



**Municipal
Works**
Australia

STRATEGIC PLAN

2020-2023

December 2020

Contents

Municipal Works Australia	2
Strategic Planning Framework.....	3
Vision Statement	4
Mission Statement.....	5
Values	6
Strategic Objectives.....	7
Strategic Priorities	8
People	8
Value	9
Lead.....	10
Sustainable	11

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.



Strategic Planning Framework

MWA's strategic planning frameworks consist of six primary elements (Table1).

The *Vision Statement* provides a high-level 'future focused' goal of the Association. The *Mission Statement* defines the association's purpose (why it exists). 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 in order to deliver the Association's mission, and the *Strategic Priorities* details a series of tasks that fall within each of the Association's strategic objectives.

▶ Table 1 - MWOA's Strategic Planning Framework:

- ▶ **Vision** - the long term goals of the Association
 - ▶ **Mission** - the purpose of the Association
 - ▶ **Values** - the way we act
 - ▶ **Strategic Objectives** - the higher level objectives required to achieve the mission
 - ▶ **Strategic Priorities** - the specific actions that fall within each strategic objective
 - ▶ **MWOA Work Plan** - the tasks that will be undertaken to achieve the strategic objectives
- } Public Document
- } Internal Document



Vision Statement

“Bringing people together to improve the municipal works and services industry across Australia”



Mission Statement

Municipal Works Australia aims to:

- Support 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 and other people working within the municipal works and services industry.
- **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 the successes of the future.



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.



Strategic Priorities

The strategic priorities, timeframes for action and the success indicators that fall within each of MWA's four strategic objectives.

People

Strategic Priorities	Timeframe	Success Indicator
1. Development of a membership database to allow for the automation of administrative functions and to provide members with greater access to association information.	2020	The implementation of a fully functional database linked to the Associations website and marketing material. platforms
2. Undertake a review the structure of the general membership categories to ensure that they align with the Association's strategic objectives.	2021	A membership prospectus developed for public consumption.
3. Seek opportunities to expand our general membership base beyond our traditional local government base into other public and private sector employees engaged in municipal works and services.	2023	10% of the general membership base employed outside local government.
4. Develop a program that can serve to engage local government operational managers as a key stakeholder reference group in order to ensure that the programs and events run by MWA continue to provide value and benefit to our general membership base.	2021	The establishment of an operational managers working group and at least one operational manager on two of MWA's key reference groups (Board, Conference Organizing Committee, or other governance committee).
5. Explore opportunities to expand our geographical coverage and / or examine options to partner with likeminded organizations located within other geographic regions.	2022	The MWA membership base has active members within three other geographic regions other than Victoria.
6. Invest in technology to enable geographically isolated members to participate in MWA events and governance related programs.	2022	The provision of video conferencing facilities as a standard practice for all MWA's major events and meetings.



Value

Strategic Priorities	Timeframe	Success Indicator
7. Creation of mutually beneficial corporate membership proposals that provide benefits for both our local government and corporate members.	2021	Adoption of a revised corporate membership package.
8. Identify opportunities to maximize the inherent knowledge and capabilities of our corporate members.	2022	Informal partnerships with at least three of our corporate members to assist in the operational functioning of MWA.
9. Identify and engage 'like' organizations both locally and internationally to increase the brand awareness and to develop 'economy of scale' partnership opportunities.	2023	The organisation of two recurrent partnership programs between the MWA and a like organisation
10. Investigate contemporary models of member engagement activities for inclusion within the MWA's events.	2022	Increased member participation within MWA's events
11. Examine options to partner with a registered training organization or other educational organization to develop a training certification program for members.	2023	The provision of an accredited on-line training module or similar accessible by members.
12. Development of an accessible forum tool to allow members to ask questions, discuss topical issues, and obtain responses from other members to operational questions.	2021	The provision of electronic forum for member dialogue



Lead

Strategic Priorities	Timeframe	Success Indicator
13. Increased utilization of technology to expand the reach of MWA's marketing and communications capability.	2021	The production of a monthly e-newsletter that is actively viewed by the MWA's membership.
14. Develop a membership prospectus for use in explaining the value provided by the MWA for attracting new general and corporate members.	2021	The development of a high-quality published brochure
15. Undertake a review of MWA's current branding (name, logo, and marketing material) to ensure that they project with the mission and purpose of the association as defined within this Strategic Plan.	2022	A report is presented for consideration by the Board detailing any changes if required.
16. Improved engagement and awareness of the MWA within key state government areas, and increased collaboration with these agencies.	2023	The development of two recurrent partnership arrangements with state agencies
17. Increased recognition of MWA's Access Magazine	2022	The electronic version of Access read by members on a regular basis.
18. Development of contemporary messaging material for MWA's social media platforms	2023	That each platform has over 500 registered connections

Sustainable

Strategic Priorities	Timeframe	Success Indicator
19. Review of Articles of Association to ensure that they align with the MWA's future operating model	2023	An adopted Articles of Association document that has been independently reviewed by a suitably qualified subject matter expert.
20. Achievement of budget surpluses in order to work towards growing retained earnings to an amount equal to 100% of the following years expenditure.	2023	Achieve a retained earnings figure more than MWA's budgeted operating expenditure.
21. Undertake a review of the MWA's current governance arrangements to ensure that they are optimized to deliver the associations mission and purpose	2022	That the Board considers a report into governance models within the context of the MWA's mission and purpose.
22. The Board operating in an effective and efficient manner to make timely decisions in accordance with the principles of good corporate governance.	2021	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.
23. Development of a platform to store and manage MWA's corporate data and intellectual property.	2022	That a cloud-based solution be implemented that complies with best practice data security protocols that will allows members and officials access to relevant corporate information.

