



# STRATEGIC PLAN 2019-2022

Romance Writers of Australia Inc.

## Contents

Introduction.....	- 3 -
1.0 Mission, Vision and Values .....	- 4 -
1.1 Mission Statement .....	- 4 -
1.2 Vision .....	- 4 -
1.3 Core Values .....	- 4 -
2.0 Organisational Goals.....	- 6 -
2.1 Membership Growth .....	- 6 -
2.2 Volunteer Acquisition, Engagement and Retention.....	- 6 -
2.3 Policy Review .....	- 7 -
2.4 Funding Goals .....	- 7 -
3.0 Core Service Portfolio Goals and Strategies.....	- 9 -
3.1 Core Services vs Support Services.....	- 9 -
3.2 Member Services.....	- 10 -
3.2.1 Peer Critique Scheme.....	- 10 -
3.2.2 Mentoring Program.....	- 10 -
3.3 Volunteers .....	- 12 -
3.3.1 Appoint a Volunteers Manager.....	- 12 -
3.3.2 Determine Baseline Volunteer Requirements.....	- 12 -
3.3.3 Volunteer Reward Program .....	- 12 -
3.4 Contests .....	- 14 -
3.5 Events .....	- 15 -
3.5.1 Six external events .....	- 15 -
3.5.2 Rolling Plan of Events .....	- 15 -
3.6 Professional Development.....	- 17 -
3.6.1 Recruitment of PD Manager .....	- 17 -
3.6.2 Development of PD program.....	- 17 -

4.0	Support Services Portfolio Goals & Strategies .....	- 18 -
4.1	Administrative .....	- 18 -
4.1.1	Decrease the administrative load .....	- 18 -
4.1.2	Encourage volunteer involvement in admin duties.....	- 18 -
4.2	Web/IT .....	- 19 -
4.2.1	Robust online presence .....	- 19 -
4.2.2	Technical Expertise.....	- 19 -
4.3	Bookkeeping.....	- 20 -
4.3.1	Develop Bookkeeping Systems .....	- 20 -
4.4	Heart’s Talk.....	- 21 -
4.4.1	Premium publication .....	- 21 -
4.4.2	Heart’s Talk team.....	- 21 -
4.5	Online Bulletin .....	- 22 -
4.5.1	New Monthly Public Online Bulletin .....	- 22 -
4.6	Marketing .....	- 23 -
4.6.1	Create a Marketing team .....	- 23 -
4.6.2	Develop a Marketing Plan .....	- 24 -
4.6.3	Create a tactical marketing schedule.....	- 25 -
4.6.4	Create a Marketing Library.....	- 26 -
	Appendix A – List of Current Policies .....	- 27 -
	Appendix B – RWA Organisation Chart .....	- 29 -

## Introduction

A strategy document is a living document. Its purpose is to focus the efforts of the group on small goals and steps that will lead toward achieving the overall goals, living up to the values, and achieving the mission of the organisation.

Romance Writers of Australia (RWA) is already a vibrant organisation with a lot going on. Previous committees have had the difficult task of taking a state-based organisation and turning it into an Australia-wide one. This was accomplished by moving our flagship event, the National Conference, from state to state each year, including the more far-flung places. We also instituted Online Writing Labs (or OWLs) to provide online training that could be accessed by all members, no matter where they were located.

The trend now seems to be swinging back. Our members, in our recent Member Survey, asked for more regional events, more face-to-face contact. And while this can be achieved in a small way by the existing committee (and a band of enthusiastic, committed volunteers), it will continue to be a work in progress across the entirety of this strategic period and, we think, well into the future.

This Strategic Plan outlines what we hope to accomplish for RWA up until March 2022.

The future looks amazing.

From organisation wide goals, moving down to the individual portfolios and then into the various jobs that our incredible volunteers do, this document will provide a groundwork for making sure the organisation remains a robust and future-oriented place, dedicated to the mission and vision of Romance Writers of Australia.

A handwritten signature in cursive script, appearing to read 'Bree Vreedburgh'.

Bree Vreedburgh

President, April 2019

## 1.0 Mission, Vision and Values

### 1.1 Mission Statement

Our mission is stated in our constitution, at section 2:

To promote excellence in romantic fiction by:

- (a) helping aspiring writers of romantic fiction to become published authors;
- (b) helping published authors to establish and maintain their careers;
- (c) providing continuing support for romance writers, whatever their genre, within the romance publishing industry; and
- (d) anything ancillary to the above.<sup>1</sup>

We feel that this mission statement is an accurate reflection of the objectives of RWA.

