

# MUNICIPAL WORKS OPERATIONS ASSOCIATION



**STRATEGIC PLAN 2017-2020**

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## Overview

The Municipal Works Operations Association Inc (MWOA) is a membership association that provides membership services throughout Victoria for operations employees, consultants and contractors in the local government sector.

This service is also extended nationally through affiliated associations, Local Government Supervisors Association Western Australia (LGSA WA), Tasmanian Association Municipal Supervisors (TAMS) and Works Officers Association Queensland (WOAQ).

MWOA will work co-operatively with the following public works sector bodies, including and not limited to:

- Institute Public Works Engineering Australia (Vic Division)
- Institute Public Works Engineering Australia (National)
- Civil Contractors Federation (CCF)
- VicRoads
- Parks Victoria
- Department of Environment & Primary Industries
- Municipal Association of Victoria (MAV)

The Association's focus is to communicate the awareness of new and available technology, updates on legislation effecting work practices, safety, training, and all relevant issues that can assist positive outcomes.

This is to include current issues in Victoria's dynamic local government sector which gives members the opportunity to keep updated on current events and trends in local government throughout Australia, to share information with others to enhance professional development and organisational relationships

The National Works Officers Association (NWOA) is a peak body networking and building relationships for Australian Local Government Officers and is a very integral part of the MWOA.

The focus of the NWOA is to promote a range of information services to all States, in a manner that will assist the national alignment of education and qualifications, growth of membership, and consolidation of relationships and interstate exchange.

# **The Purpose of the MWOA**

The MWOA provides networking through the seven (7) branches strategically positioned throughout Victoria for members so they can be a part of a vibrant, proactive and diverse group.

## **Mission Statement**

The MWOA promotes industry awareness and professionalism throughout all levels of the Local Government Industry through its effective communication and networking opportunities for members working within, and suppliers delivering services to, local government and the community.

## **Organisational Purpose Statement**

To provide our members with professional representation and support through effective industry communication, to Local Government and all Government Public Works authorities, and other strategically important organisations. To create an environment conducive to growth and relevance, maintaining a commercial and practical approach with valued service.

## **Strategic Vision**

To consider the main areas of activity, for the development of a viable and sustainable Association, for the delivery of high quality and appropriate services to members.

# Objectives

## Communication

- Networking with members and the industry, such as IPWEA, VCCIA Group, etc.
- Promoting the MWOA at all levels within the sector
- Promote MWOA services and opportunities for involvement
- Advise members of challenges, seek participation and feedback
- Co-ordinate National Works Officer Association activities
- Market ACCESS (magazine) for the sharing of Case Studies

## Accountability

- Regularly and openly evaluate the MWOA Purpose and Vision
- Set clear priorities in line with MWOA Purpose and Vision
- Constantly work towards meeting our professional standards
- Promote membership and networking opportunities for the MWOA members
- Enhance the professional development of members
- Provide information to members and keep them positioned as leading members of our industry
- Establish and maintain working relationships ensuring that the MWOA remains a service for awareness, advice and action where possible on related issues
- Maintain and expand the range of activities of the organisation through pursuing business opportunities, funding sources and alternative income sources
- Manage the financial resources of the organisation, ensuring that sound budgets are prepared and monitored.
- Develop and continue to grow membership base through innovative strategies
- Liaise with all affiliated bodies within the government sector

## Co-operation

- Share knowledge and experiences
- Actively network all agencies, suppliers, and members
- Actively involve those affected by change
- Show commitment and support
- Exhibit high levels of professionalism
- Facilitate skill and knowledge development

## Innovation

- Actively encourage ideas and improved methods
- Share ideas with, and gain knowledge, of other areas
- Evaluate and implement industry relevant opportunities

## **Service**

- Clearly communicate the service we offer
- Understand our supporters and their expectations
- Be responsive to enquiries
- Encourage feedback and active participation in the MWOA
- Provide information and responses in a timely and accurate manner
- Provide advocacy and industry support

## **Membership Strategies:**

### **Fees**

The growth of the Association and the increase of corporate sponsors have seen the general membership fees kept to a moderate level over several years.

Corporate sponsorship remains high and as activity increases the fees are kept at a level that sustains the costs for the services provided. As demands for our resources grow, the Board reviews the fees annually and compares costs against existing resources.

### **Membership Growth**

Growth continues at a moderate rate and the CEO and Board continue to investigate and provide support for these areas of growth including but not limiting:

- Training
- Education
- Mentoring

We encourage advancement relating to career paths where possible and opportunities for membership growth are a continual agenda item.

