

M.W.O.A.



STRATEGIC PLAN

2011 - 2014

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	1. Organisation Structure	

Glossary

MWOA	Municipal Works Officers Association
NWOA	National Works Officers Association
IPWEA	Institute Public Works Engineering Australia
CCF	Civil Construction Federation
GRG	Government Reference Group
VCCAG	Victorian Civil Construction Alliance Group
DSE	Department of Sustainability & Environment
TAMS	Tasmanian Association Municipal Supervisors
WOAQ	Works Officers Association Queensland
LGSA NSW	Local Government Supervisors Association New South Wales
LGSA WA	Local Government Supervisors Association Western Australia
MAV	Municipal Association Victoria
ARRB	Australian Road Research Board
DOI	Department of Infrastructure

1. Overview:

The Municipal Works Officers Association (MWOA Inc) provides membership services throughout Victoria for all members working within and suppliers delivering services to local government and the community.

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

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)
- Vic Roads
- Parks Victoria
- Department Environment & Sustainability
- Water Authorities
- 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 abreast of 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 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 for the MWOA:

The MWOA provides networking through the seven 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 all Members.

2. Objectives:

Communication

- Networking with members and the industry etc
- Promoting the MWOA at all levels within the sector
- Promote MWOA services and opportunities for involvement
- Working at ministerial level
- 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

- Set clear priorities in line with MWOA Purpose and Vision
- Constantly work towards meeting our professional standards
- Regularly and openly evaluate our vision and purpose
- Promote membership and networking opportunities for the MWOA members
- Enhance the professional development of all members
- Provide information to members to 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

- Proactively raise policy issues and provide accurate and timely advice to the executive with recommended actions on concerns impacting on the organisation
- 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

Innovation

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

Service

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

3. Membership Information:

Fees

The growth of the association and the increase of Corporate Sponsors have seen the general membership fees kept to a moderate level.

Corporate Sponsorship remains high and as activity increases the fees are kept at a level that sustains the costs for the services provided.

Membership Growth

Growth continues at a moderate rate as the sector suffers from a skills shortage. The MWOA will endeavour to investigate and support areas of growth including training and education, for the benefit of the sector, and encourage advancement relating to career paths where possible.

4. Business Plan Strategies:

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

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 every avenue in providing opportunities for member's 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 these changes to Australian Standards.
- Provide opportunities for interaction between public and private sector to allow for the exchange of knowledge and experience
- Develop strategic benefits for members from 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 for such career opportunities

5. Key Results Area 1 – Professional Development:

Long Term Goal	MWOA will provide opportunities for members and stakeholders to enhance professional development, including personal advocacy skills, values and ethics, to successfully deliver public works and services to the community
Short to Medium Term Objectives	<ul style="list-style-type: none">▪ Achieve sustained growth and diversity in membership, reflective of the public works industry.▪ Provide opportunities for ongoing training and personal development.▪ Provide access to information resources to assist public works personnel to carry out their jobs.▪ Provide opportunities for member interaction to allow for exchange of knowledge and experience.▪ Contribute towards Australian Standards for the public works sector.

Strategies Over Next 3 Years	Actions to Achieving Key Results			
		2011-12	2012-13	2013-14
1. 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	<ul style="list-style-type: none"> ▪ Meet with all members including Corporate Sponsors to evaluate and contribute to future industry relevance. ▪ Continue to implement the MWOA Marketing Plan to sustain/increase membership. ▪ Investigate opportunities to encourage membership from all public work sectors ▪ Encourage effective and innovative communication mechanisms with members of MWOA including “E Solutions”. 	✓ ✓ ✓ ✓	✓ ✓ ✓ ✓	✓ ✓ ✓ ✓
2. Conferences	<ul style="list-style-type: none"> ▪ Continue the development and implementation of the National Works & Engineering Conference ▪ Expand the NW&EC aligned with a CIVENEX based event 	✓ ✓	✓ ✓	✓ ✓
3. Awards	Encourage participation in the; <ul style="list-style-type: none"> · R&S Grating Award · Noal Bailey Award · The NW&EC International Study Tour Award 	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓
4. Training Services Develop a career path for Local Government employees to assist with their Personal and Professional Development	<ul style="list-style-type: none"> ▪ Develop & implement Certificate III in Local Government Operational Works Training Program ▪ Develop & implement short course Training Programs based on membership feedback 	✓ ✓		

	<ul style="list-style-type: none"> ▪ Develop Cert IV for Local Government in Advance Mgt ▪ Develop Cert IV for Local Government in Advance Mgt ▪ Investigate diploma opportunities to fulfill the career path, Cert III, Cert IV, Engineering Degree ▪ Lobby Local Government senior management to adopt professional development for operational staff 	<p style="text-align: center;">✓</p>	<p style="text-align: center;">✓</p> <p style="text-align: center;">✓</p> <p style="text-align: center;">✓</p> <p style="text-align: center;">✓</p>	<p style="text-align: center;">✓</p>
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6. Key Results Area 2 – Leadership & Innovation Victoria:

Long Term Goal	MWOA will be acknowledged as being at the forefront of providing leadership and innovation in the public works industry in Victoria.
Short to Medium Term Objectives	<ul style="list-style-type: none">▪ Identify opportunities and concepts for innovative development that provides leadership for the public works industry.▪ Engage in partnerships with industry, government and organisations to undertake innovative or research projects of significance.▪ 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.