### 1.2 Vision

A vision for RWA was found in the existing Volunteers Manual, and updated by the current committee:

A world where romance writers are well supported, highly respected and professionally successful.

### 1.3 Core Values

We identified four core values that define our organisation. Of course, there are many, many values that we would like to embody, but these were the four key ones that came out of our discussion, and how they need to inform our goals:

**Romance focussed** – Our goals need to acknowledge that our organisation exists to further authors in the romance genre, and those writing stories with romantic elements.

**Career building** – Our goals need to acknowledge that we strive to provide services to members that are at all stages of their romance/romantic elements author career, across our categories of aspiring, emerging and established.

---

<sup>1</sup> [ROMANCE WRITERS OF AUSTRALIA INCORPORATED \(“RWA”\) CONSTITUTION](#)  
[Incorporated on 29th January 1991 pursuant to the Associations Incorporation Act \(NSW\) 2009](#)  
[Version 2 16 September 2013](#)

Career building is achieved by providing training in craft matters and by assisting our members to access opportunities within the romance and greater publishing industries.

**Actively Supportive** – Our goals involve all our members in active support of each other – peer to peer and also across the membership categories. This includes volunteering within the organisation, cheerleading each other and the romance genre, and supporting our members through their journey to publication and striving to reach their individual goals post-publication.

**Community Minded** – RWA is our tribe, our second family. We give and receive as part of that family. But RWA exists in the larger community as well, and we need to be mindful that we play our part there as well.

The purpose of clarifying our values was to easily identify that our goals are in line with the mission and vision of RWA. Goals were created that were measurable and time-bound, with clear parameters for achievement.

## 2.0 Organisational Goals

### 2.1 Membership Growth

**Grow our membership numbers by ten percent (10%) each year over the next three years.**

This results in the following member number increases:

Year	Starting Members	Growth	Ending Members
2019	665		
2020 (March)		66	731
2021 (March)		73	804
2022 (March)		80	884

Strategies to achieve this goal are contained within the individual portfolio goals, as these feed into the overall goal. There are not one or two strategies that will achieve this, but rather a concerted effort by all members to embody the core values identified, value-adding of services for our members, and better methods of drawing writers to the organisation.

See [Member Services](#), [Contests](#), [Events](#), [Professional Development](#)

### 2.2 Volunteer Acquisition, Engagement and Retention

**Fill all immediately vacant roles within 6 months. Reassess at August Strategy Meeting**

Our organisation cannot exist without a strong core of volunteers. It is an ongoing committee problem that there are never enough volunteers.

However, in the past eight years, our volunteer numbers have dropped from 18.7% to 11.3% of our members, representing a reduction in volunteer numbers from 137 to 77.

Our volunteer corps is burning out, and immediate action needs to be taken to plug the drain. Forward strategy must make way in this instance for immediate need. Once our immediate needs are met, we will be able to reassess our volunteers' program and implement the remainder of the three-year plan.

We also hope to offer our volunteers a broader volunteer experience. Most of our roles are administrative or technical at the moment, we hope to add face-to-face roles with our expanded member services, events and PD offerings.

See [Volunteers](#)

### 2.3 Policy Review

**Create a review plan to ensure that policy review is spread out across a 24-month period.**

**Review and republish all existing current policies and plan, write and publish new required policies within the next 24 months.**

We have a number of existing policies, most of which fall due for review within this RWA year. However, we wish to spread the administrative burden of reviewing policies out over a longer period of time.

A schedule will be created for policy review. Policies will be reviewed over a 24-month period, leaving 12 months in each strategic period where policy does not require attention.

Some policies require outside expertise and a sub-committee may be created specifically for policy discussion.

Policies will be republished as they are reviewed (publishing to either the members only section or the public section of the website at the committee's discretion).

Policy needs to take into account not only updated statute, regulations and codes of practice, but also the mission, vision and values of RWA.

See [Appendix A – List of Current Policies](#)

### 2.4 Funding Goals

**To investigate whether a state- or region- based chapter scheme will provide us with additional funding and organisational benefits without adding too much to our administrative burden. Decision on this matter to be taken within 6 months.**

No financial goals were set as our current Treasurer is still reconciling our accounts. We will have a good idea of the state of our finances at the next Strategy Meeting,



where financial goals will be able to be set, and a budget will be provided for each of our portfolios that will commence in line with the financial year in July.

