

Strategic plan 2018-2020

VALUING MATHEMATICS IN SOCIETY

MAV provides a voice, leadership
and professional support
for mathematics education.

CORE STATEMENT: Valuing mathematics in society

The Mathematical Association of Victoria (MAV) is a leading professional association. Through its programs and services, MAV promotes the importance of mathematics in society. Our Association has over 1400 members from all sectors of education, including individuals, schools, universities and other institutions.

This provides membership benefits to a growing network of over 13,500 mathematics educators. MAV has been a highly respected and proactive not-for-profit professional association for more than 100 years.

MAV supports its members by working with leading education academics and researchers, education consultants, exemplary classroom teachers, the Victorian Department of Education and Training, the Victorian Curriculum and Assessment Authority (VCAA) and various industry partners to provide services in the interests of members and the wider community.

MAV's core services include:

- Membership
- Advocacy and representation
- Professional learning
- Professional advice
- In-school consulting
- Annual conference
- Primary conference
- Student-focused activities
- Newsletters, journals and other publications

MAV is an affiliate of the Australian Association of Mathematics Teachers (AAMT).

CONTEXT

The MAV Strategic Plan 2018–2020 has been developed via a process of consultation and analysis of the context in which the Association operates. This context includes that:

- Education is changing, and MAV must lead the way in supporting mathematics educators to have the best impact possible.
- Preparing students for life after education is critical for both their own and Australia's future workforce and industry success.
- Students need to be risk takers, to challenge assumptions and think creatively in order to contribute to society and enter industry with open and inquiring minds.
- MAV must provide the teachers of young creative minds with the skills and resources required to produce high-quality, critical-thinking mathematicians.

The four goals in this Strategic Plan identify key areas of focus where MAV will have a positive impact on educational outcomes in support of its members. This includes in teaching and learning in mathematics education and in support of students who are from backgrounds that typically do not access mathematics at higher levels in school and beyond.

Goal 1: VALUE



Ensure that MAV provides benefit and value for all mathematics educators, with all education segments across Victoria supported appropriately.

Goal purpose

This goal focuses on how MAV will better deliver value to all members and mathematics educators across the state, in different sectors, and embed itself as the 'go to' place for all mathematics education advice and services.

MAV's engagement with members should continue to evolve as the context of education changes. MAV must demonstrate clear value to the broader mathematics education community in order to grow its member base, and consolidate its position.

Performance measures

- Membership growth
- Member engagement
- Increase in engagement from regional educators
- Member and educator participation in services
- Member and educator satisfaction with services

Current work

MAV supports teachers and educators across the mathematics education community, including early years, primary and secondary education, as well as Victorian Certificate of Applied Learning (VCAL) and Vocational Education and Training (VET).

MAV has a strong focus on:

- Primary education with ongoing professional learning, a primary conference, in-school consulting, games days and family maths nights, and the Mathematics Talent Quest.
- Secondary education with ongoing professional learning, the MAV annual conference, in-school consulting, games days and family maths nights, and the Mathematics Talent Quest.
- VCE and VCAL, providing both resources and advice, and running the VCE professional learning series in term 1 of each year in collaboration with the Victorian Curriculum and Assessment Authority (VCAA).
- Undertaking projects on behalf of the Victorian Department of Education and Training (DET) including the Strategic Partnerships Program (SPP), and for the VCAA and other organisations.
- Supporting schools in metropolitan areas, where most MAV activities are based.
- Supporting schools in certain regional areas, where established relationships exist.

Areas of focus

1. Analysis of member data and market opportunities.

- 1.1 Develop data on total member market size, analysing the number of potential members in various education sectors and regions
- 1.2 Consider lost opportunity costs of not targeting each potential membership group, and refine and prioritise approaches

Success indicators: MAV will have a comprehensive database of mathematics educators across Victoria, enabling it to carry out well-targeted and costed recruitment and retention programs.

2. Review member benefits, value and engagement.

- 2.1 Research member and non-member engagement and perceptions of membership value. Include questions to collect information on mathematics, pedagogy and education issues. This will feed into Goal 3
- 2.2 Review membership structure and benefits
- 2.3 Review communications and how to increase the focus on demonstrating value
- 2.4 Offer free membership to engage with pre-service teachers

Success indicators: MAV will have a far-reaching and flexible system of communication with members, so that they are kept informed of the range of benefits that flow from engagement with their association. Member benefits will demonstrate value, and be regularly reviewed and aligned to member needs based on evidence.

