labor Government will properly consult the Opposition on all board appointments and restore faith and confidence in the infrastructure process.

Restoring trend growth and smoothing the transition in our economy depends upon new, productive investment.

New infrastructure projects boost demand in the short term and lift supply over the long term, creating jobs and generating national momentum back to trend growth.

Not just rail and roads, but new ports and bridges, better social housing, smart energy grids, efficient irrigation projects and of course, the best digital infrastructure.

The Abbott Government has ignored priority infrastructure, focusing instead on political decisions.

In Government, Labor funded all 15 major projects on the priority list, the Pacific Highway in New South Wales, Regional Rail in Victoria and Gold Coast Light Rail in Queensland.

But the Abbott Government has not funded a single priority project, in fact they have cut funding for two and have ripped away half of Infrastructure Australia's budget.

A Shorten Labor Government will establish a truly independent Infrastructure Australia to drive new investment, jobs and deliver nation building projects.



**Restoring trend growth and smoothing the transition in our economy depends upon new, productive investment.**