



**Municipal
Works**
Australia

STRATEGIC PLAN

2023-2026





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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 organisation whose primary purpose is to foster excellence in the provision of municipal works and services. This is achieved 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.



TASMANIAN, QUEENSLAND AND WESTERN AUSTRALIAN ASSOCIATIONS

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.

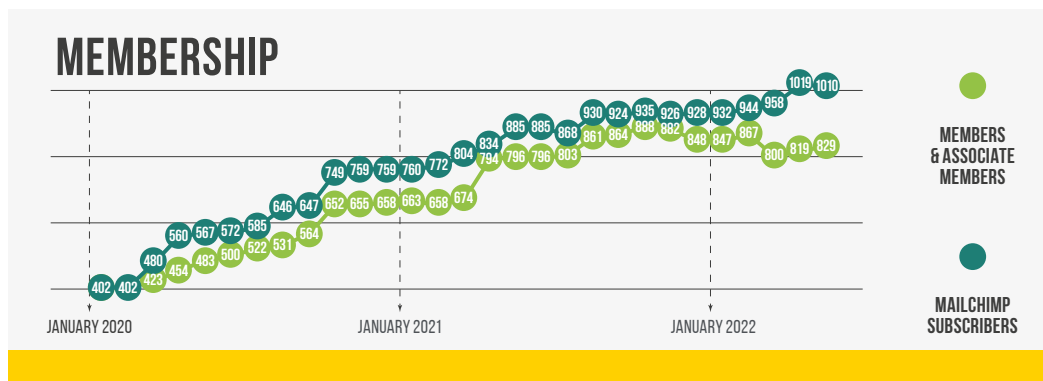
The association has updated its corporate membership structure to improve the clarity of our membership offerings and increase the value they provide. General membership was made free for people working in operational roles in local government. This has significantly increased the level of engagement 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.

GROWTH PHASE

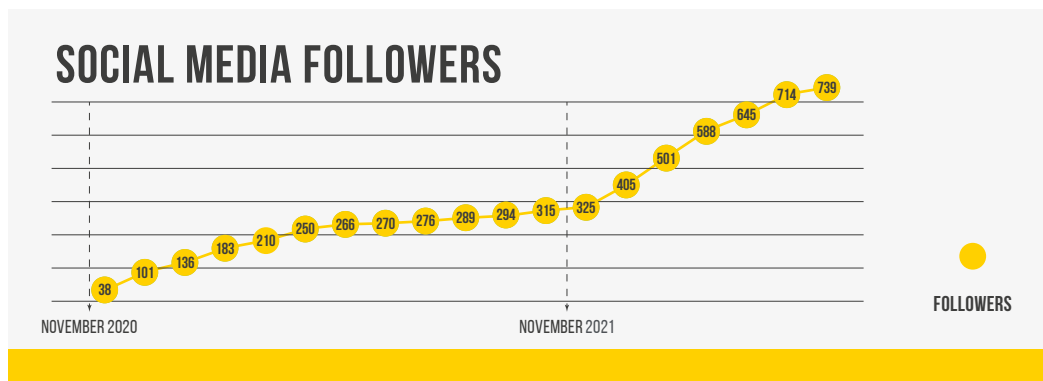
OUR FUTURE

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 2026 (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 as 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.



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 organisations 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.



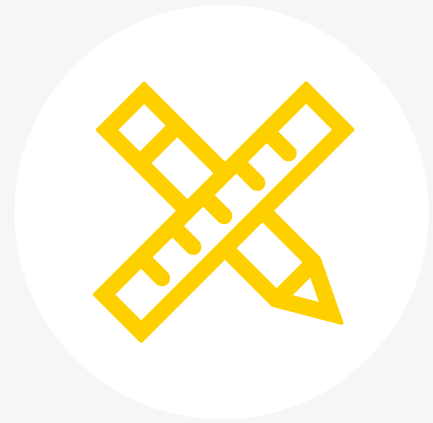
SUSTAINABLE

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

OUR STRATEGIC PRIORITIES

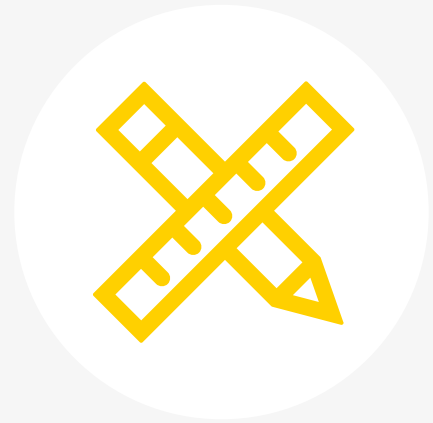
THE PROGRAMS, TIMEFRAMES FOR ACTION AND THE SUCCESS INDICATORS THAT FALL WITHIN MWA'S FOUR STRATEGIC OBJECTIVES