3. Focus on regional areas

- 3.1 Investigate models for expanding services in regional areas to improve support for members regardless of location. Consider professional learning and regional champions approach
- 3.2 Consider a regional network approach towards increasing regional-based membership
- 3.3 Investigate and develop opportunities with Department of Education and Training regional offices

Success indicators: MAV will have established and strong links with and between regional offices of the DET (and other sectors) and local networks of schools and teachers, thereby creating a proactive and flourishing climate of support services beyond the metropolitan area.

4. Develop a member retention and acquisition plan to increase membership, and analyse member perceptions of value and the impact of MAV's mission.

- 4.1 Prioritise each member group and related strategic activities to gain maximum effect for MAV's efforts and develop a Member Retention and Acquisition Plan

Success indicators: MAV members will feel that they are part of a thriving association that seeks and understands their views, and which adapts its program offerings as the needs of members evolve.

Goal 1: VALUE (continued)



AREAS OF FOCUS	KEY ACTIVITIES	ACTIONS	START	FINISH	TARGET	RESOURCES AND RESPONSIBLE PARTY
1. Analysis of member data and market opportunities.	1.1 Develop data on total member market size, analysing the number of potential members in various education sectors and regions.	1. Analyse data from member database. Plus data on number of teachers in segments, out of field teachers, new teachers, and identify total teacher market to target in each sector or member category. Implement ongoing report.	Feb 2018	May 2019	Report developed and presented to Membership, Marketing and Communications Committee. Ongoing report format agreed and used going forward.	CEO to compile report and deliver to Membership, Marketing and Communications Committee.
		2. Analysis of Web stats; website hit trends and patterns in accessing MAV website and support. Analysis of Matrix newsletter and other related data. Implement ongoing report.	Mar 2018	May 2018	Data collated and presented to Membership, Marketing and Communications Committee. Ongoing reports developed.	CEO to compile report and deliver to Membership, Marketing and Communications Committee with CEO.
	1.2 Consider lost opportunity costs of targeting each potential membership group to refine and prioritise approaches.	1. Analyse data obtained and develop a report and develop recommendations as to where to target MAV resources in relation to building membership.	May 2019	Jul 2019	Report summary and recommendations developed for membership targets. Agreed strategies implemented.	Membership, Marketing and Communications Committee with CEO.
2. Review member benefits, value and engagement.	2.1 Research member and non-member engagement and perceptions of membership value. Include questions to collect information on mathematics, pedagogy and education issues. This will feed into Goal 3.	1. Develop and undertake a member (and non-member) survey.	Jul 2018	Sep 2018	1. Survey designed and questionnaire developed and approved. 2. Survey implemented.	1. Membership, Marketing and Communications Committee. 2. CEO and Membership Officer.
		2. Analyse survey data.	Oct 2018	April 2019	Membership data analysed and report summary and recommendations developed.	Membership, Marketing and Communications Committee.
		3. Investigate further questions and perceptions of member benefits and value through focus group(s) of members and stakeholders if required.	Mar 2019	June 2019	Focus group completed, report and recommendations developed.	CEO and Membership Officer (with support of Membership, Marketing and Communications Committee).

Goal 1: VALUE (continued)



AREAS OF FOCUS	KEY ACTIVITIES	ACTIONS	START	FINISH	TARGET	RESOURCES AND RESPONSIBLE PARTY
2. Review member benefits, value and engagement.	2.2 Review membership structure and benefits.	1. Undertake a review of existing membership structure – categories and benefits and recommendations for updates.	Mar 2019	June 2019	Summary report produced of existing structures with recommendations.	CEO and Membership Officer.
		2. Review report with Membership, Marketing and Communications Committee, and implement agreed recommendations.	Jun 2019	Nov 2019	Membership structure reviewed, recommendations implemented.	CEO with Membership, Marketing and Communications Committee.
	2.3 Review communications and how to increase the focus on demonstrating value.	1. Undertake a review of current member communications and develop report with recommendations.	Jan 2019	May 2019	Report developed with current status and recommendations. Report shared with Membership, Marketing and Communications Committee for feedback.	CEO with external consultant. Review by Membership, Marketing and Communications Committee.
		2. Recommendations implemented.	June 2019	Ongoing	Recommendations implemented and monitored.	CEO and staff.
	2.4 Offer free membership to engage with pre-service teachers.	1. Produce proposal for review by exec, and then Council.	Sep 2017	Nov 2017	Approved at Council Nov 2017.	Membership, Marketing and Communications Committee.
		2. Produce marketing collateral and build list of education contacts at universities ready to promote to.	Dec 2017	Mar 2018	Marketing materials prepared and contact database built.	CEO and MAV staff, input from Membership, Marketing and Communications Committee as required.
3. Launch recruitment of student members: - Posters mailed with letter to university education faculties - Phone calls to key contacts at universities - Advertising in MAVlist, journals, conferences and events, PL and other means such as partners. -Develop strategy to convert students to paying members.		Mar 2018	Dec 2018	Student memberships increasing, and gained from all education courses in various Victorian universities. Target of 2000 students by end 2018.	CEO and MAV staff, including Membership Officer. Council to be advocates and represent MAV where possible.	

