

STRATEGIC PLAN

2023-2025





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WHO WE ARE

MUNICIPAL WORKS AUSTRALIA

MUNICIPAL WORKS AUSTRALIA (MWA) IS A NON-FOR-PROFIT MEMBER-BASED ASSOCIATION THAT WAS ESTABLISHED TO SERVE PROFESSIONALS INVOLVED IN ALL ASPECTS OF MUNICIPAL WORKS

Founded in 1936 as the Victorian Municipal Superintendents of Works and Overseers Association, MWA remains an organization whose primary purpose is to foster excellence in the provision of municipal works and services. This is achieved by providing through the provision of professional development, peer support and networking events and programs.

The works fields traditionally associated with MWA include:

- **Road, footpath and road related infrastructure construction and maintenance;**
- **Drainage construction and maintenance;**
- **Public place cleaning and municipal waste management services;**
- **Parks and opens space maintenance;**
- **Plant and equipment supply hire and maintenance.**

MWA also has members that work within the training, development, industry education and IT systems and support fields. This makes our Association the most targeted and effective collaborative forum for local government employees and companies that supply products and services in the municipal works sector.

Membership in MWA is open to any individuals, agency, or corporation with an interest in municipal works and services. Titles common to the membership include local government directors, managers, city engineers, operations managers, works officers municipal maintenance officers, and representatives from engineering and other consulting firms, plant and equipment manufacturers, construction companies, civil and road infrastructure product suppliers and a multitude of other service providers.

HISTORY

WORKS OFFICER ASSOCIATIONS

WITHIN AUSTRALIA HAVE HAD A LONG
AND VARIED HISTORY



MWOA

THE MUNICIPAL WORKS OPERATIONS ASSOCIATION OF VICTORIA

Was founded in 1936 as the Victorian Municipal Superintendents of Works and Overseers Association.



TAMS

TASMANIAN ASSOCIATION OF MUNICIPAL SUPERVISORS

Was founded in 1988, the Works Officers Association of Queensland (WOAQ) was established in 2000, and Local Government Superintendents Association of Western Australia (LGSA WA) in 1990.



QUEENSLAND INC.

TASMANIAN, QUEENSLAND AND WESTERN AUSTRALIAN ASSOCIATIONS

The Tasmanian, Queensland and Western Australian Associations have similar longstanding histories.

The MWOA, TAMS and WOAQ combined their governance arrangements in 2020 to form Municipal Works Australia (MWA). MWA has a partnership arrangement LGSA WA, making MWA the national body that represents the people and companies engaged in the municipal works industry throughout Australia.

The creation of the MWA partnership provided an opportunity to create an economy of scale both operationally and within our strategic thinking. The MWA Board took a detailed look at the way the association was operating to ensure that its operating model continued to adapt to changes in its external environment. The strategic thinking focused on:

- Opportunities to improve the way we communicate with our members and stakeholders;
- An understanding of the needs of our industry partners, and how we can best service these needs;
- How we can use technology to make it easier for our members to interact with the association;
- How we can improve access to training and development programs;
- How we can get better engagement with, and increase, the number of local government members;
- How we maximise collaboration with our existing industry partners.

The associations initial strategic plan, released in March 2020, provided an action plan to deliver these outcomes. This plan was established after extensive consultation to tap into the inherent knowledge of members, past and present. Some of the most significant actions completed to date are these:

- The implementation of technology to expand the reach of MWA's marketing and communications capability;
- The expansion of our geographical membership coverage to areas outside our traditional Victorian base;
- The development and implementation of the Municipal Works Australia brand and logo to better reflect the association's future focused mission and purpose.

The association has updated its corporate membership structure to improve the clarity of our membership offerings and increase the value they provide. General membership was made free for people working in operational roles in local government. This has significantly increased the level of engagement the association has had with its local government members, enhancing opportunities for the association to deliver its mission to support the development, advance the knowledge, and strengthen the influence of people and organisations working within the municipal works and services industry, and to foster innovation and best practice in the provision of municipal works and services.

