



“Going Forward Together”

Strategic Plan 2009 – 2012

“PROGRESSIVE REPORT”
Produced On - 2 December 2010

VISION

To become the recognised body promoting fine woodcraft and supporting leisure woodworkers throughout South Australia



Woodgroup SA Inc. Strategic Plan 2009 - 2013

Stakeholders to the development of this Strategic Plan

Woodgroup SA Inc.	Sculpture and Carvers Inc.
Copper Coast Woodworkers Inc.	South Oz Scrollers Inc.
Hills Woodworkers Inc.	Southern Turners Inc.
Murrayland Turners Inc	Toymendous Inc.
Northern Turners Inc.	Western Woodworkers Inc.
Riverland Woodworkers Inc.	Whyalla Woodies Inc.

The plan incorporates the following core areas:

1 Governance and Policy

- 1.1 Organisational Governance
- 1.2 Policies and Procedures
- 1.3 Sustainability
- 1.4 Operational Support to Members
- 1.5 Asset Management

2 Operations

- 2.1 Member Club Activities and Events
- 2.2 Membership and Recruitment

3 Communications

- 3.1 Image Development and Branding
- 3.2 Partnership Development
- 3.3 Statewide Communication



Woodgroup SA Inc. Strategic Plan 2009 - 2013

STRATEGIES	ACTIONS	RESPONSIBILITY	TIME LINE	PERFORMANCE OTUCOME/ MEASURE	
1.1.1 - Establish Succession Plan	<ul style="list-style-type: none"> Develop job descriptions for all board positions. Develop positions to assist the Secretary & Treasurer 	Current office holders ratified by board executive	31 Dec 09 30 Nov 09	<ul style="list-style-type: none"> Willingness for people to take on positions Have assistant positions 	Minute Secretray appointed Nov 2009
1.1.2 - Board training and induction program	<ul style="list-style-type: none"> Develop training program for board members positions now & ongoing Develop a board member induction kit Establish welcoming environments for board meeting 	Board of Management to source Board of Management	30 June 10 31 March 09	<ul style="list-style-type: none"> Training program sourced & implemented Induction kit developed and tested Supportive environment encouraging participation 	Completed Feb 2010 Completed Feb 2010
1.1.3 - Effective operation of sub committees	<ul style="list-style-type: none"> Develop terms of reference for sub committees Look at roles and functions of current/proposed sub committees 	President ratified by Board of Management President	30 Aug 09 30 Sep 09	<ul style="list-style-type: none"> All sub committees provided, and complying with terms of reference Sub committees developed as appropriate 	Completed Aug 2009
1.2.1 - All Policies	<ul style="list-style-type: none"> Review all current policies, amend if required and review annually Implement across all members clubs current and future endorsed policies 	Board of Management	31 March 2010 Ongoing	<ul style="list-style-type: none"> Immediate Reviews completed and schedule for annual reviews written Changes made as required 	In Progress February 2010 for adoption by Board in May 2010
1.2.2 - Develop an integrated and consistent approach to Duty of Care and Safe work Practices requirements.	<ul style="list-style-type: none"> Educate member clubs about their legislative responsibilities to practice "reasonable duty of care" in their operations. Develop standardised policies and procedures for the safe use of machinery Develop a system for recording the training provided to machine users. 	Board of Management & Clubs, Delegates & Clubs	31 March 2011	<ul style="list-style-type: none"> Risk management package developed and training delivered Core policy developed and standardised procedures and recording system delivered to member clubs as a manual. 	Preparing submission to go to Safework SA to establish how our clubs need to respond to the OH&S legislation. Project for 2011-2012



