



**AUSTRALIAN LOCAL
GOVERNMENT WOMEN'S
ASSOCIATION**
QUEENSLAND BRANCH

supporting and encouraging those involved or interested in Local Government

STRATEGIC MARKETING & EVENTS PLAN 2017



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1 Background

The factors affecting the level of women's participation in local government are both complex and diverse. Relevant studies highlight these affects range from attitudes, personal characteristics, finances and competing responsibilities.

In July 2015, the ALGWA Queensland Executive Committee conducted a member survey. The survey found that women in Queensland local government felt stifled by their own reduced sense of worth, dominance from other women and a lack of support and funding available to them within their workplace.

Additionally, in December 2015, the LGAQ held a Local Government Diversity Focus Group meeting. This assembly identified that women in local government felt that there was a lack of support from within their organisations and they personally experienced low self-confidence, pressure and internal guilt associated with working full time, being away from their families and experiencing difficulties during interaction with other women in the workplace.

Within local government and other sectors, studies have shown that a chief inhibiting contributor has been a woman's own lack of belief and confidence in herself. If women believe that they don't have the skills and attributes needed for a role, they will not apply.

Whilst these common themes are seen at an organisational level within the public and private sector, there is little change at the political level. Women currently make up a third of elected members within Queensland local governments. Whilst there was an increase in the number of women running for local government in the 2016 elections, there was less than a 1% change in elected women represented at the polls. In Queensland women make up 30.9% (169) of elected members, 20.7% (16) of Mayors, 34% (26) of Deputy Mayors and 16.9% (13) of CEOs.

These findings continue to support ALGWA Queensland's role within the local government sector. There is still much work to be done to help promote, encourage and support women at all levels within the Queensland local government sector.

This plan has been developed by the ALGWA Queensland Executive Committee to provide support and strategies to address the latest findings and to continue to provide value to ALGWA's members.



2 Current market situation

The Queensland local government sector has experienced many challenges within the past few years. Some of the more significant issues which have impacted on the industry and its affiliated associations, including ALGWA, are outlined below:

Resource fluctuations and budget constraints. Over 4,200 staff have left the Queensland local government sector since 2012. In March 2016, 50% of elected representatives were new to local government and the industry has witnessed a 110% turnover of CEO's and the consequent cultural changes to those organisations within the past four years. Additionally, local government entities need to compete with the private sector to entice and maintain quality employees at all levels. On Seek alone, there is a monthly average of over 150 positions advertised within the Queensland local government sector.

Over 46% of Queensland local government entities spend more than they earn. Additionally, there continues to be a yearly reduction in grants available from the State and federal governments. In 2016, federal and State government funding for Queensland local governments was reduced by \$1 billion dollars. This has contributed to a budget deficit for many local governments and has impacted on human resources within each entity. Many local governments are doing 'more with less' to remain financially viable. The LGAQ's half yearly survey to Mayors and CEO's within Queensland local governments has shown that the number one issue for local government in Queensland over the last four years is financial sustainability. The second most important issue is resources. Budget restraints impact on hiring additional resources and providing opportunities to existing employees. This impacts upon an individual employee's ability to attend events, seminars and conferences and access professional development and training opportunities.

Gender diversity remains an issue within local government. Current statistics remain limited to elected members and CEOs. In early 2017, women represent a third of senior level staff within Queensland local government. The data from the latest Census taken in 2016, will, when released, be very important to gain a more in-depth understanding of diversity at all levels within the sector.

Oversupply of industry events and conferences within Queensland. Individual entities are increasingly requiring additional justification from employees to attend events and there continues to be an increase in individuals paying for themselves and taking personal or annual leave to attend. Currently, there are over 40 unique events that take place within Queensland local government on an annual basis. The number of competing events and the rising cost of registration fees for entities or individuals, makes it increasingly difficult to justify attendance.

Several other associations exist that offer similar or competing benefits to those offered by ALGWA within the local government sector and this has been impacting on the profitability of ALGWA.



Despite these challenges, the level of participation by women within local government remains a critical piece that needs to be addressed. At this present time, local governments in Queensland are not adequately representing their communities, as women are not being represented at a senior level within local governments across the State. It is critical that opportunities and support are provided to existing and aspiring women in local government. These opportunities include the time and resources required to develop new skills, learn from successful women within the sector, obtain support, focus on professional development, gain ongoing support from internal management and develop the ability to improve their self-confidence to aspire to a long and fulfilling career within Queensland local government.

This plan will focus on empowering women in local government.