Goal 1: VALUE (continued)



AREAS OF FOCUS	KEY ACTIVITIES	ACTIONS	START	FINISH	TARGET	RESOURCES AND RESPONSIBLE PARTY
3. Focus on regional areas.	3.1 Investigate models for expanding services in regional areas to improve support for members regardless of location. Consider professional learning and regional champions approach.	1. Use member survey results to review services and how they are: a) perceived in regional areas, using member survey data and feedback b) delivered to regional areas.	Feb 2019	May 2019	Report developed outlining current status and recommendations and provided to the Membership, Marketing and Communications Committee.	CEO with staff and Membership, Marketing and Communications committee.
		2. Review report with Membership, Marketing and Communications Committee and implement agreed recommendations.	June 2019	Sept 2019	Report reviewed and recommendations implemented.	CEO with Membership, Marketing and Communications committee.
		3. Continue with regional network days in 2019 and refine based on feedback.	Dec 2017	Oct 2018	Implement 2018 days, review outcomes of each event, use feedback for planning the following year events.	CEO with Education Consultants.
	3.2 Consider a regional network approach towards increasing regional-based membership.	1. Investigate models for regional networks, and identify and review other successful models.	Feb 2020	Jul 2020	Report developed outlining options and provided to the Membership, Marketing and Communications Committee.	CEO with Education Consultants and Membership, Marketing and Communications Committee.
		2. Develop a proposal for possible MAV model for regional networks, including outline of costs and resources required for success.	Jul 2020	Nov 2020	Proposal produced and delivered to Membership, Marketing and Communications Committee. Assess proposal and make recommendations for implementing.	CEO with Education Consultants and Membership Marketing and Communications Committee.
		3. If appropriate and agreed, implement new regional network model.	Dec 2020	Ongoing from 2021	New regional network model implemented as per agreed plan.	CEO with Education Consultants.
3.3 Investigate and develop opportunities with Department of Education and Training regional offices.	1. MAV staff to contact relevant DET regional office staff when running events or providing services in a region and discuss opportunities for collaboration.	March 2019	Ongoing	MAV staff contact DET regional staff, and record details of contact and progress in a database.	MAV staff.	

Goal 1: VALUE (continued)



AREAS OF FOCUS	KEY ACTIVITIES	ACTIONS	START	FINISH	TARGET	RESOURCES AND RESPONSIBLE PARTY
4. Develop a Member Retention and Acquisition Plan to increase membership, and analyse member perceptions of value and the impact of MAV's mission.	4.1 Prioritise each member group and related strategic activities to gain maximum effect for MAV's efforts and develop a Member Retention and Acquisition Plan.	1. Bring all of the research and recommendations above into one Member Retention and Acquisition Plan draft.	July 2019	Oct 2019	Draft of plan presented to Membership, Marketing and Communications Committee and finalised after feedback.	CEO and Membership, Marketing and Communications Committee and finalised after feedback.
		2. Plan presented to Council for endorsement and elements of plan costed and included in annual budget.	Oct 2019	Nov 2019	Final plan presented to Council and endorsed.	CEO and Membership, Marketing and Communications Committee.
		3. Plan implemented and monitored.	Feb 2020	Dec 2020, and ongoing	Regular reports of progress provided to Committee and Council.	Membership, Marketing and Communications Committee and Council.