Strategies Over Next 3 Years	Actions to Achieving Key Results			
		2011-12	2012-13	2013-14
1. Encourage and maintain a priority list of strategic public works issues.	<ul style="list-style-type: none"> ▪ Create a link to the MWOA/NWOA websites of significant issues/projects and update regularly 	✓	✓	✓
2. Develop and maintain strategic partnerships to advance research and knowledge of key public works issues	<ul style="list-style-type: none"> ▪ Support affiliated associations & expand where possible interstate interaction & work exchanges 	✓	✓	✓
3. Identify and facilitate opportunities to undertake innovative, leading-edge projects, or research of significance.	<ul style="list-style-type: none"> ▪ Participate in industry reference panels with sector partners (e.g. IPWEA, CCF, Vic Roads, Worksafe & MAV). 	✓	✓	✓
4. Promote and build the capacity of the sector.	<ul style="list-style-type: none"> ▪ To support ongoing management training opportunities with relevant TAFES & training bodies ▪ Work with the Victorian Civil Construction Alliance Group, IPWEA and Vic Roads to develop sector-wide standards and processes 	✓ ✓	✓ ✓	✓ ✓
5. Support a National program awards for leadership and innovation.	<ul style="list-style-type: none"> ▪ Support the Local and various Interstate State Awards & encourage the participation of the membership 	✓	✓	✓

7. Key Results Area 3 – Strategic Alliances:

Long Term Goal	MWOA will be recognised as a leader of the public works sector in Victoria
Short to Medium Term Objectives	MWOA will engage in meaningful and strategic alliances with other organisations at all levels and promote the relevance of the association & members contribution to the industry

Strategies Over Next 3 Years	Actions to Achieving Key Results			
		<i>2011-12</i>	<i>2012-13</i>	<i>2013-14</i>
1. Develop and maintain ongoing formal strategic alliances with relevant sector bodies.	<ul style="list-style-type: none"> ▪ Maintain positive working relationships with IPWEA, CCF, Vic Roads, MAV, Worksafe & VCCAG. 	✓	✓	✓
	<ul style="list-style-type: none"> ▪ Continue to support joint activities with other professional bodies including IPWEA, Vic Roads, ARRB, CCF, DSE, DOI, MAV, Worksafe & Aust Standards 	✓	✓	✓

8. Key Results Area 4 – Organisation Capability:

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

Strategies Over Next 3 Years	Actions to Achieving Key Results	2011-12	2012-13	2013-14
		1. Continue to expand on the input of members concerns & issues expunged from meetings etc	<ul style="list-style-type: none"> ▪ Understand the breadth and needs of the wider public works sector in Victoria. ▪ Utilise whatever means available to assist in complimenting members requests. 	✓
2. Develop a strategy for an organisational succession plan	<ul style="list-style-type: none"> ▪ Finalize and adopt an organizational succession plan ▪ Implement the adopted succession plan 	✓		

9. Key Results Area 5 – Financial Sustainability:

Long Term Goal	Ensure the long term financial viability of MWOA through strong financial management
Short to Medium Term Objectives	Continue development and implementation of a Financial Management Plan to ensure financial viability of the MWOA

Strategies Over Next 3 Years	Actions to Achieving Key Results	2011-12	2012-13	2013-14
		1. Financial Management	<ul style="list-style-type: none"> ▪ Continue development & review of the Financial Policies and Procedures Manual including but not limited to: <ul style="list-style-type: none"> - Payment of employees - Employee superannuation details - Financial reporting requirements – Business Activity Statement ▪ Continue development and review documentation of Financial Policies, including but not limited to: <ul style="list-style-type: none"> - Financial Risk Management Policy, - Delegation Policy, - Gift and Hospitality Policy, - Privacy Policy, - Procurement Policy, & - Travel and Seminar Policy 	✓
2. MWOA Budget	<ul style="list-style-type: none"> ▪ Ensure continuance of the development of an annual Budget. ▪ Ensure continuance of the quarterly Budget Reporting Process. 	✓	✓	✓
3. Financial Records and Auditing	<ul style="list-style-type: none"> ▪ Ensure Financial Statements are prepared and independently audited on an annual basis. 	✓	✓	✓
4. Financial Reporting	<ul style="list-style-type: none"> ▪ Ensure that the reporting of the Financial Statements for the proceeding year occurs at the MWOA Annual General Meeting. ▪ 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. 	✓	✓	✓

10. Key Results Area 6 – National Association:

Long Term Goal	MWOA to encourage and enhance the continuance of affiliated associations
Short to Medium Term Objectives	MWOA will continue to foster and nurture interstate interaction to prosper from national networking opportunities for ALL members

Strategies Over Next 3 Years	Actions to Achieving Key Results			
		2011-12	2012-13	2013-14
1. Support affiliated associations as required for ongoing viability, subject to board approval	<ul style="list-style-type: none"> ▪ Support would include but not limited to all or part of the following; <ul style="list-style-type: none"> -Administration - Financial Accounting - Conference Servicing - Web Site Management 	✓	✓	✓
2. Continue to work with the affiliated associations & nationalise varying issues to support member	<ul style="list-style-type: none"> ▪ Confirm in advance annual meeting dates to suit all states and progress/formalize the issues for communication to all members 	✓	✓	✓
3. Promote interaction of members & corporate sponsors	<ul style="list-style-type: none"> ▪ Encourage the options for interstate exchanges with supervisors and managers 	✓	✓	✓
	<ul style="list-style-type: none"> ▪ Support the opportunities of national networking with Platinum & Gold Corporate Members 	✓	✓	✓

APPENDIX No 1

Organisational Structure