ADDRESS.

Essendon, Victoria
Australia

CONTACT.

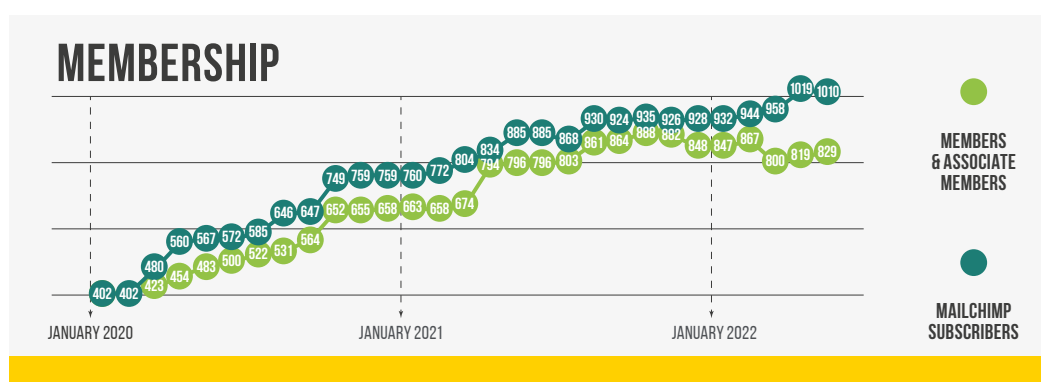
Phone. 0408 129 394
Email. ceo@municipalworks.com.au

GROWTH PHASE

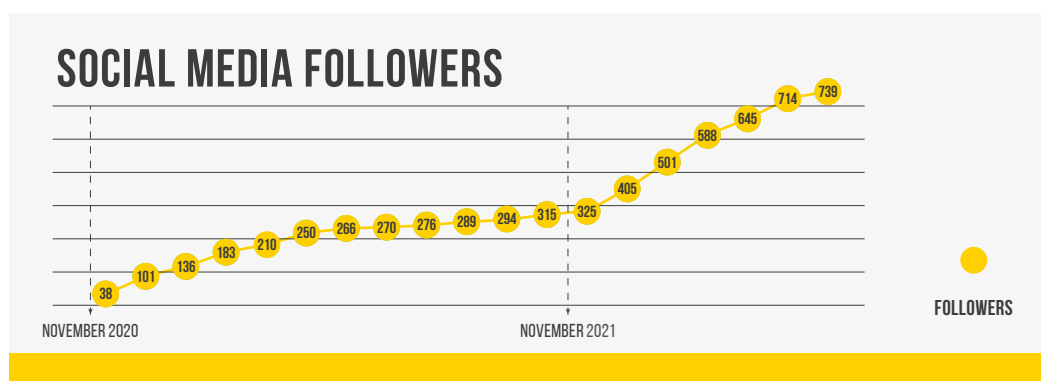
OUR FUTURE

Municipal Works Australia, since its formation in 2020, has been in a growth phase. The actions detailed within the 2020-2023 Strategic Plan, the initial plan that was developed upon the formation of MWA, have been completed a year ahead of the time.

For this reason, the MWA committed to developing a new plan to cover the period 2023 to 2025 (this plan). The plan considers the successes of the past and incorporates the lessons learned over the past three years into a new set of actions. These actions are aimed at continuing the momentum gained over the last three years, reflected in the growth in both corporate and local government members over the period (detailed in the figure below).



Similar increases have occurred in the number of people following the association's social media channels (detailed below).

