



STRATEGIC PLAN 2018-2021

Ensuring that the art and craft of woodturning
in all its traditions
are promoted and preserved

WAWA STRATEGIC PLAN 2018 – 2021

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Preamble

The Woodturners Association of Western Australia (hereafter WAWA) has assumed responsibility for the sponsoring, promoting, and coordinating of organised wood turning activities in Western Australia since its formation in 1985. This strategic plan, which covers the four-year period from 2018 to 2021, reflects its overall purposes and is based on a detailed analysis of its circumstances reviewed against its future directions.

Guiding Principles

The Woodturners Association of Western Australia is a confederation of woodturning groups which are represented for management purposes through an elected Committee of Management operating centrally. This strategic plan is intended primarily as a guide for the Committee of Management in the determination of directions for WAWA as a whole. Member groups may draw upon this strategic plan in determining their own strategic directions.

The Committee of Management is guided by a number of principles:

- member groups are the reference point for all Committee of Management deliberations and actions
 - the primary purpose of the Committee of Management is to assist member groups to obtain access to high standard facilities and equipment and advice and support
 - open and effective two-way communication with member groups is maintained and communication between groups is facilitated
 - decision-making is open, documented, and subject to scrutiny
-

Vision, Mission, and Themes

Vision:

To ensure that the art and craft of woodturning in all its traditions are promoted and preserved.

Mission/Objects:

- (1) To promote, foster, practice and preserve the art and craft of woodturning in the State of Western Australia
- (2) To conduct meetings and workshops for members and to promote and encourage discussion on the art and craft of woodturning
- (3) To participate in the holding of exhibitions, lectures, workshops and classes in furtherance of the objects of WAWA.

Theme:

To be conservation conscious in using recycled timber, waste forest products, and waste domestic fruit trees and exotics from residences.

Motto:

Trees - While I grow let me live; when I die more pleasure I give.

Key Stakeholders/Our Community

Member groups are our key stakeholders.

As a community-based organisation, WAWA also recognises other key stakeholders

- Local Government Authorities and other agencies providing facilities and other support for member groups
 - Public funding agencies
 - Other Relevant Agencies such as Forestry Commission, WALGA
 - Interstate and international woodturning associations
 - local equipment suppliers
-

Key Result Areas

The focus in this strategic plan is on eight dimensions of WAWA's activities. These are:

1. Governance
2. Membership
3. Funding
4. Health and Safety
5. Facilities and Equipment
6. Education and Training
7. Community Outreach
8. Competitions and Exhibitions

Key Result Area 1 – Governance

Governance relates to the conduct of all WAWA office bearers and members at all levels and provides the means by which conduct is observed to meet the expectations set out in the Rules of the Association (formerly the constitution). Governance covers all aspects of the management of WAWA's business and operational activities.

The Rules of the Association are the framework within which governance is established. The Rules meet legislated requirements described in the Associations Act 2016. The Rules of the Association embody the ideals and intentions of WAWA.

The WAWA Handbook provides an interpretation of the Act and Rules and sets out

guidelines for meeting the requirements of the Act. The WAWA Handbook can be amended or updated from time to time whereas the Rules can only be changed by following a process prescribed by legislation.

Rules of the Association

The Rules are written in a format prescribed by the Act and must be approved by the Associations' section of the Department of Commerce before becoming the official Rules of the Association.

The Rules are the foundation of the Association and contain statements and clauses reflecting the intent of how the Association will be structured, how it will operate, how it will be managed, and the expectations of how members will conduct themselves.

Every member should have access to a current copy of the Rules of the Association. New members will be issued with a copy as part of their induction package.

The WAWA Handbook

The WAWA Handbook is a collection of documents providing guidelines and rulings for all aspects of the management, operations and activities of the Committee of Management and the groups, and is the primary reference for any query on governance or how something should be done. Responsibility for the continuing annual review of the WAWA Handbook will rest with the Committee of Management.

For matters covered by legislation, such as health and safety, it is mandatory that the relevant clauses in the Handbook are followed/practised by all members.

All groups have been issued with a hardcopy version of the current WAWA Handbook. In future, the WAWA Handbook will be available in digital form so that it can be accessed by all members at all times.

The current WAWA Handbook will require modification to align it with the Rules of the Association required under the Associations Act 2016. This cannot be completed until the Rules have been formally approved and accepted. The realignment will be undertaken by a standing committee of the Committee of Management.

(1.a) Issues/Priorities

Present Strengths

- Good governance and accountability practices within an effective unifying organisational structure which provides single point contact for geographically diverse groups
- Provision of support and unity for Groups without stifling independence and local initiatives
- A significant number of long term members whose knowledge can reduce the instances of re-inventing the wheel

Present Weaknesses

- An under developed subcommittee structure at Committee of Management level
- (Past) absence of Association headquarters and a consequent lack of central, permanent contact for communication
- Lack of communication between groups
- General absence of long term succession planning and consequent difficulties in recruiting office bearers and committee members at both Group and Committee of Management levels)
- Low key public profile for WAWA at a state level (and negligible profile nationally) in contrast to good public profile of WAWA groups within their local communities. This is associated with under promotion of WAWA activities.