An increase in members will increase the funds coming into RWA, not only in member dues but also in fees from OWLs, events and training opportunities. However much of the funding from these sources goes back into the day to day running costs of RWA.

Even with an increase in memberships, we require more financial resources to fund the various programs that our members asked for in the Member Survey.<sup>2</sup> To that end, we considered options regarding grants, concluding that we should consider further the possibility of creating State or Regional Chapters, with the view to easier organisation of these events as well as the ability to access state funding, which we cannot do at the moment.

Once we have a better idea of what creating chapters might involve, we will be able to decide if it is the right structure for RWA going forward.

---

<sup>2</sup> Members were specifically interested in more regional and social events, and a mentoring program.

## 3.0 Core Service Portfolio Goals and Strategies

### 3.1 Core Services vs Support Services

We identified which portfolios provided a core service for RWA and our members, and which were support services – those who provided support to the core services. This was not an exercise to elevate those core portfolios (in fact, all portfolios hold the same level on our organisation chart)<sup>3</sup>, rather the exercise served to make it easier to identify the goals and strategies each portfolio should concentrate on.

The five core services identified were:

- [Member Services](#)
- [Volunteers](#)
- [Contests](#)
- [Events](#)
- [Professional Development](#)

The support services identified were:

- [Administration](#)
- [Web/IT](#)
- [Bookkeeping](#)
- [Marketing](#)
  - [Sponsorship](#)
  - [Social Media](#)
  - [Public Relations/Media](#)
  - [Heart's Talk](#)<sup>4</sup>
  - [Online Bulletin](#)<sup>4</sup>

---

<sup>3</sup> See [Appendix B – RWA Organisation Chart](#)

<sup>4</sup> Heart's Talk and Online Bulletin together represent a new communications initiative that will be released to members, where Heart's Talk will become a quarterly premier magazine and we will also have a monthly online bulletin.

## 3.2 Member Services

**To implement a new Peer Critique Scheme within 3 months**

**To implement a new Mentor program within 6 months**

**To implement a Services Directory on our website within 12 months**

We are very concerned about finding ways to increase our value offering to our members, in order to grow the membership and to retain those we already have. To that end, we discussed all the services we currently provide, and decided that the above were the most effective ways we could better the services we provide.

Note that these goals are all to be met within the next 12 months. Member Services will be affected by the overall goal of an increase in membership. At our August strategy meeting, we will set goals for Member Services to cover the remainder of the three-year strategy period.

### 3.2.1 Peer Critique Scheme

A Peer Critique Scheme will be introduced that will replace the existing Critique Partners Scheme.

The purpose of such a scheme is to introduce members to each other in a fun and non-committal way so they can explore ongoing critique relationships.

It will involve an “online speed dating” component, and a peer critique component.

The program will require one or two ‘host’ volunteers, one or two ‘admin’ volunteers and one ‘technical’ volunteer per session. Since these will be project based positions, members can volunteer for a single session, or a series of sessions. It opens our volunteering for a more diverse group, both of people who want a member-facing job, and those who are looking for something project based and short term.

This goal feeds into our overall organisational goals at [2.1](#) and [2.2](#), and our values of Career Building, Actively Supportive and Community Mindedness.

### 3.2.2 Mentoring Program

Our recent Member Survey showed that a good number of our members want access to a Mentoring Program.

The purpose of such a program is to provide members with an opportunity to gain a mentor in not only manuscript critique or romance-specific writing, but also other skillsets that have arisen as a result of the increase in Indie Publishing.<sup>5</sup>

The program will require several committed administrative volunteers and it is undecided as yet whether mentors will be volunteers or if there will be a small fee to mentees.

This goal feeds into all four of our values and will contribute to achievement of our overall organisational goal at [2.1](#).

---

<sup>5</sup> Results from the 2018 November Member Survey showed that 30 percent of our membership identified as hybrid authors (published both traditionally and indie) and a further 19 percent identified as indie only.

### 3.3 Volunteers

**To appoint a Volunteers Manager as soon as possible.**

**To determine baseline volunteer requirements and roles by September 2019.**

**To implement programs to thank and reward volunteers for their efforts within 6 months.**

Volunteering is an integral part of our organisation, and feeds into the core values of being community-minded, actively supportive and when new skills are learned, career-building.