3 Marketing objectives

The ALGWA Queensland Executive Committee is committed to providing support and opportunities to women working in local government and those who are interested in or work with the local government sector. ALGWA welcomes both male and female members who share this commitment.

The ALGWA Queensland theme for 2017 is *'empower'*. ALGWA firmly believes that when you educate and believe in people, you empower them to achieve.

This belief closely aligns with ALGWA Queensland's purpose – to aspire, connect and educate.

The short to medium term marketing objectives are to (1) continue to build on ALGWA Queensland's renewed, positive reputation within the industry; (2) continue to increase membership levels and provide value to all members; (3) continue to provide relevant events that are cost effective and worthwhile; (4) be an information source for the latest news and support available; (5) increase promotion for the bursary award; (6) re-establish a professional mentoring program; and (7) build new and existing relationships with industry partners to provide greater access to support and knowledge groups for members.

4 The marketing strategy

The following sections provide an outline of how ALGWA Queensland will build on the 2017 theme.

4.1 Target market

The target market will continue to be predominately women at all levels within Queensland local government. This includes employees, management, CEOs and elected members.

In 2016, the association promoted membership to males within local government. Men currently represent 6.5% of our members. Men are encouraged to participate and we will continue to build on increasing our male membership in 2017.

ALGWA Queensland will also continue to increase partnerships with relevant industry bodies and encourage their employees to join the association.



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In 2017 the association's corporate membership doubled and individual membership increased by 55%. Our aim is to achieve similar growth in 2017 by further promoting ALGWA and our offerings to the local government sector.

4.2 Promotion

ALGWA Queensland will promote the association focusing on the theme "empower" through the following means:

Industry support the association will continue to partner with relevant industry bodies to further promote the association and provide additional opportunities to members through relevant partner initiatives.

Corporate memberships will continue to be promoted to identified local governments and industry bodies as a cost-effective alternative to individual membership. This provides their staff with the opportunity to undertake professional development and seek support where individual membership is cost prohibitive.

Whilst corporate membership provides limited financial incentive for ALGWA Queensland, it does support our objectives to continue to build the association's reputation, influence and provide support to a wider audience.

New members the association will continue to provide a gift and welcome pack to new members. Zone representatives will make initial contact to welcome, offer support and seek feedback on what the new member hopes to achieve by being a member of the association.

Zone representatives will communicate with the members within their region on a quarterly basis. This will encourage members to understand the benefits that the association offers and to gain valuable feedback on potential areas for improvement.

Additionally, where cost effective, zone events will be facilitated to provide support and networking opportunities to members.

Newsletters a bimonthly Enewsletter will continue to be sent to all members. This will include information about upcoming events, funding opportunities, relevant news articles, relevant partner initiatives and a "good news" story about a local government employee.

Social media the association will continue to leverage off the LGAQ's social media streams to reach a wider audience and ALGWA national's Facebook page. ALGWA Queensland will commit to utilising Twitter and the ALGWA Queensland group on LinkedIn to promote awareness and provide regular updates to current and potential members.

Mentoring an informal mentoring program will be re-introduced to members. ALGWA Queensland will partner with the LGMA Inc. to ensure that mentors are appropriately trained, candidates are matched appropriately and to provide the best outcome for the mentor and mentee.



Quarterly events will continue to focus on professional development targeted at elected and non-elected staff within the local government sector. These events will be promoted to encourage participation by State government employees, industry bodies and sponsors where relevant.

4.3 Events

Across the industry, it is evident that delegate numbers at events are reducing each year. The content and networking opportunities within these events are the biggest drivers for attendance based on the research conducted.

It is therefore critical that ALGWA Queensland base event topics on member's feedback and relevancy and be willing to adapt to changing demands within the industry.

The association has received positive feedback from the quarterly events that the Queensland branch offers. In response to members' feedback, these events have been primarily held in Brisbane and continue to be a cost-effective way to keep in touch with members and ensure ALGWA's relevancy.

The following events for 2017 have been developed by the Executive Committee to incorporate the theme empower:

Friday, 10 March: International Women's Week Breakfast to be held at Local Government House in Newstead. This intimate breakfast will include a key note speaker focusing on '*Creating time for the important things in life.*'

Tuesday 11 to Thursday 13 April: National ALGWA Conference in Launceston.

Thursday, 25 May: A full day professional development workshop on 'Reputation, creating your own personal brand and transitional skills.'

Late July: Mini conference held in Brisbane or the Sunshine Coast. The conference will be a partnered event with the LGMA Inc.

Friday, 8 September: a full day professional development workshop on '*how to successfully apply for grant funding*' (10-12pm with a representative from the State government, followed by a networking lunch and after lunch from 1-3pm '*how to do difficult conversations well*').