(1.b) Strategies/activities

1. Enhance public profile
 - a. identify and appoint an Association patron
 - b. establish an advisory board with clear role and regular meeting dates
2. Strengthen organisational/institutional relationships
 - a. establish formal relationships with the Fine Wood Working Association of Western Australia and other relevant groups
 - b. establish and regularise links with woodturning groups elsewhere in Australia
 - c. establish and strengthen links with international woodturning associations
3. Strengthen governance processes
 - a. establish formal sub committee structures within the Committee of Management with designated roles and responsibilities; include the power to co-opt
 - b. introduce regular one-day formal meetings of group convenors at least once annually (this could coincide with the meeting of the a proposed advisory board)
 - c. use the formal sub committee structures and co-option provision to broaden the experience and expertise base within the Committee of Management and within WAWA as a whole
 - d. develop dispute resolution and disciplinary rules and procedures for use within or between groups and/or the WAWA Committee of Management
4. Strengthen information flows between WAWA Committee of Management and groups
 - a. WAWA newsletter to contain a monthly summary of Committee of Management deliberations and decisions
 - b. annual or twice annual meeting of group convenors (see 3b above.)
5. Permanent Headquarters

- a. establish a building sub committee to plan the development of a permanent headquarters for WAWA which includes meeting rooms, library, and a wood processing/storage space.
6. The Handbook
- a. establish the Handbook Committee as a standing committee of the Committee of Management with the following responsibilities:
 - revision of the existing Handbook to align it with the Rules of the Association as these are developed
 - preparation of the Handbook in hardcopy and digital form
 - annual Handbook review

Key Result Area 2 – Membership

Present Characteristics

- 1 There are four categories of membership:
 - (1) Ordinary members – 18 years and over
 - (2) Junior members – 14 years to 17 years
 - (3) Life members – awarded for service to the Association
 - (4) Honorary members – members who through age of illness are no longer actively turning, or spouses of deceased members, who still wish to keep in touch with the Association.
- 2 Membership of the Association varies between approximately 450 and 550 members, with the higher numbers in September each year, just prior to annual renewals being due. Around 100 members usually do not renew, for a variety of reasons including:
 - New members who find woodturning is not for them
 - New members who find that workshop open times are not convenient, particularly with work commitments
 - Members who move where there is no group
 - Members giving up through age or illness
 - Other priorities
- 3 Recent advice from the Insurers indicates that non-members can have a ‘trial’ period, under strict supervision and conditions prior to joining the Association.

(2.a) Issues/Priorities

Membership issues revolve around (1) Recruitment, (2) Retention, and (3) Recognition which reflect WAWA’s strengths and weaknesses as an Association.

Present Strengths (S) and Weaknesses (W)

- An adequate recognition structure for membership contribution (S)
- Services to members such as books and magazine library and DVD library (S)

- An aging membership with limited provision for youth renewal (W)
- Many members regard themselves as members of a WAWA group rather than members of WAWA (W)

Opportunities (O) and Challenges (Ch)

- Engage with youth organisations to promote woodturning to young people (O)
- Engage with ethnic organisations to promote woodturning as an integration activity (O)
- Increased services to group and individual members (O)
- The difficulty of keeping new members (Ch)
- The drying up of the pool of secondary school students who do woodworking as a school subject (Ch)

(2.b) Strategies/activities

1. Recruitment
 - a. review recruitment strategies, including brochures and other publicity
 - b. develop youth strategy
 - c. sponsor formation of additional groups – e.g. northern suburbs, Geraldton
 - d. document provisions for trial membership in Handbook and encourage groups to make use of this provision.
 - e. document basic training course to facilitate consistency and sharing between groups
2. Retention
 - a. assist/encourage groups to expand or change open hours to allow people to attend outside standard work hours
 - b. create members only section on website where technical information is available, including library and DVD stock lists
 - c. facilitate continued participation by members who experience restricted mobility, etc, through age or illness.
3. Recognition/Reward
 - a. encourage greater use, at group level, of existing provisions for award of merit and certificate of appreciation and honorary membership.
 - b. introduce lapel badge for WAWA members, distinguishing between member and life member

Key Result Area 3 – Funding

WAWA is largely self-supporting financially but does receive additional support from funding agencies such as Lotteries West and local government bodies. It has sufficient, if modest, resources to support its activities. No major changes are anticipated in financial arrangements over the life of this strategic plan but an overall improvement

in documenting and applying existing procedures will be pursued and an exploration will be made of additional external funding sources.

(3.a) Issues/Priorities

WAWA has a sound financial position and clearly established procedures and guidelines for the administration of its finances and the finances of its member groups. Documenting and refining procedures needs to be undertaken to ensure greater clarity and certainty in financial transactions throughout the Association.

WAWA has adequate working relationships with funding bodies and other support agencies but these will need to be reviewed to accommodate initiatives outlined in the strategic plan. These relate, in particular, to the establishment of a permanent headquarters. The establishment of the position of Grants Officer will assist this process.

Equally, WAWA and its member groups have adequate relationships with local government bodies and community agencies. These are strongest amongst the country groups, all of whom have secure meeting rooms with favourable lease arrangements. City-based groups, with the exception of the Gosnells and Wandi groups, and now Melville, experience uncertainty of tenure, and insufficient space for regular hands-on activities or the storage of workshop equipment. This situation will need to be addressed through the life of the strategic plan. With notable exceptions, most groups have insufficient storage for donated/salvaged timber.

(3.b) Strategies/activities

- Create a position on the Committee of Management for a Grants officer tasked with the role of identifying, securing and administering funding sources external to WAWA.
- Support the Grants officer with a relevant subcommittee.
- Document and refine current policies and procedures to ensure greater clarity and certainty in financial transactions throughout the Association.
- Review annually the appropriateness of membership fees against services provided to members and, where necessary recommend adjustments

Key Result Area 4 – Health and Safety

All members of WAWA have a shared responsibility for ensuring healthy and safe practices in all aspects of the wood turning at all times

The Association is committed to the application by its members of healthy and safe practices in all aspects of their woodturning. This requires, among others, that:

- The Association provides healthy and safe operating environments in WAWA group premises, at weekend workshops and demonstrations it hosts for its members, and at demonstrations at events or functions organised by others for

WAWA members.