Goal 2: PARTNERSHIPS



Develop and nurture high-profile partnerships that lead to improvement of the quality of mathematics education, and promote the fundamental importance of mathematics in society.

Goal purpose

MAV is dedicated to the improvement of mathematics education and will continue to investigate the most effective approaches, tools and new technology that education professionals can use to improve student learning outcomes across all levels (from early childhood to the senior years of secondary school and beyond). Formal and informal partnerships will bring benefits to MAV members, mathematics educators and society by allowing MAV to expand its influence and impact while delivering its programs efficiently.

Working with partners who are aligned with MAV's vision and programs will amplify the impact that MAV can have by allowing access to a broader range of resources, expertise and advice. Ultimately, such partnerships will contribute to ensuring that mathematics is valued in society and to improving mathematics educational outcomes. MAV places a priority on those partnerships that will help students with less access to opportunities or who are from backgrounds that typically do not access mathematics at higher levels in school and beyond.

Performance measures

- Increase in new partnerships
- Effectiveness of partnerships and partner satisfaction
- Public impact and profile of partnerships
- Effectiveness of collaboration with AAMT and affiliates

Current work

For a list of key current key partners see MAV's partner page: www.mav.vic.edu.au/partners.html. MAV works in partnership with organisations and individuals. These include the following approaches and examples:

Government, government authorities and statutory bodies:

Work conducted with the Victorian DET on various projects (some of which are funded, as indicated by: *), including:

- the Victorian Maths Challenge*
- resource development and review, including the Mathematics Continuum and FUSE resources*
- representative on advisory panels, such as with the DET Victorian Maths Challenge and the Tech School Learning Program Advisory Panel
- involvement in the Strategic Partnership Program* to deliver specific agreed outcomes with a focus on rural and regional Victoria

Work conducted with the VCAA on various projects, including:

- the delivery of the Victorian Certificate of Education (VCE) professional learning program in Term 1 each year
- advice on resources, including the nature of new assessments and courses
- providing expertise in consultations on curriculum development and other matters, most recently VCAL

The Australian Association for Mathematics Teachers (AAMT) and state affiliates:

- MAV support, attendance and presentations at the interstate conferences of state affiliates and AAMT, where appropriate
- Roll out various national programs including ReSolve Maths by Inquiry, Maths 300, Dimensions Portal and others
- Co-contributions submissions to government inquiries

Industry and workplace links for Science, Technology, Engineering and Mathematics (STEM) and Mathematics, specifically:

- Student activities delivered in collaboration with industry, for example the Maths Camps for regional students (DET funded through Strategic Partnerships Program) and the Girls in STEM days
- Delivery of professional learning that showcases both the partner and MAV's expertise in certain areas

Relationships with other education industry partners

Universities

- delivery of the Primary Mathematics Education Conference with the University of Melbourne, Graduate School of Education
- provision of access to university facilities, including Federation University and La Trobe

University, at no cost to support various MAV programs

- sponsorship of various university awards for education graduates and attendance and/or presentations at graduate careers days

Other partnerships:

MAV works with various partners, often under funding to benefit mathematics education. Projects include:

- Development of resources
- Research projects
- Joint professional learning events
- Sponsorship of events
- Promotion of the importance of maths education and STEM based a careers for students, including Girls in STEM days
- Delivery of sponsorship arrangements for key partners
- Tenders and other opportunities
- Negotiating discounted access to services and benefits on behalf of members



Areas of focus

In ensuring that MAV has effective and targeted partnerships that support its vision and mission statements, the following are key partnership areas:

1. AAMT and state affiliates

- 1.1 Engage with AAMT and the state affiliates to look for synergies, support and to develop programs
- 1.2 Support, attend and present at interstate conferences where appropriate

Success indicators: Regular engagement and communication is ongoing between MAV, AAMT and affiliates, and appropriate opportunities are investigated and actioned as they arise. MAV consultants attend, present at and support interstate AAMT and affiliate conferences where possible and appropriate.

2. Government, government authorities and statutory bodies

- 2.1 Strengthen relationships and increase joint projects with the Victorian Department of Education and Training (DET), and the Victorian Curriculum and Assessment Authority (VCAA)
- 2.2 Investigate partnerships with other government-based organisations such as the Bastow Institute, the Australian Curriculum and Assessment Authority (ACARA), Education Services Australia (ESA), the Australian Institute for Teaching and School Leadership (AITSL) and the Victorian Institute of Teaching (VIT)

Success indicators: MAV will have established and strong links with relevant government organisations, leading them to seek MAV's advice, as well as mutually beneficial partnerships that improve the quality of mathematics education, and promote the fundamental importance of mathematics in society.