Tuesday, 17 to Thursday, 19 October: ALGWA annual breakfast at the LGAQ Conference in Gladstone.

Mid November: Zone events – each representative to organise directly.

Saturday, 25 November: White Ribbon Day awareness. Partnered event to be determined.



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To ensure that we best support *all* members, the association has commenced investigating the possibility of recording workshops and enabling video conferencing for those who are unable to attend.

4.4 Management Committee meetings

ALGWA Queensland management committee meetings will be held on a quarterly basis and will continue to be open to its members. The meeting dates and times are confirmed below:

Friday, 10 March: Zone representatives will present at this meeting on a proposed event they can run in November within their zones. Each zone will be given a budget of \$500.00. The meeting will take place in Brisbane from 10am to 4pm.

Monday, 8 May: - 8am - 9.30am via teleconference.

Monday, 17 July: - 10am - 3.00pm at the mini conference venue.

Saturday, 9 September: - Full day strategy and planning workshop for 2018.

Monday, 6 November: - Final draft for 2018 strategy and marketing plan via teleconference. This will include a promotional piece to be sent to members and partners.

5 Partners

The association continues to work closely with industry partners to provide support and networking opportunities to its membership base.

ALGWA Queensland will open discussions with relevant partners in 2017 to sign a formal memorandum of understanding (MoU) to support gender equity within local government. These include the State government, LGAQ and LGMA Queensland Inc.

5.1 LGAQ

The LGAQ continues to support ALGWA Queensland and regularly provides resources and facilities at no cost. This partnership has also enabled ALGWA to work directly with the different divisions within the LGAQ to gain access to reports, presenters, advocacy and advice from the CEO and President.

By working closely with the LGAQ, including its CEO and new President, Mark Jamieson, ALGWA will continue to gain brand awareness and support from within the industry.

5.2 LGMA Queensland Inc.

Initial discussions with the CEO about a formal partnership with the LGMA Queensland Inc. have been positive. Discussions have been held about a joint conference in July 2017 and facilitation of an informal mentoring program to joint memberships has also been a focal point. Additional discussions for implementation will take place in mid-February 2017.



5.3 State Government

ALGWA Queensland would like to partner in a greater capacity with the State government. This includes State government sponsorship of ALGWA events, funding opportunities for members and utilisation and capacity to share resources.

ALGWA Queensland would also like to encourage State Government employees to join the association and attend events where relevant and appropriate.

5.4 Diverse City Careers (DCC)

ALGWA Queensland is keen to progress to a formal partnership with DCC, which will include holding joint events and showcasing local government as a career of choice for young and motivated women in all sectors.

5.5 YWCA Queensland

ALGWA Queensland will continue to support the YWCA Queensland by promoting their events and initiatives and providing further mentoring to young women.

6 Sponsorship

There is no formal sponsorship program for ALGWA Queensland. This represents a key opportunity to gain support from suppliers within the industry who currently partner with local government entities. The association has received substantial interest from potential suppliers within the last 18 months. Sponsorship opportunities and establishing an appropriate sponsorship structure requires additional thought and development by the Executive Committee in 2017.

Offering a sponsorship package to the industry provides numerous benefits to ALGWA Queensland and suppliers alike. These include:

Benefits to ALGWA Queensland

- Additional annual funding from suppliers within the industry
- Assistance with catering and funding quality speakers at different ALGWA events
- Further industry recognition from partnerships with recognised brands
- Speaker opportunities and case studies from suppliers that relate directly to local government Queensland
- Ability to seek sponsorship from partners of choice
- Additional networking and membership opportunities

Benefits to Suppliers/Sponsors

- Opportunity to partner with a well-established local government association
- Opportunity to seek business opportunities through business promotion and networking



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- A sponsorship package that is cost effective compared to other associations
- Opportunity to present or provide an article to members from across the State on business products and solutions tailored to local government
- Have a trade display at ALGWA State conferences and opportunity for brand recognition through specific event sponsorship, such as sponsoring a morning tea or lunch at a conference.

Confirmed partners who have expressed interest to continue/commence sponsorship opportunities directly with ALGWA Queensland include:

- Local Buy Pty Ltd
- JLT
- CBP Lawyers
- Mead Perry Group
- Telstra
- Panda Pearls
- LGIA Super
- QTC
- State government
- National Rural Women's Coalition
- Azentro

7 Conclusion

By having a planned approach based on the theme 'empower' for 2017, it is envisaged that the ALGWA Queensland branch can further increase current membership levels, provide greater support and offerings to those interested and working within local government and further build on the association's brand awareness.