- The Association ensures that members follow accepted health and safety practices and standards when working in group premises or using WAWA equipment.
- The Association makes all reasonable efforts to provide members with information and advice on current health and safety issues applicable to the craft of woodturning.
- The Association maintains and regularly updates a health and safety handbook issued to all WAWA members.

Health and Safety Handbook

The WAWA Health and Safety Handbook is the cornerstone of the WAWA health and safety policy. It contains information and advice for its members on current health and safety issues applicable to the craft of woodturning.

The WAWA Health and Safety Handbook is issued to all groups for its application in group premises and when using WAWA equipment. A copy of the WAWA Health and Safety Handbook is provided to all new members and should be available in all group premises and be accessible to all group members.

The Handbook provides comprehensive guidelines for health and safety management and practices within a woodworking environment. Specific issues (eg dust management, electrical safety, workshop clothing) will, from time to time, receive updates if legislative or compliance changes occur that must be applied by the Association. Other areas of safety management may demand that specific procedures be followed. Those procedures will be reviewed from time to time to ensure that changes and improvements in the technology are still covered by the Handbook.

Members will be encouraged/reminded to adhere to the safety guidelines in the handbook at all times, including working at home.

Groups will be encouraged to identify health and safety issues and to develop posters or signs to be used around their workshops to highlight potential dangers.

NOTE: Members who do not comply with safety guidelines and standards may have workshop privileges withdrawn if they do not comply with safety guidelines and standards after being cautioned.

(4a) Issues/Priorities

Safety in the workshop requires:

- (1) all members to know and apply safe working practices; this is a function of the training and supervision they receive,
- (2) compliance with the safety procedures specified for each item of equipment and for the workshop as a whole; this is a function of the information provided and supervision arrangements put in place
- (3) provision of emergency health and safety procedures when an unanticipated event occurs.

(4.b) Strategies/Activities

- Establishment of a health and safety committee at WAWA level responsible for (a) the development and revision of the Association's health and safety policy, (b) the preparation and maintenance of a health and safety handbook, and (c) determination of equipment and personnel requirements to ensure the safety of Association workshops
- Establishment of a health and safety committee at group level responsible for implementing and monitoring the health and safety policies at group level
- Appointment where appropriate/possible at group level of a designated safety officer responsible for the oversight of hands-on activities including demonstrations
- Assistance to groups in determining the requirements for first-aid and other safety equipment, including defibrillators
- Assistance to groups in the training of first-aid and safety officers
 - ❖ *Provision/negotiation provision of first aid programs at group level*
 - ❖ *Development and implementation of bandsaw safety program and lathe use program*
 - ❖ *establish protocols for bandsaw and other power equipment use*
 - ❖ *all power the all equipment to be regularly inspected, tested and tagged*
 - ❖ *Maintenance of an incident book*
 - ❖ *Implement a group-WAWA reporting system*

Key Result Area 5 – Facilities and Equipment

WAWA Committee of Management has a major facilitating role in assisting groups to acquire, maintain, and use WAWA facilities and equipment. It is directly responsible for the acquisition, maintenance, and use of the mobile equipment required for WAWA workshops. It is also responsible for insuring all WAWA assets.

(5.a) Issues/Priorities

Issues relate to (1) acquisition, (2) maintenance, and (3) use. Health and safety issues are a crosscutting element for all of these

In general, groups are adequately furnished with appropriate equipment, suitable to local needs and have adequate maintenance systems in place. Assistance may be required, in the longer term, to assist groups to develop equipment replacement/expansion plans. Strategies may need to be put in place to ensure group compliance with emerging legislative requirements to do with health and safety such as the recently increased requirement for tagging of all electrical equipment.

WAWA has well established procedures for the acquisition of facilities and equipment and the maintenance of appropriate records, including asset registers, centrally and by group. Documenting and refining procedures needs to be undertaken to ensure greater transparency and certainty and that asset lists are accurate and current.

Some groups face issues surrounding the size or lease arrangements of their facilities. These will need to be addressed over the life of this strategic plan.

Issues have arisen over the use of equipment maintained by the Committee of Management to support the conduct of workshops at different locations. In some instances, in particular the use of the central A/V system, support will require training.

(5.b) Strategies/Activities

1. Acquisition
 - a. maintain the current policy and procedural arrangements
 - b. document and refine acquisition procedures to ensure maximum transparency and certainty
 - c. review and then maintain group and central asset registers to ensure accuracy and currency
 - d. where appropriate, assist groups to upgrade their facilities and/or equipment
2. Maintenance
 - a. monitor compliance with required health and safety measures such as personal protective equipment
 - b. Develop and implement a maintenance and replacement program across the Association
3. Use
 - a. initiate training programs as required – e.g. group use of WAWA A/V equipment

Key Result Area 6 – Education and Training

The Association is committed to developing and maintaining an active education and training culture among its members and will foster the acquisition by its members and others of the knowledge and skills related to the art and craft of woodturning through appropriate formal and informal means.

This will require the planned provision for members to share their knowledge and skills with one another and with the wider community through formal and informal training and development opportunities, including show-and-tell activities, exhibitions, demonstrations, mentoring, workshops, and competitions.