3. Develop relationships with other education industry partners

- 3.1 Investigate partnerships with other organisations, such as other subject and education research associations, education courses and STEM-based university courses, Principals' Associations, parent support and other parent groups, other educational not-for-profits, and industry and commercial organisations with a STEM and mathematics focus

Success indicators: MAV will have established and strong links with a range of organisations, leading them to seek MAV's advice, as well as mutually beneficial partnerships that improve the quality of mathematics education, and promote the fundamental importance of mathematics in society.

Goal 2: PARTNERSHIPS (continued)



AREAS OF FOCUS	KEY ACTIVITIES	ACTIONS	START	FINISH	TARGET	RESOURCES AND RESPONSIBLE PARTY
1. AAMT and state affiliates.	1.1 Engage with AAMT and the state affiliates to look for synergies, support and to develop programs.	1. Joint meeting AAMT/MAV when AAMT council meetings held in Melbourne.	Feb 2018	Ongoing	Meeting is embedded in processes and Council dates.	AAMT President communicates with MAV CEO.
		2. Organise meetings of state-based leaders with AAMT (even if by video conference).	Feb 2018	Ongoing	President &/or CEO to participate in meetings.	President &/or CEO of AAMT & MAV to initially set up.
	1.2 Support, attend and present at interstate conferences where appropriate.	1. Invite member(s) from AAMT and each state affiliate to attend MAV annual conference. Have attendees meet during the event.	Nov 2017	Ongoing	To have all 8 representatives (NSW, TAS, ACT, QLD, NT, SA, WA & AAMT) attend conference annually.	MAV to fund conference registration. MAV President to invite each year. MAV staff to process attendees.
		2. Council and/or MAV staff such as CEO or Consultant(s) to attend each affiliate state conference. Create calendar of all conferences and communicate to affiliates to organise. Implement systems for reporting back on learnings from each attendance.	Mar 2018	ongoing	To have a representative from MAV attending each state conference where applicable. Attendee to report back on event to Council.	CEO to oversee. MAV consultant to take responsibility for organising.
2. Government, government authorities and statutory bodies.	2.1 Strengthen relationships and increase joint projects with the Victorian Department of Education and Training (DET), and the Victorian Curriculum and Assessment Authority (VCAA).	1. Meet regularly with DET and VCAA stakeholders and key contacts, and seek opportunities for collaboration where possible. Expand contact points and involvement in activities over time, and record all contact in database to demonstrate progress.	Apr 2018	Dec 2020	Meetings held with VCAA and DET numerous times throughout year. Expanded involvement with DET and VCAA activities over time, MAV seen as trusted advisors.	CEO with consultants and others as requested.
		2. Showcase outcomes and involvement through various MAV media and news page.	Feb 2019	Ongoing	Various key initiatives announced and communicated to members and maths educators over time.	CEO with consultants and others as requested.

Goal 2: PARTNERSHIPS (continued)



AREAS OF FOCUS	KEY ACTIVITIES	ACTIONS	START	FINISH	TARGET	RESOURCES AND RESPONSIBLE PARTY
2. Government, government authorities and statutory bodies.	2.2 Investigate partnerships with other government-based organisations, such as the Bastow Institute, the Australian Curriculum and Assessment Authority (ACARA), Education Services Australia (ESA), the Australian Institute for Teaching and School Leadership (AITSL) and the Victorian Institute of Teaching (VIT).	1. Build stakeholder database for potential partners and contacts that align with MAV values, mission, programs or key areas of focus.	Apr 2019	May 2019	Key stakeholders assessed. Database developed.	CEO with consultants and others as requested.
		2. Meet with stakeholders to seek and assess strategic opportunities.	Jun 2019	Ongoing	Develop 3 new relationships with potential partners.	CEO with consultants and others as requested.
		3. Deliver partner-based initiatives, including showcasing partnership outcomes through media and news.	Sept 2019	Ongoing	Deliver 1 new initiatives with partner.	CEO with consultants and others as requested.
3. Develop relationships with other education industry partners.	3.1 Investigate partnerships with other organisations, such as other subject and education research associations, education courses and STEM-based university courses, Principals' Associations, parent support and other parent groups, other educational not-for-profits, and industry and commercial organisations with a STEM and mathematics focus.	1. Build stakeholder database for potential partners and contacts that align with MAV values, mission, programs or key areas of focus.	Jul 2018	Ongoing	Key stakeholders identified, and assessed. Database developed.	CEO with consultants and others as requested.
		2. Meet with stakeholders to seek and assess strategic opportunities.	Jul 2018	Ongoing	Develop 10 new relationships with potential partners.	CEO with consultants and others as requested.
		3. Deliver agreed partner-based initiatives, including showcasing partnership outcomes through media and news.	Jul 2018	Ongoing	Deliver 6 new initiatives with partners.	CEO with consultants and others as requested.