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STRATEGIES	ACTIONS	RESPONSIBILITY	TIME LINE	PERFORMANCE OTUCOME/ MEASURE	
1.3.1 - Increase opportunities and develop a Promotional and Marketing Model to improve the credibility of Woodgroup SA's image.	<ul style="list-style-type: none"> Investigate media opportunities Develop links with local and regional newspapers and radio stations Coordination of any advertising 	Board of Management	30 Jun 11	<ul style="list-style-type: none"> Local media links developed Regular media liaison through media releases, photos, etc. All paid advertising centrally coordinated 	Called for expressions of interest 2009. No response.
	<ul style="list-style-type: none"> Establish a Marketing Sub Committee with specific terms of reference Develop a comprehensive promotional and marketing plan Seek Club endorsement of marketing plan Integrated approach to working with the media 	Board of Management Marketing sub committee Marketing Sub committee. Board of Management	30 Nov 09 30 Sep 10 30 Aug 10 30 Sep 10	<ul style="list-style-type: none"> Marketing Sub Committee established Terms of Reference developed Promotional and Marketing plan developed 100% of member Clubs endorse plan Media communication protocol developed 	
	<ul style="list-style-type: none"> Develop a diverse range of promotional materials suitable for use by both Woodgroup SA and Member Clubs. 	Marketing sub committee	30 Jun 11	<ul style="list-style-type: none"> Materials developed and distributed to member clubs Produced materials are of a consistent nature 	
1.3.2 - Develop a finance strategy	<ul style="list-style-type: none"> Establish a finance sub committee with specific terms of reference Annual budget developed and adopted Regular reporting of finances & transactions. 	Board of Mngmt and Treasurer Treasurer Treasurer	30 Nov 09 By 30 May Annually	<ul style="list-style-type: none"> Finance sub committee established Terms of reference completed Reviewed in June 2010, then annually Annual budget implemented Finance Reports as required to sub committee and board. 	Executive Committee will adopt role of Finance Committee. Achieved for 2010 and then ongoing. Ongoing and presented to each Board Meeting.
1.4.1 - Provision of Public Liability and other appropriate insurances	<ul style="list-style-type: none"> Ensure member clubs are adequately covered at all times 	Treasurer/Board of Management	Annually at 30 June	<ul style="list-style-type: none"> Appropriate insurances in place for all members Insurance needs reviewed annually 	Public & Product Liability in place. July 2009
1.5.1. - Leasing of Premises	<ul style="list-style-type: none"> Where clubs share a facility negotiate and manage leasing arrangements 	Secretary	Ongoing	<ul style="list-style-type: none"> Favourable leasing arrangement in place for each facility 	Leasing arrangement in place for The Parks Community Centre.



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STRATEGIES	ACTIONS	RESPONSIBILITY	TIME LINE	PERFORMANCE OTUCOME/ MEASURE	
1.5.2 - Improved library management accessibility	<ul style="list-style-type: none"> Review and decide on the future of the Library If Library continues to operate, ensure updated library catalogue is available on website 	Board of Management Librarian and Web Master	30 Jun 10	<ul style="list-style-type: none"> Catalogue easily accessible by all Catalogue regularly up-dated 	Board Mtg in Nov 2009 decided to disband the Library. Library disband in September 2010.
1.5.3 - Sharing of intellectual property and expertise	<ul style="list-style-type: none"> Produce annually a listing of club affiliates Continue to develop the Workshop Leadership Program maintaining a list of workshop facilitators and demonstrators. Create data base for Program 	Secretary Secretary in conjunction with Clubs Secretary Secretary	By 30 Nov Ongoing 31 Dec 09	<ul style="list-style-type: none"> Club affiliates listing re-established Data Base of facilitators and demonstrators is updated annually and regularly maintained. 	No demand from Clubs 2010 Board Mtg Nov 2009 decided to shelve the Program because of a lack of interest by affiliates in participating as leaders.
1.5.4 - Identify & list current assets and develop equipment loan policy and procedures.	<ul style="list-style-type: none"> Appoint a person responsible for asset management. Develop an asset and equipment register of all Woodgroup SA assets Update asset register annually Establish protocol for individual clubs to use WGSAs equipment. Formulate and implement a policy re-hire and use of WGSAs equipment Schedule of loan fees determined Loan process in place 	Board of Management Asset Manager Asset Manager/Board of Management Asset Manager/Secretary	30 Nov 09 31 Mar 1 30 Jun 31 Mar 10 31 mar 10 31 Mar 10	<ul style="list-style-type: none"> Asset Manager appointed Asset & Equipment register in place Equipment loan process adopted Policy implemented with annual review Fees schedule promoted to clubs Well managed loan process in place Equipment returned in good condition 	Position Called Oct 2009 No response. Register completed March 2010 Ongoing with Custodian Policy for club use of equipment being adopted by Board on 27 th Nov 2010. No fees to be charged Loan Process in place No evidence of damage on loans 2010
1.5.5 - Management of generic signage & stored event/expo materials	<ul style="list-style-type: none"> Maintain quality promotional signage Maintain appropriate safety signage Maintain all event/expo paraphernalia 	Board of Management Asset Manager	Ongoing	<ul style="list-style-type: none"> Equipment loan process understood and well utilised All equipment accounted for and in good working order 	Asset register on website for use by Clubs. Asset check done annually.