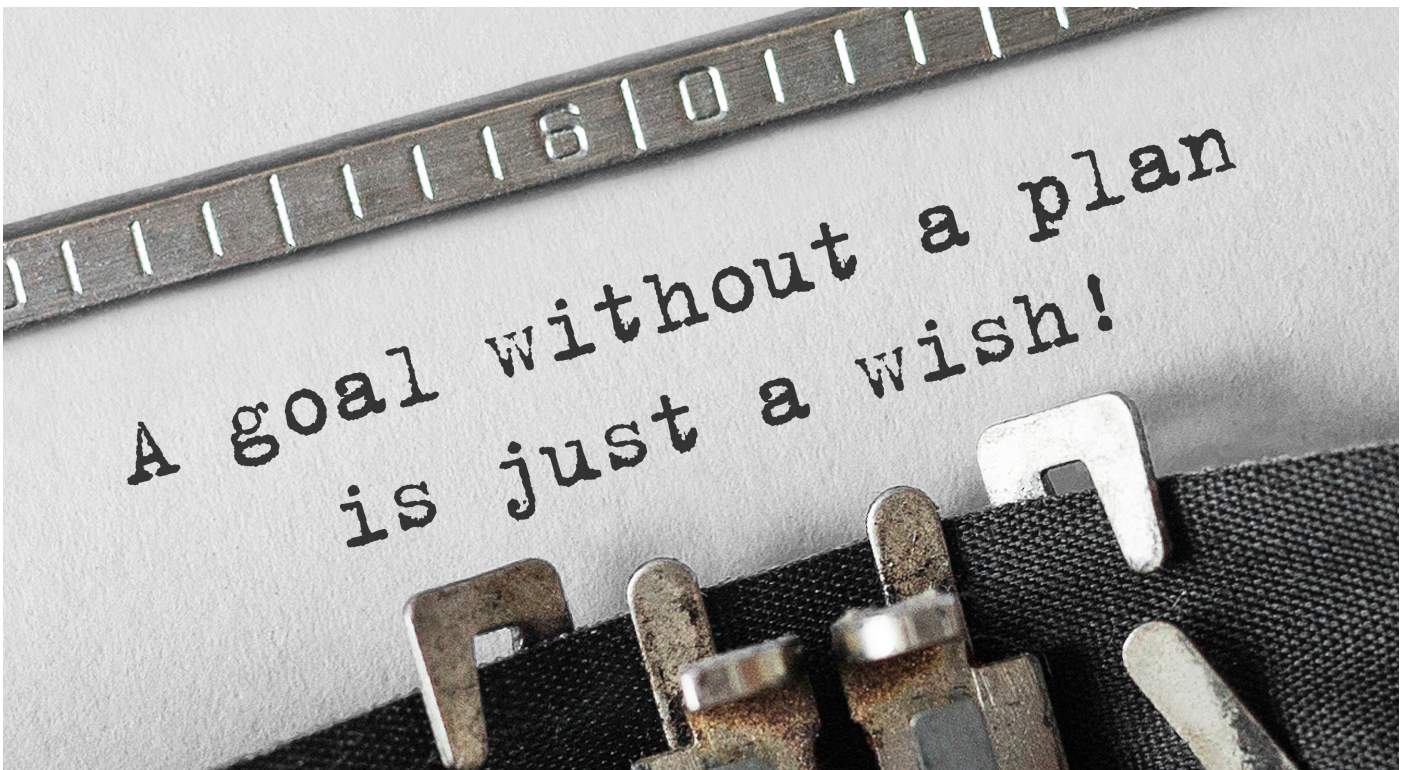


MWA will monitor the progress of the plan through its implementation against key performance indicators such as the metrics detailed within the figures above.

STRATEGY

STRATEGIC PLANNING FRAMEWORK

MWA'S STRATEGIC PLANNING FRAMEWORKS CONSIST
OF FIVE ELEMENTS



The **Vision Statement** provides a high-level 'future focused' goal of the association.
The **Mission Statement** defines the association's purpose (why we exist).
The **Values Statement** defines the way the members of our association aspire to act.
The **Strategic Objectives** define, at a high level, the areas we will focus on to deliver the association's mission, and the **Programs** details the tasks that fall within each of the association's strategic objectives.

These elements are detailed with the remaining sections of this plan.