#### 3.3.1 Appoint a Volunteers Manager

Our Volunteers portfolio is currently vacant. We agreed that appointing a Volunteers Manager was the prime consideration within the portfolio and then supporting that person to gain an understanding of volunteering in the context of RWA and to commence development of a robust volunteering system.

We wanted to acknowledge Michelle deBruyn's efforts in this space – as Vice President Michelle took on the Volunteers portfolio and immediately implemented a Volunteers Facebook page, as well as updating the Volunteers booklet and redesigning the Volunteers form.

The new Volunteers Manager will be in a position to suggest longer term strategy at our next meeting in August 2019, when this portfolio's goals will be reviewed.

#### 3.3.2 Determine Baseline Volunteer Requirements

In conjunction with each portfolio holder, the Volunteer Manager will determine a baseline of volunteers required and commence the process of detailing and recruiting into those roles.

#### 3.3.3 Volunteer Reward Program

Volunteers provide us with hours and hours of unpaid work that can be repetitive, difficult or thankless. We agreed that we need to implement some kind of reward program for our volunteers, both to show them that we appreciate their efforts, and to make volunteering for RWA a more palatable and enjoyable experience for everyone who takes part.

This will be fully discussed further when we have recruited a Volunteers Manager, and will be implemented by August, perhaps announced at the conference if we have completed the work on it by then.

Goals all feed into the overall organisational goal at [2.2](#).

### 3.4 Contests

**To improve average contest entry rates by 3% in the first year, and 5% in the following two years.**

**To change the Emerald Pro into its own standalone contest – the Sapphire – and market that to published authors, including indie authors.**

**To retire Little Gems and create a new short story contest.**

Contest entry rates this year were mostly comparable to last year, however entries in the Ruby fell away dramatically, while the Selling Submission increased.

All contests required an extension to the entry period.

It was agreed that there needs to be more benefit to published authors to enter the Ruby, apart from just the RWA accolades. More consideration of what can be offered to winning authors is to be made, in conjunction with marketing functions.

Average contest rates 2017-2019, projected improvement over 3-year period

CONTEST	3YR AVERAGE	2020 3%	2021 5%	2022 5%
Ripping Start	58	60	63	66
Selling Synopsis	20	20	21	22
Emerald	36	37	39	41
Emerald Pro (Sapphire)	15	15	16	17
Ruby	135	139	146	153
Little Gems	63	65	68	71
Spicy Bites	27	27	29	30
First Kiss (Sweet Shorts)	40	41	43	45

### 3.5 Events

**To hold six (6) events outside of the conference in the next 12 months.**

**To develop a plan of rolling events including training and social events for our members.**

Results from the Member Survey showed clearly that our members seek more face-to-face events, and more than just the conference each year.<sup>6</sup>

Additionally, survey results suggest that there are plenty of members who are willing to volunteer to run these events.<sup>7</sup>

Having said that, as an organisation we need to roll out this kind of initiative over time. We have to consider costings for these events, sourcing speakers or guests, venues and the type of events they will be.

The National Conference is our premier event and, as such, will not be changed to a regional or split event within the three-year period of this Strategic Plan. It is agreed that it is an expensive exercise to attend the National Conference, however members are reminded the conference is an investment in their careers, and there is the option for all members to apply to the Member's Assistance Fund.

#### 3.5.1 Six external events

The Events Manager will oversee a minimum of six events outside of the conference in the coming twelve months. Volunteers will be sought to run these events and provide support at the event venues. Should we decide to implement state or regional chapters, the members of these chapters may also be involved in events within their areas.

#### 3.5.2 Rolling Plan of Events

Events will be planned ahead of time; however, we also need to have the flexibility to take advantage of opportunities that are given to us. A calendar of events will be placed on the website and in the newsletter, so members know when events are occurring in their areas.

---

<sup>6</sup> To the question Would you be interested in attending RWA organised face-to-face member social events (pay your own way) in your local area? we received a 'Yes' result of 64% that jumped up to 92% when we also included the 'Maybe's.

<sup>7</sup> To the further question of Would you be prepared to Volunteer to organise social events in your local area? 47 members answered "Yes" and a further 129 answered "Maybe".



Implementation of an events program will feed into all four of our core values and will directly affect our organisational goal at [2.1](#). Additionally, providing face-to-face volunteer roles is expected to increase the number of volunteers we have, as per goal [2.2](#). Finally, events is a way that we improve our revenues, feeding into the goal at [2.4](#).