Goal 3: ADVOCACY



Strengthen MAV's position as a key stakeholder in mathematics education through advocacy and engagement with key stakeholders.

Goal purpose

MAV needs to increase its profile in Victoria and nationally where appropriate, so that it has a stronger voice in areas aligned to its vision and mission.

MAV is seeking to become systematically proactive in relation to stakeholder engagement and advocacy.

Performance measures

- Output of advocacy and communications material
- Public impact and profile of advocacy and communications
- Member and educator satisfaction with MAV representation

Current work

In recent years, MAV has engaged on an ad hoc basis in advocacy and engagement activities with key stakeholders, such as government and media bodies. Activities have included submissions of papers for government inquiries, and participation in surveys and research. MAV has also been invited to participate in initiatives including the Victorian Maths Challenge and the Tech School Learning Program Advisory Panel by the Department of Education and Training. These initiatives are indicative of the strong relationships MAV has with the DET and the VCAA.

In general, the approach taken towards stakeholder engagement and advocacy has been largely reactive and sometimes proactive. MAV cannot allow itself to be considered as a mere bystander at this critical stage for mathematics education in Victoria.

Areas of focus

1. Develop new and strengthen existing connections.

- 1.1 Work with AAMT and the affiliates to expand our collective sphere of influence in advocacy
- 1.2 Identify and build a database of existing and potential stakeholders in order to initiate discussions on key issues and broaden MAV's network

Success indicators: The MAV will have effective communication with AAMT and affiliates in regard to advocacy and engagement and will take a joint approach where suitable. MAV will develop a database of stakeholders to communicate with and to use in expanding its sphere of influence.

2. Proactively communicate MAV's position on current issues and engage with members and relevant stakeholders

- 2.1 Develop a more proactive approach for engaging with identified stakeholders
- 2.2 Create discussion around issues that MAV considers important, through media releases, news articles, discussion or position papers, social media and other means. Ensure these are communicated to members and other stakeholders
- 2.3 Collate and analyse data, and use evidence to show efficacy of the work that MAV does in schools

Success indicators: The MAV will communicate current issues and activities to its member base, stakeholders and broader community through position papers, media releases, news articles, social media and other means as appropriate. A database of media contacts and journalists will be leveraged to effect information flow. Data will be developed to show the efficacy of the MAV's work, and used to help influence and bring arguments to bear.

Goal 3: ADVOCACY (continued)