Programs	Goal	Success Indicator	Status
PEOPLE			
<ul style="list-style-type: none"> Undertake a structure review of the association's membership categories to ensure that they continue to meet the needs of our members. 	2026	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.	Achieved: A 20% increase in membership numbers over the 2022/23 year.
<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. 	2023/25	Year on year in the association's Domain Authority Score performance.	Achieved: Support arrangements finalised with the American Public Works Association.
<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.	Achieved: Marketing flyer produced.
<ul style="list-style-type: none"> Develop and implement a strategy that increases the amount of traffic to the MWA website. 	2023/25	A year-on-year increase in the amount of website interactions.	Achieved for 2023: 150% increase in web traffic achieved.
<ul style="list-style-type: none"> Develop an annual event to serve the association members in Queensland and Tasmania. 	2024	Events held in both Queensland and Tasmania by 2024.	In Progress: Events planned for these locations in late 2023 and 2024.
<ul style="list-style-type: none"> Develop a communication strategy to improve engagement with our key stakeholders. 	2026	A report presented to the Board.	



Programs	Goal	Success Indicator	Status
PEOPLE			
<ul style="list-style-type: none"> Survey or consult corporate members to gather feedback on their needs and preferences. 	2024	Survey outcomes presented to the Board.	
<ul style="list-style-type: none"> Identify and appoint individuals to serve as ambassadors in each critical geographic region. 	2026	The program commenced in early 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. 	2023/25	Increased member participation in MWA's events.	Achieved: The Field Day structure for networking events has resulted in a significant increase in attendance.
<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 to operational questions from other members. 	2024	The provision of an electronic forum for member dialogue.	

Programs	Goal	Success Indicator	Status
LEAD			
<ul style="list-style-type: none"> Develop a marketing strategy to guide the association's member engagement focus. 	2023	The development and board adoption of a marketing strategy document.	In Progress: A proposal for board consideration is being developed.
<ul style="list-style-type: none"> Implementation of the actions detailed within the marketing strategy. 	2024/25	That the steps described within the system 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. 	2023/25	Year-on-year increases in followers on the MWA's social media platforms.	Achieved for 2023: 65% increase recorded for the year ending 2022-23.
<ul style="list-style-type: none"> Develop an MWA Brand Style Guidelines document to ensure the association communicates a consistent brand style across its marketing platform. 	2026	The development and Board adoption of a Brand Style Guidelines document.	
<ul style="list-style-type: none"> Develop a QR code poster linking our website for council depot use. 	2024	Poster developed and distributed.	
SUSTAINABLE			
<ul style="list-style-type: none"> Review association rules to ensure they align with the MWA's current and future operating model. 	2025	An adopted articles of association document that a suitably qualified subject matter expert has independently reviewed.	



Programs	Goal	Success Indicator	Status
SUSTAINABLE			
<ul style="list-style-type: none"> Maintain budget surpluses to grow retained earnings to an amount equal to 2 years of the following year's expenditure. 	2023/25	A retained earnings figure is more than MWA's budgeted operating expenditure.	Achieved 2023: Operating surplus achieved for 2022-23.
<ul style="list-style-type: none"> Review MWA's current governance arrangements to ensure they are optimised to deliver the association's mission and purpose. 	2025	A review was completed and presented to the Board for endorsement.	
<ul style="list-style-type: none"> The Board operates effectively and efficiently to make timely decisions following the principles of good corporate governance. 	2023/25	That the Board achieves an 80% meeting attendance rate, an annual events and meeting schedule program is developed and adopted, and that the Board meeting agenda and minutes are circulated within relevant timeframes.	Achieved for 2023: 90% Board meeting attendance rate reached, and governance-related documents produced within relevant timeframes.
<ul style="list-style-type: none"> Examine options to diversify the association's income streams to reduce the risk associated with unforeseen changes in the association's operating environment. 	2025	The association's income streams diversify compared to the association's 2021-2022 income.	
<ul style="list-style-type: none"> Improve succession planning documentation, including crucial stakeholder CRM processes. 	2025	Process for storing developed and updated information.	
<ul style="list-style-type: none"> Organise a "things directors need to know" refresher training session for Board members. 	2025	Workshop organised and completed.	

SUPPORTING THE PEOPLE AND COMPANIES THAT SERVICE THE MUNICIPAL WORKS INDUSTRY

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