### 3.6 Professional Development

**To recruit a Professional Development Manager as soon as possible.**

**To develop a multi-layered training and development program that provides for all tiers of membership**

#### 3.6.1 Recruitment of PD Manager

Our current Professional Development Manager is no longer able to take on the duties due to work commitments, and so our first order of business in PD is to recruit a new Professional Development Manager, by the end of May 2019.

It is envisaged that the person will have some experience in the training and development arena, and an interest in exploring new learning pathways.

#### 3.6.2 Development of PD program

That person will build on the work commenced by the current PD Manager, in developing a program that includes more on-line options such as self-paced learning and webinars, in addition to the existing Online Writing Labs (OWLs).

The new manager will also need to work closely with the Events Manager in developing training and development events, and to align the PD program with the Conference program.

When a new PD Manager is sourced, further goals for PD will be considered to carry the portfolio through to 2022.

Goals within Professional Development portfolio are expected to feed into an increase in membership ([2.1](#)) and increased funding ([2.4](#)).

## 4.0 Support Services Portfolio Goals & Strategies

### 4.1 Administrative

**To decrease the administrative load of the organisation.**

**To encourage volunteer involvement in administrative duties.**

#### 4.1.1 Decrease the administrative load

It was noted that there seems to be far too much administration for an organisation of our size. Additionally, that load is concentrated on the presidency and the part-time administrator role.

Third, our systems are jumbled, making documents and processes difficult to find.

We will begin the mammoth task of reorganising the systems, seeking volunteer assistance in the administration of the task. This is something that we expect will be ongoing for two years, and then will require ongoing maintenance.

With a reorganisation of the systems, we believe the administration of the organisation will become simpler.

We will also continually examine our new systems to ensure that we are not increasing the administrative load more than we need to. This may result in more automation of processes, which will require more technical expertise.

#### 4.1.2 Encourage volunteer involvement in admin duties

We will examine administrative processes to work out what can easily be managed by a volunteer or team of volunteers.

Administration is necessary to support all of our core services, and all of our goals. The administrative load will not go away, but we need to ensure that it is not too onerous for the volunteers whose shoulders it falls on.

## 4.2 Web/IT

**To ensure we have a robust online presence that will support the new programs we wish to incorporate.**

**To ensure we have the technical expertise available to support our online presence.**

### 4.2.1 Robust online presence

This year we moved from a shared server to a Virtual Private Server, that provides us with more bandwidth and more stability to run more processes.

However, IT is changing so quickly, it is virtually impossible to plan far ahead. All we can do is be flexible, and ready to change as change is required.

Having said that, the VPS is expected to meet our needs for the foreseeable future.

### 4.2.2 Technical Expertise

We do not believe that we have within the organisation sufficient technical expertise to continue to administer all of the processes we wish to have running, especially when those systems throw errors. To that end, the committee is considering bringing in a technical consultant on a regular basis to assist with the sticky problems that are beyond the level of technical expertise we have available.

We will look for a volunteer solution to this before we hire someone, however it is likely that the position will need to be filled by a paid position in the middle-term.

### 4.3 Bookkeeping

**To develop our bookkeeping systems so that relevant financial data can be extracted from our financial records.**

#### 4.3.1 Develop Bookkeeping Systems

Currently, our Treasurer is happy to take on the bookkeeping duties in addition to those of Treasury, however bookkeeping is a separate support function that we consider needs to be detailed separately.

Bookkeeping is the daily through monthly entering of data, payment of invoices and payroll, receipting of income and reconciliation of accounts. It does not take into account the management accounting functions of forecasting, budgeting, estimating and reporting.

However, the bookkeeper needs to enter data in such a way that meaningful information can be extracted from our financial records that can inform our future decisions, which means not only do we need a detailed system, we also require qualified and/or experienced people undertaking these functions.

By August 2019 we plan to have a detailed bookkeeping system in place.

By August 2020 all documentation will be available should the bookkeeper need to be replaced, with the expectation that a suitably qualified and/or experienced person could pick up the manual and continue to keep the books effectively.

Following that, the systems and documentation will require ongoing maintenance to ensure they remain current.

#### 4.4 Heart's Talk

##### **To recreate Heart's Talk into a Premium publication**

##### **To develop a team so that production of Heart's Talk is not so onerous on the two existing editors**

###### 4.4.1 Premium publication

Heart's Talk has been identified as a major benefit to our members

Heart's Talk started life as a newsletter, but has morphed into a magazine and, as such, it will be changed into a premium publication.