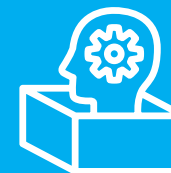
AREAS OF FOCUS	KEY ACTIVITIES	ACTIONS	START	FINISH	TARGET	RESOURCES AND RESPONSIBLE PARTY
1. Develop new and strengthen existing connection.	1.1 Work with AAMT and the affiliates to expand our collective sphere of influence in advocacy.	Ensure advocacy issues are on the agenda for meetings outlined under Goal 2. CEO of each organisation to discuss advocacy opportunities at meetings. Also to work on joint submissions where appropriate.	Mar 2018	Ongoing	Meetings implemented between CEOs from February 2017 on a regular basis.	AAMT CEO and MAV CEO to initiate.
	1.2 Identify and build a database of existing and potential advocacy stakeholders in order to initiate discussions on key issues and create a larger sphere of influence.	1. Identify stakeholders, and key contact(s) in each case.	Jul 2018	Aug 2019	Database built and available.	CEO to organise with AAMT, staff, and Council support.
		2. Draft Council Charter and include all appropriate and identified policies and procedures. (Some policies may not go into Charter.) Seek feedback from external consultant and Council. Revise Charter and seek approval by Exec, then Council.	Jul 2020	Ongoing once implemented	Review of database. Any new contacts are followed up and met with.	CEO to organise staff to undertake review. Council input where possible.
2. Proactively communicate position on current issues and engage with relevant stakeholders and members.	2.1 Develop a more proactive approach for engaging with identified stakeholders.	1. Establish contact with selected contacts in database and further consolidate relationship through meetings and other events. Send relevant documentation in follow-up to first contact. (May include Strategic Plan, Annual Report, position paper or MAV guide). Develop a special mailing list for these stakeholders, for notifying about relevant MAV updates, news and events.	Aug 2019	Mar 2020	All contacts are approached to meet with where possible.	CEO to guide process. Council members to attend meetings and other events where relevant.
		2. Seek and build a database of education journalists and keep up to date. Email press releases, news articles and issues-related papers to journalists as they are released.	Feb 2018	Database by July 2018, then ongoing	Database built. Number of queries from journalists and articles where MAV is quoted or receives coverage increase.	CEO with Stitch Marketing.
		3. Identify who on staff, Council or membership has relevant expertise on different issues as part of induction each year. And then provide those individuals with the necessary resources and support to be able to speak to the media on MAV's behalf.	Apr 2019	Jul 2019	MAV prepared to respond to media and communications as required. Implemented as part of standard Board induction.	CEO with Council and other support as required.

Goal 3: ADVOCACY (continued)



AREAS OF FOCUS	KEY ACTIVITIES	ACTIONS	START	FINISH	TARGET	RESOURCES AND RESPONSIBLE PARTY
2. Proactively communicate position on current issues and engage with relevant stakeholders and members.	2.2 Create discussion around issues that MAV considers important, through media releases, news articles, discussion, position papers, social media and other means. Ensure these are communicated to members and other stakeholders.	1. Respond proactively to issues in the news in a timely manner to tell the MAV story: -Identify the types of issues we would want to respond to. -Prepare communications in advance for items identified in order for release when expected events occur. -Monitor news by setting up news alerts, share with Council and seek information to publish in response to relevant articles.	Oct 2019 (strategy day)	Ongoing. Articles start from Feb 2020	Aim to release articles regularly and as opportunity arises on a news-related issue. For example, a target of 4 articles per year may be appropriate.	CEO with Council, consultants and marketing support.
		2. Develop summary position paper, initial release Q3 2019, with follow-up deep dive papers on related issues 2 to 3 times per year.	Feb 2019	Q3/4 2019 then ongoing	Papers released 2 to 3 times per year from Feb 2020. Communication strategy clearly outlined for such communications. Position paper used when meeting stakeholders.	CEO with Council and consultants.
		3. Develop communications strategy for advocacy to maximise impact. Communications strategy to ensure it includes sending via MATRIX, social media, news page and journals and magazine. (To be completed as part of Goal 1, section 2.3.).	Feb 2020	Apr 2020	Review of communications strategy complete for advocacy-related pieces, and implemented in agreed timeframes.	CEO with Stitch Marketing.
	2.3 Collate and analyse data, and use evidence to show efficacy of the work that MAV does in schools.	1. Identify in which programs and program areas evidence could be collected to prove efficacy.	Feb 2020	Jun 2020	Analysis of programs completed. Key programs of focus agreed.	CEO with consultants and other support as requested.
		2. Design process for collecting data, and implement strategies agreed. Analyse data and report on findings including through discussion papers and news.	Jul 2020	Dec 2020 and ongoing	Program of data collection designed and implemented. Data collected. Reports on findings published. Findings used to inform future services.	CEO with consultants and other support as requested.

Goal 4: OPERATIONS



Streamline and improve MAV's operations, management and governance.

Goal purpose

MAV considers that continuous improvement in these areas is essential, to prepare MAV for the future as a dynamic, modern and progressive organisation.

Performance measures

- Staff engagement and satisfaction
- Efficiency and currency of systems and processes
- Financial performance
- Councillor engagement and satisfaction
- Effectiveness of Council governance and communications systems

Current work

MAV has an operation of 9 staff, including CEO, administrative officers and education consultants based at its premises in Brunswick. The current staff can be found at: www.mavvic.edu.au/about-us/contact-us.html

Recently MAV has upgraded all internal IT systems, and is reviewing its Association software and systems that provide various services to members. The MAV office can deliver its services more efficiently as a result of these enhancements.