Key objectives:

- Increase capacity of club members to improve their knowledge of woodturning
- Increase participation in club meetings, demonstrations and hands-on sessions
- Involve others outside of WAWA in woodturning

(6.a) Issues/priorities

- The WAWA Committee of Management and WAWA groups have a shared responsibility for education and training but with distinctive, albeit overlapping, roles.
- The quality of training, judged by product generated, varies between groups. Numerically larger groups typically access a bigger pool of experienced turners for hands-on training. Consideration could be given to combining numerically smaller groups for training purposes. Similarly, consideration might be given to a specialised 'flying squad' drawn from across the WAWA membership with a mandate for individual group based hands-on workshops.
- Specialised areas of wood turning attract insufficient numbers at group level to justify training support but can do so when numbers are totalled across the Association. At least three specialisations – resin users, embellishers (pyrographers/texturers, colourists), and segmented turning – have expressed interest in intergroup collaboration
- A closer link needs to be established between annual training plans developed by groups with WAWA competition activities, and Association-level demonstrations through weekend workshops.

(6.b) Strategies/Actions:

- Establish skills-based criteria for novice, intermediate, and advanced turners (for both training and competition purposes).
- Prepare a training manual for novice turners for use at group level.
- Encourage groups to provide training for their novice turners for all
- Explore means of assisting smaller clubs in their training activities.
- Foster establishment of specialist interest groups.
- Foster inter-group hands-on workshops skills development for novice, intermediate, and advanced turners as well as for specialist interest areas.
- Support specialist demonstrations by local, national and international turners at group and Association workshops.
- Support events such as Turnfest and Collaboration.
- Encourage members to attend and participate in local group meetings.
- Encourage members to attend and participate in WAWA monthly meetings.
- Provide mentoring and other support to assist members to demonstrate at local and WAWA meetings.
- Provide opportunities for WAWA members to receive demonstrator training.
- Provide opportunities for WAWA members to improve skills through other sources – book, library, video library, Internet access.
- Assist groups to develop an annual training plan.
- Develop a training masterplan for WAWA linked to the annual workshop and competition schedule.

- Promote woodturning to school students by instruction in schools.
(Students must be at least fourteen years of age under WAWA Insurance policy; Supervisors must have a Working with Children card under State law, and preferably have had experience instructing older members and/or demonstrated at least at club level)

Key Result Area 7 – Community Outreach:

Primary Objective:

to create a positive awareness of the Association's activities through marketing, promotion, and publicity initiatives.

(7.a) Issues/priorities

- There is a high level of community engagement at group level with strong local government support, especially in country areas, but have corresponding low key public profile for WAWA at state level and a negligible profile nationally
- The annual program of weekend workshops hosted by WAWA groups is well supported but almost exclusively by WAWA members.
- More opportunities exist to showcase WAWA activities beyond shopping centre presentations and demonstrations at the annual Royal Show and Wood Show – Canning and other shows; Seniors Have-A-Go-Day, and so on

(7.b) Strategies/Activities

- Create a position on the Committee of Management for a Public Relations/Communications officer tasked with the role of promoting WAWA.
- Support the Public Relations officer with a relevant subcommittee
- Actively participate in community events that occur within the area of the relevant group
- Contact community newspapers to highlight weekend workshops, meeting times for groups in the area, and achievements by local WAWA members
- Communicate with local community radio, West TV.
- Establish networks with like-minded groups/clubs within Western Australia and nationally.
- Canvass 'lifestyle villages' or retirement complexes and ex-service groups through demonstrations and public information sessions
- Encourage non-member participation in WAWA turning activities.

Wood Turning Display and Acquisitions Program

As a sub-set of marketing and promotions, create a mobile display to be set up at the AGM to showcase the work undertaken by Association members.

The key objectives for this activity are:

- To provide a display for the AGM
- to provide a rotating display of turned objects for local councils

This will require the Association to put in place an acquisitions program which recognises areas of woodturning and their associated skills and techniques and acquires and utilises items for display

Strategies/Actions

- source funding for the purchase of display cabinets
- collect and maintain appropriate display and interpretive materials
- establish procedures and protocols for the acquisition program

Key Result Area 8 - Competitions and Exhibitions

Competitions and exhibitions are an integral component of WAWA activities because they are, as a complement to training activities, the vehicle through which the Association develops, extends, and redefines the wood turning skills of its members and showcases the results of their efforts to a wider community. To succeed in their purposes they must operate effectively at both group and association levels.

(8.a) Issues/Priorities

An effective competition system requires precise and achievable specifications for competition pieces, a valid and reliable framework for their appraisal, competent and reliable appraisers, and an efficient system for recording results. The selection of competition items should reflect training priorities, ideally mirroring an annual training plan.

WAWA has well established procedures in place for competition linked to its annual workshop cycle. These procedures are under constant review, with the most recent focus being put on scoring systems and the recording of results. Further attention is required in the following areas:

- linking competition items to training priorities
- expanding the number of trained assessors
- increasing opportunities for displaying/exhibiting competition pieces

WAWA competitions are conducted at four distinct levels – novice, intermediate, advanced, and open. The first three of these levels are subject to appraisal by trained appraisers according to competition criteria. The open category is judged by WAWA members. This has been a very successful system but suffers from the absence of clear criteria defining what constitutes a novice, intermediate, or advanced turner.

Establishing clear criteria is an important task.