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STRATEGIES	ACTIONS	RESPONSIBILITY	TIME LINE	PERFORMANCE OTUCOME/ MEASURE	
2.1.1 - Identify, initiate, facilitate and/or promote woodcraft activities and events across the Network of member Clubs.	<ul style="list-style-type: none"> • Deliver an annual Woodgroup SA event encouraging all clubs to participate. • Facilitate internal club events by core activity type (i.e. turning, scroll sawing, carving etc) • Facilitate “come’n’ try” events either as stand alone or part of other events. • Compile list of all clubs events and WGSA events • Develop promotion strategy for cross club events • Increase number of live demonstrations 	<p>Board of Management and member clubs</p> <p>Board of Management and member delegates</p> <p>Secretary</p> <p>Clubs</p> <p>Board of Managements & Clubs</p>	<p>Annually</p> <p>30 Sep 10</p> <p>30 Sep 10</p> <p>Jan/Feb annually 31 Dec 09</p> <p>On going</p>	<ul style="list-style-type: none"> • Major event delivered. • Woodgroup SA intervention adds value • Intra-club events established and embraced • Number of people participating in “come ‘n try” activities. • Increase in number of people joining as members of clubs. • Comprehensive listing provided and regularly up-dated • Strategy developed and implemented • More demonstrations conducted per annum 	<p>A program of Host Clubs for the Merry Month Of May has been adopted for 2010 – 2014</p> <p>Significant cost implications re Public Liability Insurance.</p> <p>Website Manager maintains a list of Club events on the website for each Club and updates it regularly.</p>



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STRATEGIES	ACTIONS	RESPONSIBILITY	TIME LINE	PERFORMANCE OTUCOME/ MEASURE	
2.2.1 - Identify markets, develop policies and programs that deliver membership/recruitment opportunities for Woodgroup SA and member clubs.	<ul style="list-style-type: none"> Ensure membership enquiries are handled effectively Promote clubs wherever possible Identify opportunities & seek out networks to promote Woodgroup SA and the member clubs. 	Webmaster, Secretary Board of Management	Immediate and ongoing	<ul style="list-style-type: none"> All enquiries addressed in a timely fashion and referred to the appropriate club/person Increase in club awareness in community 	Interim procedures established between Web Manager and Secretary. Working well.
	<ul style="list-style-type: none"> Identify key regional or demographic areas for new club development 	Board of Management	31 Dec 11	<ul style="list-style-type: none"> Regions/demographics identified Club development package available 	Possibility of new Club at Gawler was identified. Shelved in October 2010
	<ul style="list-style-type: none"> Develop a package of information to help enquirers interested in forming a new club. 	Secretary	31 Dec 10	<ul style="list-style-type: none"> Review success of new club development 	
	<ul style="list-style-type: none"> Foster any interest and manage the process of forming new clubs 	Secretary	Immediate	<ul style="list-style-type: none"> Number of new clubs established 	
	<ul style="list-style-type: none"> Ensure Club's know about Woodgroup's role in forming a new Club. 	Board of Management & Club Delegates	31 Dec 10	<ul style="list-style-type: none"> Member Clubs will be aware of Woodgroup's role and support 	
	<ul style="list-style-type: none"> Educate member clubs about the mentoring role they have in helping form a new club. 	Board of Management & Club Delegates	31 Dec 11	<ul style="list-style-type: none"> Clubs will be willing to mentor new ones. 	
<ul style="list-style-type: none"> Develop guidelines, processes and a plan for promoting clubs effectively. 	Board of Management or delegate/s	30 Sep 10	<ul style="list-style-type: none"> Guidelines and process developed Plan developed 		
3.1.1 - Develop an integrated approach and consistent use of Woodgroup SA badging	<ul style="list-style-type: none"> Review effectiveness of programs through club member surveys Adjust plans, promotions and delivery as required from feedback 	Board of Management or delegate/s	Annual As needed	<ul style="list-style-type: none"> Number of programs reviewed Programs continually reviewed and evolving to meet the needs of members 	
	<ul style="list-style-type: none"> Woodgroup SA letterheads shall incorporate the names of its member clubs. All clubs should display 'Member of Woodgroup SA' and its logo on letterheads, newsletters and promotional material 	Secretary Club Secretary	31 Dec 09 31 Mar 10	<ul style="list-style-type: none"> Appearance of documents displaying Woodgroup logos, etc 	Partly achieved by some clubs. Not formalised at this stage.