## **Business Plan Strategies:**

Encourage continuous expansion of the MWOA membership base through the promotion and communication of its diversity, services and benefits available for members.

To achieve this, the MWOA will:

- Provide opportunities for members to enhance professional development which may include personal assistance to successfully acquire a desired outcome
- Pursue avenues in providing opportunities for members ongoing training and professional development
- Provide access to information resources for members and create the awareness of issues relating to the works sector
- Continue to investigate and evaluate opportunities for the identification of working characteristics in relation to the implementation of any changes to Australian Standards.
- Provide opportunities for interaction between Road Authorities and the public and private sector to allow for the exchange of knowledge and experience
- Develop strategic benefits for members from the alliances developed out of the public works sector relationships
- Promote the Local Government industry as a career path and assist where possible in the development of training and career opportunities
- Provide a mentoring program from interested personnel from the public works sector.
- Facilitate skill and knowledge development

# Key Results Area 1: Professional Development

<b>Long Term Goal</b>	To provide a range of professional development opportunities for members and stakeholders, such as professional networking, values and ethics, advocacy skills, etc. to ensure the continued successful delivery of public works and services to the community
<b>Short to Medium Term Objectives</b>	<p>Achieve sustained growth and diversity in membership, reflective of the public works industry.</p> <p>Provide opportunities for ongoing training and personal development.</p> <p>Provide access to information resources to assist public works personnel to carry out their objectives.</p> <p>Provide opportunities for member interaction to allow for exchange of knowledge, skills and experience.</p> <p>Contribute towards Australian Standards upgrades for the public works sector.</p>

<b>Key Result areas</b>	<b>Actions to Achieving Key Results</b>	<b>2017-2018</b>	<b>2018-2019</b>	<b>2019-2020</b>
Encourage continuous expansion of the MWOA membership base through the promotion and communication of its diversity, services and benefits available to local government suppliers and members	Continue to meet with all members including Corporate Sponsors to evaluate and contribute to future industry sustainability.	✓	✓	✓
	Continue to implement the MWOA Marketing Plan to increase and broaden membership.	✓	✓	✓
	Investigate opportunities to encourage membership from all public work sectors.	✓	✓	✓
	Provide effective and innovative communication mechanisms for members of the MWOA.	✓	✓	✓
Hold regional meetings, conferences, and industry events	Plan and program regional meetings and functions in accordance with the MWOA Annual Calendar of Events.	✓	✓	✓
	Continue the development and implementation of the annual National Works & Engineering Conference.	✓	✓	✓
	Provide support for affiliated Associations Conferences.	✓	✓	✓
Provide avenues for recognition and pursuit of excellence through a multifaceted awards program.	Encourage participation in awards, including Noal Bailey Award, National Works & Engineering Conference International Study Tour Award, R&S Grating Award, and Dial Before You Dig Award	✓	✓	✓



Key Result areas	Actions to Achieving Key Results	2017-2018	2018-2019	2019-2020
Assist with career paths for Local Government employees to assist with their Personal and Professional Development	Continue to support & implement Certificate III/IV in Local Government Operational Works Training Program.	✓	✓	✓
	Support where possible traineeship and apprentices	✓	✓	✓
	Develop & implement short course Training Programs based on membership and industry feedback.	✓	✓	✓
	Investigate Diploma opportunities to fulfil the career path from Cert III, Cert IV to Engineering Degrees.	✓	✓	✓
	Canvass Local Government Departments to adopt professional development for operational staff.	✓	✓	✓
Increase the active members/participation at meeting	Identify 1 – 2 supervisory persons at each Council to market/encourage members (and non members) to attend meetings/join MWOA	✓	✓	✓

## Key Results Area 2: Leadership & Innovation

<b>Long Term Goal</b>	For the MWOA to be acknowledged as being at the forefront of providing leadership and innovation in the public works industry in Victoria.
<b>Short to Medium Term Objectives</b>	<p>Identify opportunities and concepts for innovative development that provides leadership for the public works industry.</p> <p>Engage in partnerships with industry, government and organisations to undertake innovative or research projects of significance.</p> <p>Undertake initiatives on a sound commercial basis that seek to enhance the standing and credibility of the MWOA and improve the capability of the industry.</p>