(8.b) Strategies/Activities

Establish a Competition Subcommittee (CC) as a standing sub committee of the COM with responsibilities for the conduct of WAWA's competition activities

- (1) Competition

- a. Develop annual competition cycle through negotiation with groups and attention to training priorities.
 - b. Establish and publicise clear assessment/performance criteria for competition items within the annual competition cycle
 - c. Recruit and train a panel of assessors representative of groups and specialities
 - d. Develop/refine a computerised system for recording competition results
- (2) Competitors
- a. Define the criteria for specifying novice, intermediate, and advanced turners
 - b. Apply competitor classification to WAWA competitions
- (3) Exhibitions
- a. Identify opportunities/locations for the display of WAWA competition items
-

WAWA Strategic Plan, 2018-2021

Timeline for Activities

| | 2018 | | | | 2019 | | | | 2020 | | | | 2021 | | | |
|--|------|----|----|----|------|----|----|----|------|----|----|----|------|----|----|----|
| | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 |
| 1 Governance | | | | | | | | | | | | | | | | |
| Public profile | | | | | | | | | | | | | | | | |
| Appoint Association Patron | | | | | | | | | | | | | | | | |
| Establish Advisory Board | | | | | | | | | | | | | | | | |
| Organisational/institutional relationships | | | | | | | | | | | | | | | | |
| WA based woodturning and other wood groups | | | | | | | | | | | | | | | | |
| Woodturning groups Australia based | | | | | | | | | | | | | | | | |
| International wood turners | | | | | | | | | | | | | | | | |
| Governance processes | | | | | | | | | | | | | | | | |
| COM sub-committees | | | | | | | | | | | | | | | | |
| Building Subcommittee | | x | | | | | | | | | | | | | | |
| Constitution/rules subcommittee | | | | | | | | | | | | | | | | |
| Handbook Subcommittee | | | | | | | | | | | | | | | | |
| Health And Safety Subcommittee | | | | | | | | | | | | | | | | |
| Membership Subcommittee | | | | | | | | | | | | | | | | |
| Training Subcommittee | | | | | | | | | | | | | | | | |
| Competition subcommittee | | | | | | | | | | | | | | | | |
| Convenor/Secretary meetings | | | | | | | | | | | | | | | | |
| Dispute resolution procedures | | | | | | | | | | | | | | | | |
| Strengthen information flows | | | | | | | | | | | | | | | | |
| From the COM' | | | | | | | | | | | | | | | | |
| Permanent Headquarters | | | | | | | | | | | | | | | | |
| Initiate negotiations | | | | | | | | | | | | | | | | |
| Prepare site plan | | | | | | | | | | | | | | | | |
| Supervise building operations | | | | | | | | | | | | | | | | |
| The Rules/Constitution | | | | | | | | | | | | | | | | |
| Revise rules | | | | | | | | | | | | | | | | |

| | 2018 | | | | 2019 | | | | 2020 | | | | 2021 | | | |
|---|------|----|----|----|------|----|----|----|------|----|----|----|------|----|----|----|
| | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 |
| Circulate revised rules to groups | | | | x | | | | | | | | | | | | |
| Submit to membership | | | | x | | | | | | | | | | | | |
| annual review | | | | | | | x | | | | x | | | | x | |
| The Handbook | | | | | | | | | | | | | | | | |
| Form subcommittee | | x | | | | | | | | | | | | | | |
| Revision | | | x | | | | | | | | | | | | | x |
| publish in digital and hardcopy. | | | | | | | | | | | | | | | | |
| annual revision | | | | | | | | x | x | | | | | | | |
| 2 Membership | | | | | | | | | | | | | | | | |
| Establish a membership subcommittee | | | x | | | | | | | | | | | | | |
| Trial membership provisions | | | | | | | | | | | | | | | | |
| Review recruitment strategies | | | | | | | | | | | | | | | | |
| Develop youth strategy | | | | | | | | | | | | | | | | |
| Retention | | | | | | | | | | | | | | | | |
| Enhance flexibility of group operations | | | | | | | | | | | | | | | | |
| Members only website | | | | | | | | | | | | | | | | |
| Recognition | | | | | | | | | | | | | | | | |
| Facilitate award provisions | | | | | | | | | | | | | | | | |
| Review badging | | | x | x | | | | | | | | | | | | |
| 3 Funding | | | | | | | | | | | | | | | | |
| Grants officer | x | | | | | | | | | | | | | | | |
| Finance subcommittee | | | | | | | | | | | | | | | | |
| Review policies, procedures, and fees | | | | x | | | x | x | | | x | x | | | x | x |
| 4 Health And Safety | | | | | | | | | | | | | | | | |
| Establish health & safety Committee | | | x | | | | | | | | | | | | | |
| Handbook review and development | | | | | | | | | | | | | | | | |
| Update existing Handbook | | | x | | | | | | | | | | | | | |
| Establish protocols for power equipment | | | | | | | | | | | | | | | | |
| Encourage appointment of group safety officer | | | | | | | | | | | | | | | | |
| Publish and circulate handbook | | | | | | x | | | | | | | | | | |