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3.1.2 - Create a greater visibility of Woodgroup SA and Member Clubs	<ul style="list-style-type: none"> • Add Woodgroup SA and member club details in "club" section of the Yellow Pages • Continuous phone number for Woodgroup SA • Pursue Listing in White Pages 	Secretary	30 Jun 10	<ul style="list-style-type: none"> • Details listed in Yellow Pages • Permanent number e.g. mobile allocated to Woodgroup SA • White Pages listing appears 	All clubs participating and entries finalised with Sensis in April 2010 for publication in 2011 edition. Achieved Aug 2010
		Secretary	31 Dec 09		
		Secretary	30 Sep 10		
3.2.1 - Develop greater working relationships with other woodworking clubs	<ul style="list-style-type: none"> • Arrange intra/inter club information sharing • Foster the concept of more intra club visits. 	Secretary and Member Clubs	Ongoing	<ul style="list-style-type: none"> • More shared and combined activities held annually • Greater sharing of club resources 	
3.2.2 - Effectively seek external funding.	<ul style="list-style-type: none"> • Appoint a grants officer • Research and identify sources of government funding. • Regularly check grants register and develop an annual calendar identifying external funding opportunities. • Provide guidance and support for funding applications submitted by member clubs. 	Board of Management	31 Dec 09	<ul style="list-style-type: none"> • Grants officer appointed • Increased number of grant applications • Increased level of grant revenue • Number of Clubs seeking support. 	Expressions of interest called for. No response. Remainder of these actions cannot proceed without someone taking up the challenge.
		Grants Officer	30 Sep 10		
		Grants Officer	Ongoing		
		Grants Officer/Secretary	As needed		
3.2.3 - Utilise regional community and council services	<ul style="list-style-type: none"> • Advertise Woodgroup SA and the member clubs in relevant regional or local government directories to promote their existence and activities. 	Secretary and Club Secretaries	As needed	<ul style="list-style-type: none"> • Woodgroup SA and Member Club information listed in local councils' printed and on-line directories 	



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<p>3.3.1 - Identify and utilise appropriate communication mediums to improve internal communications.</p>	<ul style="list-style-type: none"> • Establish a process for communicating with and between board members • Review the role of delegate • Survey Member Clubs and board members to determine most suitable and effective communication medium e.g. postal, email, phone etc. • Review current communication policy • Establish contact list for Board members. 	<p>Board of Management</p> <p>Secretary</p> <p>President/Secretary Secretary</p>	<p>ASAP</p> <p>ASAP 31 Mar 10</p> <p>31 Dec 09 31 Dec 09</p>	<ul style="list-style-type: none"> • Improved and informed understandings between board delegates • 100% receipt rate of communications • Increased participation in advertised activities and programs 	<p>A lot of information is going on website. Secretary with Webmaster has created a specific site for restricted access to board members. Used to improve communications and provide Board Training for new members. Have also given access to Secretarys as they can use much of the information provided in their secretarial duties. Communications strategy has been reviewed and adopted Nov 2010.</p>
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STRATEGIES	ACTIONS	RESPONSIBILITY	TIME LINE	PERFORMANCE OTUCOME/ MEASURE	
3.3.2 - Continue to regularly publish a Newsletter	<ul style="list-style-type: none"> Review existing policy for publishing newsletters. Change to monthly production/ distribution incorporating quality input from clubs. Seek support from local businesses by way of paid advertising Review newsletter acceptance by members Increase distribution to include schools, local government, etc. 	Board of Management/ Newsletter Editor/Club Delegates Editor Secretary Newsletter Editor	31 Dec 09 Ongoing Annually 31 Dec 10	<ul style="list-style-type: none"> Quality monthly newsletter prepared and distributed Positive feedback received through club secretaries Annual review of content and distribution 31 Dec 09 Ongoing Annually <ul style="list-style-type: none"> 31 Dec 10 Distribution list expanded 	Executive decided in conjunction with the Editor that best to have a bi monthly newsletter with quality and ample content of interesting reading. Also decided to disband the concept of a monthly Bulletin. Sub committee working on policy document for advertising and sponsorship in newsletter and website.
3.3.3 - Improve existing Website.	<ul style="list-style-type: none"> Review current website policy Seek a committed Webmaster and train if appropriate. Seek assistants to help Webmaster and thus maintain the currency of the website. Review current website service provider. Enable Clubs to have direct input Train website assistants at Club level Ensure site is constantly updated 	Board of Management Secretary/Webmaster Board of Management Webmaster Webmaster Webmaster	31 Mar 10 Urgent Urgent Immediate 31 Dec 10 Immediate Ongoing	<ul style="list-style-type: none"> Web Master appointed Training conducted for Web Master/Asst Web Master and club delegates Clubs accessing and regularly updating their local content Quality website receiving regular hits 	Website launched 09/2009 Appointed Aug 2009-10-26 Small working committee established Sep 2010. New Website Host 09/2009 Woodgroup now hosting Club sites. All Clubs participating. Over 500000 hits in first twelve months.
3.3.4 - Develop a directory of Clubs and Membership List	<ul style="list-style-type: none"> Compile club and Woodgroup SA details for intra club distribution Forward club and Woodgroup SA details to local councils for promotion 	Secretary Clubs/Secretary	31 Mar 10 31 Dec 10 Immediate Ongoing	<ul style="list-style-type: none"> Club directory and membership list produced and distributed to clubs WGSA and Member Club information listed in local council printed and on-line directories 	Completed and distributed by Secretary in February 2010. Constantly updated on the website.