<b>Key Result areas</b>	<b>Actions to Achieving Key Results</b>	<b>2017-2018</b>	<b>2018-2019</b>	<b>2019-2020</b>
Encourage and maintain a priority list of strategic public works issues.	Create a link to the MWOA/NWOA websites of significant issues/projects and update regularly.	✓	✓	✓
Develop and maintain strategic partnerships to advance research and understanding of key public works issues	Support strategic partnerships and affiliated associations to expand where possible interstate interaction & work exchanges.	✓	✓	✓
Identify and facilitate opportunities to undertake innovative, leading-edge projects, or research of significance	Participate in industry reference panels with sector partners (e.g. IPWEA, CCF, Vic Roads, Worksafe & MAV).	✓	✓	✓
Promote and build the capacity of the sector.	Providing ongoing support for management and training opportunities with relevant RTO's & training bodies.	✓	✓	✓
	Work with the Victorian Civil Construction Alliance Group, MAV, IPWEA and Vic Roads to develop sector-wide industry standards and processes.	✓	✓	✓
Support a National program awards for leadership and innovation	Encouraging the participation of membership and providing support for local and interstate industry awards.	✓	✓	✓

## Key Results Area 3: Strategic Alliances

<b>Long Term Goal</b>	For the MWOA to be acknowledged as a leader of the public works sector in Victoria.
<b>Short to Medium Term Objectives</b>	MWOA will engage in meaningful and strategic alliances with other industry organisations and promote the relevance of the association & members contribution to the industry.

Key Result areas	Actions to Achieving Key Results	2017-2018	2018-2019	2019-2020
Develop and maintain ongoing formal strategic alliances with relevant industry sector bodies.	Maintain positive working relationships with IPWEA, CCF, Vic Roads, MAV, Worksafe & VCCAG.	✓	✓	✓
	Continue to support joint activities with other professional bodies including but not limited to DEWLP, DEDJTR, PBT & Aust Standards.	✓	✓	✓

## Key Results Area 4: Organisation Capability

<b>Long Term Goal</b>	Ensure the long term viability of MWOA through strong organisational capability.
<b>Short to Medium Term Objectives</b>	Have a strong and growing member-based organisation that fosters active participation of members and suppliers to the public works industry.

Key Result areas	Actions to Achieving Key Results	2017-2018	2018-2019	2019-2020
Continue to expand on the input of members concerns & issues expunged from meetings	Understand the breadth and needs of the wider public works sector in Victoria.	✓	✓	✓
	Utilise whatever means available to assist in complimenting members requests.	✓	✓	✓
Develop and implement a MWOA CEO Succession Plan to transition to a new management model in 2018-2019.	Develop a MWOA CEO Succession Plan to prepare for the transition to a new management model in 2018-2019.	✓		
	Implement the MWOA CEO Succession Plan.		✓	

## Key Results Area 5: Financial Sustainability

<b>Long Term Goal</b>	Ensure the long term financial viability of MWOA through sound financial management.
<b>Short to Medium Term Objectives</b>	Continue the operation of a Financial Management Plan to ensure financial viability of the MWOA.

<b>Key Result areas</b>	<b>Actions to Achieving Key Results</b>	<b>2017-2018</b>	<b>2018-2019</b>	<b>2019-2020</b>
To Provide sound financial management to the MWOA	Continue development & review of the Financial Policies and Procedures Manual including but not limited to: <ul style="list-style-type: none"> <li>• Payment of employees</li> <li>• Employee superannuation details</li> <li>• Financial reporting requirements – Business Activity Statement</li> </ul>	✓	✓	✓
	Continue development and review documentation of Financial Policies, including but not limited to: <ul style="list-style-type: none"> <li>• Financial Risk Management Policy,</li> <li>• Delegation Policy,</li> <li>• Gift and Hospitality Policy,</li> <li>• Privacy Policy,</li> <li>• Procurement Policy, &amp;</li> <li>• Travel and Seminar Policy</li> </ul>	✓	✓	✓
MWOA Budget	Review the budget annually and adjust as required.	✓	✓	✓
	Ensure Continue of the quarterly Budget.	✓	✓	✓
	To provide sound and accurate financial reporting systems.	✓	✓	✓
Financial Records and Auditing	Ensure Financial Statements are prepared and independently audited on an annual basis and reported to the AGM. Continue monthly financial reports.	✓	✓	✓
	Ensure submission of the Financial Statements for the proceeding year as adopted by the Members at the AGM is completed in line with requirements of Consumer Affairs.	✓	✓	✓

## Key Results Area 6: National Association

<b>Long Term Goal</b>	MWOA to encourage and enhance the ongoing operations of affiliated associations.
<b>Short to Medium Term Objectives</b>	MWOA will continue to foster and nurture interstate interaction to prosper from national networking opportunities for ALL members.