| | 2018 | | | | 2019 | | | | 2020 | | | | 2021 | | | |
|--|------|----|----|----|------|----|----|----|------|----|----|----|------|----|----|----|
| | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 |
| Equipment provision | | | | | | | | | | | | | | | | |
| First-aid and safety equipment | | | | | | | | | | | | | | | | |
| Inspection testing and tagging | | | | | | | | | | | | | | | | |
| Training | | | | | | | | | | | | | | | | |
| Training of first-aid & safety officers | | | | | | ? | | | | ? | | | | | | |
| Reporting | | | | | | | | | | | | | | | | |
| Implement incident book at group and WAWA levels | | X | | | | | | | | | | | | | | |
| Standard incident reporting form for COM | | X | | | | | | | | | | | | | | |
| 5 Facilities and Equipment | | | | | | | | | | | | | | | | |
| Acquisition | | | | | | | | | | | | | | | | |
| Document and refine acquisition procedures | | | x | | | | | | | | | | | | | |
| Maintain central asset registers | | | | | | | x | | | | x | | | | x | |
| Assist groups to upgrade facilities/equipment | | | | | | | | | | | | | | | | |
| Maintenance | | | | | | | | | | | | | | | | |
| Monitor compliance – e.g. tagging | | | | | | | | | | | | | | | | |
| Maintain and replace program across WAWA | | | | | | | | | | | | | | | | |
| Initiate training programs as required | | | | | | | | | | | | | | | | |
| 6 Education and Training | | | | | | | | | | | | | | | | |
| Group level training | | | | | | | | | | | | | | | | |
| Training program/manual for novice turners | | | x | | | | | | | | | | | | | |
| Develop strategy for training for smaller groups | | | | x | | | | | | | | | | | | |
| Implement training strategy for smaller groups | | | | | | | | | | | | | | | | |
| Foster establishment of special interest groups | | | | | | | | | | | | | | | | |
| Assist groups to prepare annual training plans | | | | | | | | | | | | | | | | |
| Informal Training | | | | | | | | | | | | | | | | |
| Support varied specialist demonstrations | | | | | | | | | | | | | | | | |
| Support training forums – e.g. Collaboration | | | | | | | | | | | | | | | | |
| Demonstrator training and support | | | | | | | | | | | | | | | | |
| Establish demonstrator training team regionally | | | x | | | | | | | | | | | | | |
| Provide demonstrator training regionally | | | | | | | | | | | | | | | | |

| | 2018 | | | | 2019 | | | | 2020 | | | | 2021 | | | |
|--|------|----|----|----|------|----|----|----|------|----|----|----|------|----|----|----|
| | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 |
| Other provisions | | | | | | | | | | | | | | | | |
| Develop a training masterplan for WAWA | | | | | | | | | | | | | | | | |
| Promote wood turning to school students | | | | | | | | | | | | | | | | |
| 7 Marketing and promotions | | | | | | | | | | | | | | | | |
| Community outreach | | | | | | | | | | | | | | | | |
| Appoint public relations/Communications officer | | | x | | | | | | | | | | | | | |
| Establish outreach program | | | | | | | | | | | | | | | | |
| Implement and maintain outreach program | | | | | | | | | | | | | | | | |
| Display and Acquisitions Program | | | | | | | | | | | | | | | | |
| Source funding for acquisitions program | | | | | | | | | | | | | | | | |
| Establish procedures and protocols for acquisition | | | | | x | x | | | | | | | | | | |
| Collect and maintain appropriate material | | | | | | | | | | | | | | | | |
| Establish annual compulsory acquisition competition | | | | | | | | | | | | | | | | |
| Arrange displays in galleries and local government | | | | | | | | | | | | | | | | |
| Shopping Centre group | | | | | | | | | | | | | | | | |
| Maintain existing provision | | | | | | | | | | | | | | | | |
| Review future directions | | | | | | | | x | | | | | | | | |
| 8 Competitions and Exhibitions | | | | | | | | | | | | | | | | |
| Establish competition subcommittee | | | | | | | | | | | | | | | | |
| Competition | | | | | | | | | | | | | | | | |
| Develop annual competition cycle | | | x | | | | x | | | | x | | | | x | |
| Establish assessment/performance criteria for cycle | | | | | | | | | | | | | | | | |
| Conduct training for competition judges | | | | | | | | | | | | | | | | |
| Introduce computerised system for recording results | | x | | x | | | | | | | | | | | | |
| Competitors | | | | | | | | | | | | | | | | |
| Define criteria for novice intermediate and advanced | | | x | | | | | | | | | | | | | |
| Apply competitor classification | | | | | | | | | | | | | | | | |
| Exhibitions | | | | | | | | | | | | | | | | |
| Identify opportunities locations for display | | | | | | | | | | | | | | | | |

Strategic Plan, 2018-2021 – The Overview

| Strategy | Activity | Resp. | 2018 | 2019 | 2020 | 2021 |
|--|---|------------|------|------|------|------|
| <p>Key Result Area 1: Governance: Governance relates to the conduct of all WAWA office bearers and members at all levels and provides the means by which conduct is observed to meet the expectations set out in the Rules of the Association. Governance covers all aspects of the management of WAWA’s business and operational activities.</p> | | | | | | |
| <p>(1) Enhance WAWA’s public profile</p> | <p>identify and appoint an Association patron</p> | <p>COM</p> | | | | |
| | <p>establish an advisory board with clear role and regular meeting dates</p> | <p>COM</p> | | | | |
| <p>(2) Strengthen organisational/institutional relationships</p> | <p>establish formal relationships with the Fine Wood Work Association of Western Australia and other relevant groups</p> | <p>COM</p> | | | | |
| | <p>establish and regularise links with woodturning groups elsewhere in Australia</p> | <p>COM</p> | | | | |
| | <p>establish and strengthen links with international woodturning associations</p> | <p>COM</p> | | | | |
| <p>(3) Strengthen governance processes</p> | <p>establish formal sub committee structures within the Committee of Management with designated roles and responsibilities, include the power to co-opt</p> | <p>COM</p> | | | | |
| | <p>introduce regular one-day formal meetings of group convenors at least once annually</p> | <p>COM</p> | | | | |