ADDRESS.
Essendon, Victoria
Australia

CONTACT.
Phone. 0408 129 394
Email. ceo@municipalworks.com.au



VISION STATEMENT

MUNICIPAL WORKS AUSTRALIA

BRINGING PEOPLE TOGETHER TO IMPROVE THE MUNICIPAL WORKS AND SERVICES INDUSTRY ACROSS AUSTRALIA



MISSION STATEMENT

Municipal Works Australia aims to:

- Advance the development, advance knowledge, and strengthen the influence of people and organizations working within the municipal works and services industry.
- Foster innovation and best practice in the provision of municipal works and services through the facilitation of professional development, peer support, networking events and programs.



VALUES

**THE BEHAVIORAL TRAITS WE WILL EXHIBIT IN DEALING WITH
EACH OTHER, OUR MEMBERS, THE COMMUNITY AND OUR
EXTERNAL STAKEHOLDERS**



FRIENDSHIP

We offer support to our fellow members working in the municipal works and services industry, and we support each other to adapt through times of change.



RESPECT

We treat people with fairness and equity, acknowledging our history and heritage.



INTEGRITY

We demonstrate honesty, transparency, fairness, and clear boundaries in all our interactions.



RECOGNITION

We recognize the contributions that past members have made, and we celebrate our successes.



STRATEGIC OBJECTIVES

**THE AREAS WE WILL FOCUS ON IN ORDER TO DELIVER
OUR PURPOSE**



PEOPLE

Continue to build our local government and corporate membership in order to increase our ability to deliver the association's vision and purpose.



VALUE

Provide benefit to our members and the municipal works and services industry.



LEAD

Be the voice of municipal works to the community, government, and other industry stakeholders.



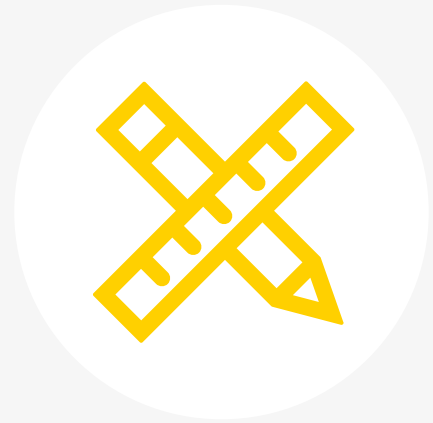
SUSTAINABLE

Ensure the Association remains financially sustainable and that risks are managed.

OUR STRATEGIC PRIORITIES

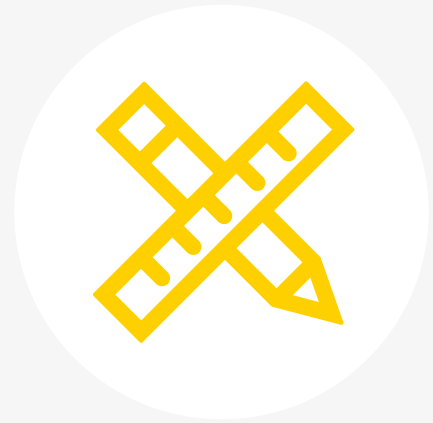
THE PROGRAMS, TIMEFRAMES FOR ACTION AND THE SUCCESS INDICATORS THAT FALL WITHIN MWA'S FOUR STRATEGIC OBJECTIVES

Programs	Goal	Success Indicator
People		
<ul style="list-style-type: none"> Undertake a review the structure of the association's membership categories to ensure that they continue to meet the needs of our members. 	2025	Report prepared for consideration by the MWA Board
<ul style="list-style-type: none"> Continue to engage local government operational managers as a key stakeholder reference group to ensure that the programs and events run by the MWA provide value and benefit to our local government members. 	2023	Year on year increase in the amount of local government members enrolled in MWA's Operations Club membership category.
<ul style="list-style-type: none"> Examine options to partner with like-minded organisations to assist in the delivery of the association's key objectives. 	2023 2025	Year on year in the association's Domain Authority Score performance.
<ul style="list-style-type: none"> Redevelop the associations corporate and local government marketing flyer in accordance with the associations Brand Style Guide. 	2023	New flyer documents available from the MWA website.
<ul style="list-style-type: none"> Develop and implement a strategy that increases the amount of traffic to the MWA website. 	2023 2025	A year-on-year increase in the amount t of website interactions.
<ul style="list-style-type: none"> Periodically review of the association's marketing and operations processes to ensure that they are compliant with relevant legislation and that they encourage diversity, equity and inclusion. 	2023 2025	Annual Report to the Board.