It will remain a members-only benefit.

It will be moved to an online magazine format, rather than PDF, to make it more secure and to provide more design options.

A reduction in issues will be considered once there is feedback on the new online bulletin initiative, and further consultation regarding Heart's Talk.

Heart's Talk will include the following articles and information:

- Writing craft & how-to articles
- Interviews with authors
- Member new releases
- Member profiles
- Tips for marketing
- Tax time tips
- Conference updates and information
- Interviews with publishers and agents

###### 4.4.2 Heart's Talk team

We will consider both a reduction in issues and an increase in the editorial team to make preparation of Heart's Talk a less onerous task. Where changes are to be made, they will be considered at August's Strategy meeting.

## 4.5 Online Bulletin

### **To create a new monthly online bulletin that will be available to the public.**

#### 4.5.1 New Monthly Public Online Bulletin

This bulletin will serve several purposes:

It will provide some information that Heart's Talk does not;

Second, since it will be publicly available, it will be a vehicle to draw more members to RWA.

Editors and Sub-Editors will be required to provide the information for the newsletter. These will need to be in place by the end of May to facilitate the first (July) edition of the newsletter.

The newsletter will be delivered from a MailChimp template.

The newsletter will include the following information:

- Industry updates
- Organisation updates
- Member new releases
- Info on upcoming OWLS
- Contest information and results – both ours and others
- Checklists
- Conference updates and information

The newsletter will be operative by 1 July 2019 with the goal of having 1,000 readers by the end of the strategic period.

Further goals will be considered at our August S&P to increase readership.

## 4.6 Marketing

### **Create a Marketing team by 30 June 2019**

### **Develop a marketing plan by 1 August 2019**

### **Create a marketing schedule by 30 August 2019**

### **Create a library of marketing materials - ongoing**

Currently, the responsibility for the majority of our marketing endeavours lie with the individual portfolios. Depending on the expertise of the portfolio holder at any given time, marketing efforts vary greatly, from strong to weak. Both strategically and stylistically, we are disjointed in our marketing efforts and adhoc in our implementation. To address this inconsistency, we seek to create a marketing portfolio that is responsible to the overall organisation and that takes a holistic approach to marketing activity implemented across the organisation. Working closely with each of the other portfolios to deliver quality marketing and communications, the Marketing portfolio aims to improve the visibility and viability of our various programs and services, both internally to our members, and externally to a range of various stakeholders.

The publishing industry is forever evolving, which requires us to adapt accordingly. As such, we recognise the need to revisit and assess who we need to engage with and ensure that our all of our stakeholders are being targeted to effectively and efficiently.

#### 4.6.1 Create a Marketing team

To streamline our efforts and ensure that our marketing is strategically aligned, a role designed to oversee the marketing function across the entire organisation needs to be created. It is envisaged that this role will be responsible for the creation of the new Marketing team, which will encompass the areas of Marketing, Sponsorship, PR/Media, Advertising, Communications (including Hearts Talk/newsletters) and Social Media. The team may include a number of roles and skillsets including marketing assistants and graphic designers; volunteers who may be sourced on an ongoing and a per-project basis from both inside and outside of RWA.

The Marketing Manager will be sourced and brought on board by 30 June 2019. Given there is a complexity that most of our portfolios have marketing components within them, the structure of the team needs to be considered carefully with processes designed



to support the team requiring development. The aim is to have the whole team in place to commence work at the beginning of the new RWA year (directly after the Conference).

The following areas of responsibility will be allocated accordingly once the structure of the team has been determined:

<b>Area of responsibility</b>	<b>Key focus area</b>
Marketing	Responsible for the overall implementation of marketing campaigns, delivery of graphics and text-based materials as well as reporting on the results.
Sponsorship	Determine which programs have sponsorship potential, develop connections to gain sponsorship, liaise with marketing to ensure materials are stylistically similar.
PR/Media	Work to gain media attention for our various programs and for the organisation itself, develop connections and networks, create media releases.
Advertising	Identify opportunities for paid advertisement and ensure branding is consistently applied.
Communications (including Newsletter)	Undertake an assessment of specific target audiences that require communication (both formal & informal) and set out objectives for each communications vehicle. Create a style guide to set the parameters around how RWA communicate to key target audiences that includes tone, voice and messaging etc to ensure consistency.
Social Media	Organise for marketing materials to be presented through our various social media channels, ensure stylistic similarity, report on channel receptiveness and behaviours.