| Strategy | Activity | Resp. | 2018 | 2019 | 2020 | 2021 |
|--|---|-------|------|------|------|------|
| | co-opt members to specialist subcommittees of the COM | COM | | | | |
| | develop dispute resolution and disciplinary rules and procedures for use within or between groups and/or the WAWA Committee of Management | COM | | | | |
| (4) Strengthen information flows between WAWA Committee of Management and groups | WAWA newsletter to contain a monthly summary of Committee of Management deliberations and decisions | COM | | | | |
| | annual or twice annual meeting of group convenors (see 3 above.) | COM | | | | |
| (5) Establish Permanent Headquarters | Establish the Building Subcommittee (BSC) as a standing sub committee of the COM | COM | | | | |
| | Lease or purchase a site accessible by all member groups | BSC | | | | |
| | Prepare a site plan to include wood processing/storage, meeting rooms, library, garage | BSC | | | | |
| (6) The Handbook | Establish the Handbook Committee (HSC) as a standing sub committee of the COM | COM | | | | |

| Strategy | Activity | Resp. | 2018 | 2019 | 2020 | 2021 |
|--|---|-------------|------|------|------|------|
| | Revise existing Handbook to align it with the Rules of WAWA as these are developed | HSC | | | | |
| | Prepare the Handbook in hardcopy and digital form | HSC | | | | |
| | Review the Handbook annually | HSC | | | | |
| Key Result Area 2: Membership: WAWA Committee of Management has a shared responsibility with groups for the recruitment, retention and recognition of individual WAWA members | | | | | | |
| | Establish a Membership Subcommittee (MSC) as a standing sub committee of the COM with responsibilities encompassing recruitment, retention and reward/recognition | COM | | | | |
| (1) Recruitment | review recruitment strategies, including brochures and other publicity | MSC | | | | |
| | develop a youth strategy | MSC/ COM | | | | |
| | sponsor formation of additional groups – e.g. northern suburbs, Geraldton, Goldfields | MSC/ COM | | | | |
| | document provisions for trial membership in WAWA Handbook and encourage groups to make use of this provision | MSC | | | | |
| | document basic training course to facilitate consistency and sharing between group | MSC/ TSC | | | | |
| (2) Retention | assist/encourage groups to expand or change open hours to allow people to attend outside standard working hours | MSC/ COM | | | | |
| | create a members only section on the WAWA website where technical information is available, including library and DVD stock lists | editor | | | | |
| | facilitate continued participation by members who experience restricted mobility for ease of access through age or illness | MSC/ COM | | | | |
| (3) Recognition/Reward | encourage greater use, at group level, of existing provisions for award of | COM | | | | |

| Strategy | Activity | Resp. | 2018 | 2019 | 2020 | 2021 |
|---|---|-------------|------|------|------|------|
| | merit and certificate of appreciation | | | | | |
| | encourage the greater use at group level of ordinary membership and the development of WAWA-endorsed group reward provisions | COM | | | | |
| | introduce lapel badge for WAWA members, distinguishing between member and life member | MSC/ COM | | | | |
| Key Result Area 3 – Funding: WAWA Committee of Management has a shared responsibility with groups for the efficient and transparent use of WAWA funds, including the maintenance of accountable reporting systems. | | | | | | |
| | Create a position on the Committee of Management for a Grants officer tasked with the role of identifying, securing and administering funding sources external to WAWA. | COM | | | | |
| | Support the Grants officer with a relevant subcommittee. | | | | | |
| | Document and refine current policies and procedures to ensure greater clarity and certainty in financial transactions throughout the Association. | | | | | |
| | Review annually the appropriateness of membership fees against services provided to members and, where necessary recommend adjustments | | | | | |
| Key Result Area 4 – Health and Safety: All members of WAWA have a shared responsibility for ensuring healthy and safe practices in all aspects of the wood turning at all times | | | | | | |
| | Establish a health and safety committee (HSC) as a standing sub committee of the COM responsible for (a) the development and revision of the Association’s health and safety policy, (b) the preparation and maintenance of a health and safety handbook, and (c) determination of equipment and personnel requirements to ensure the safety of Association workshops | COM | | | | |
| | Establish a health and safety committee at group level (HSC-G) responsible for implementing and monitoring the health and safety policies at group level and advising the central HSC on health and safety matters | | | | | |
| (1) Policy/handbook review and development | Review and update existing health and safety handbook for compliance with existing legislative requirements | | | | | |
| | Establish protocols for bandsaw and other power equipment use in all WAWA workshops | | | | | |
| | Develop and implement a lathe and bandsaw use safety program | | | | | |

| Strategy | Activity | Resp. | 2018 | 2019 | 2020 | 2021 |
|---------------------------|---|-------|------|------|------|------|
| | Encourage appointment at group level of a designated safety officer responsible for the oversight of hands-on activities, including demonstrations | | | | | |
| | Incorporate changes to policies, procedures, and protocols within a revised health and safety handbook, reviewed annually | | | | | |
| | Prepare and circulate the revised Handbook in hardcopy and digital form | | | | | |
| (2) Equipment provision | Assist groups to determine their requirements for first-aid and other safety equipment, including defibrillators | | | | | |
| | Ensure that all equipment in WAWA workshops is regularly inspected, tested, and tagged | | | | | |
| (3) Training provision | Assist groups in the training of first-aid and safety officers, including provision of first aid programs at group level | | | | | |
| (4) Reporting requirement | Implement the maintenance of an incident book at group and WAWA levels as a formal record of accidents and breaches of the health and safety policy | | | | | |
| | Develop and implement for COM use a standard incident reporting form | | | | | |