<b>Key Result areas</b>	<b>Actions to Achieving Key Results</b>	<b>2017-2018</b>	<b>2018-2019</b>	<b>2019-2020</b>
Support affiliated associations as required subject to board approval	To provide the following support: Administration, Financial Accounting, Conference Servicing, and web site management	✓	✓	✓
To nationalise varying issues to support affiliated associations	Coordinate annual meeting dates and special events to suit all states and progress/formalize the issues for communication to all members	✓	✓	✓
Promote interaction of members & corporate sponsors	Encourage the options for interstate exchanges with supervisors and managers	✓	✓	✓
	Support the opportunities of national networking with Platinum & Gold Corporate Members	✓	✓	✓

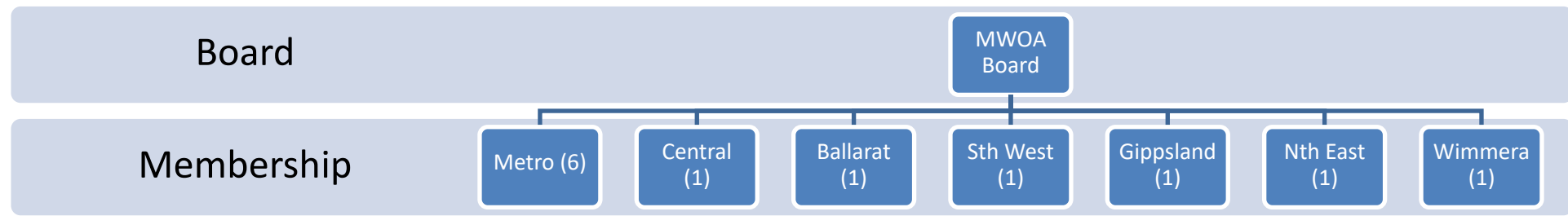
# APPENDIX 1: Organisation Structure

## Board Structure

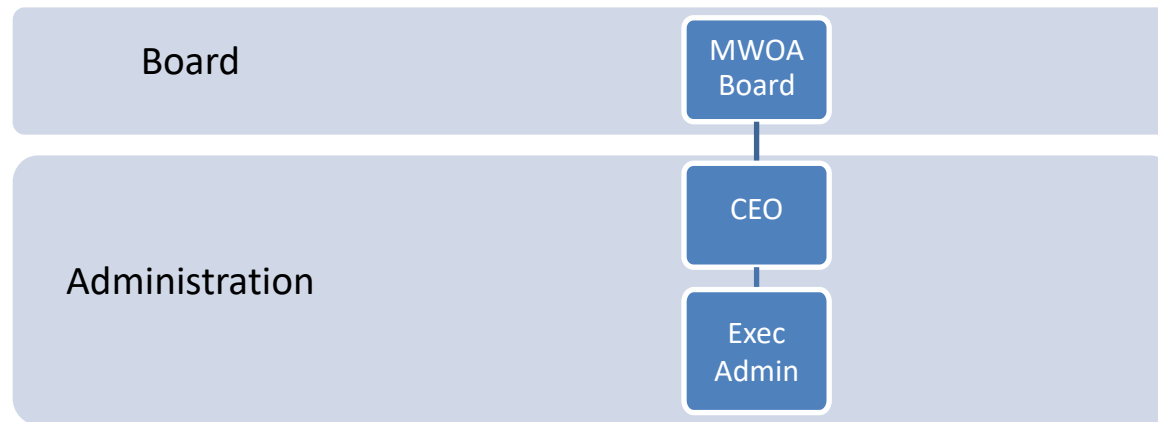
The membership of the Melbourne Metro Branch elects six (6) representatives to the MWOA Board and elects a Melbourne Metro Branch President.

The membership of each of the six (6) Regional Branches elects a Branch President and Secretary. One of these two (2) representatives is elected by the Regional Branch membership to the MWOA Board.

The MWOA Board elects one of the twelve (12) Board Directors to the position of Chair of the Board.



## Organisational Structure



## APPENDIX 2: Glossary

<b>ARRB</b>	Australian Road Research Board
<b>CCF</b>	Civil Construction Federation
<b>DEDJTR</b>	Department of Economic Development, Jobs, Transport & Resources (Victorian State Government)
<b>DELWP</b>	Department of Environment, Land, Water & Planning (Victorian State Government)
<b>IPWEA</b>	Institute Public Works Engineering Australia
<b>LGSA WA</b>	Local Government Supervisors Association (Western Australia)
<b>MAV</b>	Municipal Association Victoria
<b>MWOA</b>	Municipal Works Operations Association
<b>NWOA</b>	National Works Officers Association
<b>TAMS</b>	Tasmanian Association Municipal Supervisors
<b>VR</b>	VicRoads
<b>VCCAG</b>	Victorian Civil Construction Alliance Group
<b>WOAQ</b>	Works Officers Association Queensland