Programs	Goal	Success Indicator
<ul style="list-style-type: none">Develop an annual event to service the associations members located within Queensland and Tasmania.	2024	Events held in both Queensland and Tasmania by 2024.
Value <ul style="list-style-type: none">Identify opportunities to maximise the inherent knowledge and capabilities of our corporate members.	2024	Informal partnerships with at least three of our corporate members to assist in the operational functioning of the MWA.
<ul style="list-style-type: none">Investigate contemporary models of member engagement activities for inclusion within MWA's events.	2023 2025	Increased member participation within MWA's events.
<ul style="list-style-type: none">Examine options to partner with a registered training organisation or other educational organisation to develop a training program for members.	2025	The provision of an accredited online training module or similar accessible by members.
<ul style="list-style-type: none">Develop an accessible forum tool to allow members to ask questions, discuss topical issues, and obtain responses from other members to operational questions.	2024	The provision of electronic forum for member dialogue.

Programs	Goal	Success Indicator
Lead		
<ul style="list-style-type: none"> Development a marketing strategy to guide the associations member engagement focus 	2023	The development and board adoption of a marketing strategy document.
<ul style="list-style-type: none"> Implementation of the actions detailed within the marketing strategy. 	2024 2025	That the actions detailed within the strategy are implemented.
<ul style="list-style-type: none"> Improved engagement and awareness of the MWA within key state government areas and increased collaboration with these agencies. 	2024	The development of two recurrent partnership arrangements with other organisations.
<ul style="list-style-type: none"> Implement programs to increase the number of followers on MWA's social media platforms. 	2023 2025	Year-on-year increases in the number of followers on the MWA's social media platforms.
<ul style="list-style-type: none"> Development of a MWA Brand Style Guidelines document to ensure that the association communicates a consistent brand style across its marketing platform. 	2024	The development and Board adoption of a Brand Style Guidelines document.



Programs	Goal	Success Indicator
Sustainable <ul style="list-style-type: none">Review association's rules to ensure that they align with the MWA's current and future operating model.	2025	An adopted articles of association document that has been independently reviewed by a suitably qualified subject matter expert.
<ul style="list-style-type: none">Maintain budget surpluses to work towards growing retained earnings to an amount equal to 2 years of the following year's expenditure.	2023 2025	A retained earnings figure more than the MWA's budgeted operating expenditure.
<ul style="list-style-type: none">Review MWA's current governance arrangements to ensure that they are optimised to deliver the association's mission and purpose.	2025	A review completed and presented to the Board for endorsement.
<ul style="list-style-type: none">The Board operates in an effective and efficient manner to make timely decisions in accordance with the principles of good corporate governance.	2023 2025	That the Board achieves an 80% meeting attendance rate, that an annual events and meeting schedule program is developed and adopted, and that Board meeting agenda and minutes are circulated within relevant timeframes.
<ul style="list-style-type: none">Examine options to diversify the associations income streams to reduce the risk associated with any unforeseen changes in the association operating environment.	2025	The diversification of the associations income streams when compared to the associations 2021-2022 income.

SUPPORTING THE PEOPLE AND COMPANIES THAT SERVICE THE MUNICIPAL WORKS INDUSTRY

Essendon, Victoria
Australia

Phone. 0408 129 394

Email. ceo@municipalworks.com.au

<https://municipalworks.com.au/>