Key Result Area 5 – Facilities and Equipment: WAWA Committee of Management has a shared responsibility with groups for the acquisition, maintenance, and use of all WAWA facilities and equipment and is directly responsible for the acquisition maintenance and use of the mobile equipment required for WAWA workshops.

| | | | | | | |
|---------------|--|--|--|--|--|--|
| 1 Acquisition | Maintain the current policy and procedural arrangements | | | | | |
| | Document and refine acquisition procedures to ensure maximum transparency and certainty | | | | | |
| | Review and then maintain group and central asset registers to ensure the accuracy and currency | | | | | |
| | Where appropriate, assist groups to upgrade their facilities and/or equipment | | | | | |
| | Assess alternative insurers to maximise the effectiveness and cost | | | | | |
| 2 Maintenance | Monitor compliance with required health and safety measures such as tagging | | | | | |
| | Develop and implement a maintenance and replacement program across the Association | | | | | |
| 3 Use | Initiate training programs as required – e.g. group use of WAWA A/V equipment | | | | | |

Key1 Result Area 6 – Education and Training: The Association is committed to the development and maintenance of an active education and training culture among

Strategy

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| | | | | | | |
|--|---|--|--|--|--|--|
| WAWA members, fostered through appropriate formal and informal training and development opportunities including training workshops, show-and-tell activities, demonstrations, mentoring, exhibitions, workshops, and competitions. | | | | | | |
| (1) Strengthen training at group level | Prepare/source a training manual for novice turners for use at group and association levels | | | | | |
| | Encourage groups to provide training for their novice turners | | | | | |
| | Explore means of assisting smaller clubs in their training activities. | | | | | |
| | Foster the establishment of specialist interest groups. | | | | | |
| | Foster inter-group hands-on workshops skills development for novice, intermediate, and advanced turners as well as for specialist interest areas. | | | | | |
| | Encourage members to attend and participate in local group meetings. | | | | | |
| | Assist groups to develop an annual training plan. | | | | | |
| (2) Strengthen informal training | Support specialist demonstrations by local, national and international turners at group and Association workshops. | | | | | |
| | Support events such as Turnfest and Collaboration. | | | | | |
| | Provide opportunities for WAWA members to improve skills through other sources – book, library, video library, Internet access. | | | | | |
| | Encourage members to attend and participate in WAWA monthly meetings. | | | | | |
| (3) Provide demonstrator training and support | Provide mentoring and other support to assist members to demonstrate at local and WAWA meetings. | | | | | |
| | Provide opportunities for WAWA members to receive demonstrator training. | | | | | |
| (4) Other provisions | Develop a training masterplan for WAWA linked to the annual workshop and competition schedule. | | | | | |
| | Promote woodturning to school students by instruction in schools. | | | | | |
| Key Result Area 7– Community Outreach (Marketing and Promotions): Create a positive awareness of the Association’s activities through marketing, promotion, and publicity initiatives. | | | | | | |
| (1) Community Outreach | Create a position on the Committee of Management for a Public Relations/Communications officer tasked with the role of promoting WAWA. | | | | | |
| | Support the Public Relations officer with a relevant subcommittee. | | | | | |
| | Actively participate in community events that occur within the area of the relevant group. | | | | | |

| Strategy | Activity | Resp. | 2018 | 2019 | 2020 | 2021 |
|--|---|-------|------|------|------|------|
| | Contact community newspapers to highlight weekend workshops, meeting times for groups in the area, and achievements by local WAWA members. | | | | | |
| | Communicate with local community radio, West TV. | | | | | |
| | Establish networks with like-minded groups/clubs within Western Australia and nationally. | | | | | |
| | Canvass 'lifestyle villages' or retirement complexes and ex-service groups through demonstrations and public information sessions. | | | | | |
| | Encourage non-member participation in WAWA turning activities. | | | | | |
| (2) Display and Acquisitions Program | Source funding for and buy appropriate display cabinets. | | | | | |
| | Collect and maintain appropriate display and interpretive materials. | | | | | |
| | Establish procedures and protocols for the acquisition program. | | | | | |
| | Establish annual compulsory acquisition competition. | | | | | |
| | Negotiate and arrange displays of wood turning in local government facilities and regional art galleries. | | | | | |
| (3) Shopping Centre Group | Maintain existing provision | | | | | |
| | Review future directions | | | X | | |
| Key Result Area 8 – Competitions and Exhibitions: Competitions and exhibitions are the vehicle through which the Association develops, extends, and redefines the wood turning skills of its members and showcases the results of their efforts to a wider community. | | | | | | |
| | Establish a Competition Subcommittee (CC) as a standing sub committee of the COM with responsibilities for the conduct of WAWA's competition activities | | | | | |
| (4) Competition | Develop annual competition cycle through negotiation with groups and attention to training priorities. | | | | | |
| | Establish and publicise clear assessment/performance criteria for competition items within the annual competition cycle | | | | | |
| | Recruit and train a panel of assessors representative of groups and specialities | | | | | |
| | Develop/refine a computerised system for recording competition results | | | | | |
| (5) Competitors | Define the criteria for specifying novice, intermediate, and advanced turners | | | | | |
| | Apply competitor classification to WAWA competitions | | | | | |
| (6) Exhibitions | Identify opportunities/locations for the display of WAWA competition items | | | | | |