#### 4.6.2 Develop a Marketing Plan

The marketing plan drives the strategic approach to marketing and links the goals of the organisation's strategic plan with the tactical activities that are undertaken. We can only stay relevant to our stakeholders if we identify exactly who they are and are clear

about how we intend to communicate and build a relationship with them. The marketing plan will allow us to develop both the internal and external stakeholder audiences and identify the appropriate marketing strategies for them that will align with our goals, specifically 2.1, 2.2 and 2.4 as well as uphold our organisational values.

Whilst the processes are somewhat ‘chicken and egg’, the marketing plan will also inform the structure of the marketing team and how processes are developed to keep the team aligned with the objectives functioning together effectively. It is envisaged that a draft marketing plan will be developed upon the appointment of the Marketing Manager who after assessing the strategic direction can begin the consultation process with portfolio stakeholders.

The marketing plan will be developed by the Marketing manager and, if considered necessary, a sub-committee of marketing professionals.

#### 4.6.3 Create a tactical marketing schedule

From the Marketing Plan, a tactical marketing schedule that consolidates all portfolio marketing activities can be developed. This will be a consultative process involving all relevant roles that currently undertake marketing activity. A tactical marketing schedule will allow RWA not only ensure that all marketing campaigns are delivered on time in an integrated and coordinated manner, it will also allow us to track and measure our efforts and identify opportunities to tweak and improve approaches or take advantage of future opportunities. As both the Marketing Plan and subsequent tactical marketing schedule will be taking a holistic approach towards the organisation’s various activities, there will also be the opportunity to incorporate programs that do not fall under a specific portfolio, as well as other opportunities that require ongoing marketing activity throughout the year as well.

Much of this material is already available in the various portfolios, but the Marketing team will be responsible to collate and schedule it all so there is a library of posts, collateral and advertising. Each of the portfolios within the Marketing team will identify opportunities to cross-promote or support other portfolio activity to avoid conflict and cannibalism, and to ensure that the best value can be extracted from each activity.

#### 4.6.4 Create a Marketing Library

Upon collation of existing collateral, social media posts and advertising, an assessment will be undertaken with the view to briefing a graphic designer to develop a suite of template designs that will suit the various projects, programs and activity across the organisation. The purpose of a marketing library is to make the process of rolling out marketing activity easier (efficiencies of processes to lighten the load for volunteers) and to ensure that brand consistency is being maintained, regardless of who is implementing the activity. Templates and designs will be made available through the creation a marketing library, which will also ensure the stylistic similarity of all our marketing assets.

Marketing is an essential tool to both our internal members, but also for our external stakeholders such as potential members, sponsors, media and industry stakeholders. Our goals to increase our membership (external), attract, retain and maintain volunteers (internal and external) and to increase funding opportunities (predominately external), will shape the objectives of the Marketing portfolio. Whilst this restructure will take time to implement and consolidate, we recognise that marketing is one of the key strategic components to position ourselves for growth and the achieve of our identified goals and so, we are committed to taking the organisation on this journey.

## Appendix A – List of Current Policies

<b>Accessibility Plan</b> - to ensure facilities for conferences and events are accessible to people of a range of disabilities.
<b>Advertising Policy</b> - advertising in HT and on Social Media.
<b>Bullying Policy</b>
<b>Code of Conduct</b>
<b>Complimentary Conference Policy</b> – details who is entitled to a Complimentary Conference.
<b>Correspondence Policy</b> - covers verbal and written, including email.
<b>Cross-Promotions Policy</b> –
<b>Disclosure of Interest Policy</b> - Disclosing if a committee member has a financial stake in a matter.
<b>Financial Transaction Cards Policy</b>
<b>Payment to Members for Services Policy</b>
<b>Plagiarism Standard Operating Procedure</b>
<b>Privacy Policy</b>
<b>Professional Networking Policy</b> - Travel expenses that can be covered for the president or someone the committee nominates to attend an overseas event, and also the RWNZ; and the requirements that need to be met if they do attend those events.
<b>Publisher Alert Policy</b> - Alerting the membership when a publisher goes bad.
<b>Romance Media Award Policy</b>

**RWA Conference Refund Policy**

**RWA Social Media Policy**

**Travel Policy** - for guests, committee & staff

**Volunteer Policy**

# Appendix B – RWA Organisation Chart