MAV Council consists of up to 14 Councillors, operating under the MAV Constitution. The current Council members can be found at: www.mavvic.edu.au/about-us/mav-council.html.

The Council's approach is also evolving, including the creation of a Finance Committee, and realignment of the role of the Executive Committee. Further, various Council policies have been developed or are under consideration, as the Council reviews its approach to governance.

There has been increased emphasis on and training around Director responsibility and a focus on strategic leadership, which is enabling the Council to focus on areas of importance as the MAV guiding body.

Areas of focus

1. Governance

- 1.1 Constitutional review as a regular activity
- 1.2 Review of governance structures, including review and development of Council policies and Charter
- 1.3 Formalising Director training and information, including induction pack
- 1.4 Develop investment guidelines, policy and strategy
- 1.5 Review of risk and set up of risk register, including cyber security

Success indicators: MAV governance is documented, up-to-date and reviewed regularly, reducing risk. A systematic approach to Director induction and ongoing learning will be in place, to ensure that Directors can carry out their role as fiduciaries of the company, and act according to the duties of care and diligence, as well as loyalty and good faith.

2. Work conducted in conjunction with AAMT and affiliates on operational matters.

- 2.1 Implementation of an MOU with AAMT and delivery of required outcomes
- 2.2 Consideration of further opportunities to work in conjunction with and learn from affiliates and AAMT

Success indicators: An MOU with AAMT is in place, honoured and reviewed regularly. AAMT and affiliates are front of mind and opportunities for collaboration are identified whenever possible.

3. Staffing and program delivery

3.1 Alignment of staff and expertise towards achieving MAV's mission, including consideration of skills required in communications and marketing and the education consultants' capacity to deliver program

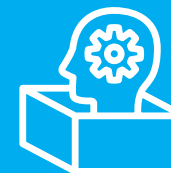
Success indicators: Staff skills and abilities align to those required to achieve success at any point in time. Appropriate systems allow staff to grow and develop as the organisational requirements evolve.

4. Systems and office

4.1 Review, upgrade and consolidation of association systems used to deliver services. Engagement with AAMT to seek national outcomes where possible.

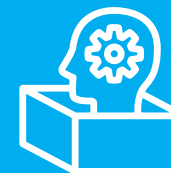
Success indicators: Association software management systems and IT infrastructure is maintained and managed effectively to ensure maximum value and efficiency for staff and the organisation's operations.

Goal 4: OPERATIONS (continued)



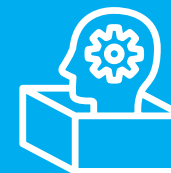
AREAS OF FOCUS	KEY ACTIVITIES	ACTIONS	START	FINISH	TARGET	RESOURCES AND RESPONSIBLE PARTY
1. Governance.	1.1 Constitutional review as a regular activity.	1. Review existing document and develop draft constitution using external consultant.	Feb 2018	Apr 2019	Approve revisions at the Nov 2018 Council.	Exec to lead process. CEO to source consultancy, and manage process and drafts. Council to provide feedback on drafts and approve.
		2. Take to AGM for adoption at 2019 AGM.	Mar 2019	May 2019	Adopt at May 2019 AGM.	CEO to include in AGM agenda and prepare all appropriate resources and processes.
		3. Exec to undertake an annual review of Constitution as part of its processes.	Jun 2020	Ongoing	Seek proposed changes to constitution, and take to 2020 AGM if required.	Exec, with support of CEO.
	1.2 Review of governance structures, including review and development of Council policies and Charter.	1. Identify all required policies and procedures.	Oct 2017	Jul 2018	List of policies and procedures complete.	Exec.
		2. Draft Council Charter and include all appropriate and identified policies and procedures. (Some policies may not go into Charter.) Seek feedback from external consultant and Council. Revise Charter and seek approval by Exec, then Council.	Nov 2017	Mar 2018	Draft Charter prepared, and reviewed as per timeline ready or approval.	CEO to draft, Exec to support process and review.
		3. Publish the final approved Charter. Implement the Charter policies and procedures.	Apr 2018	Apr 2018	Charter is published and included in Induction pack for 2018 Council.	Council and CEO to implement as appropriate.
		4. Investigate opportunities and systems to produce a Board Portal; for communication, managing Council processes and documentation.	Jul 2018	Nov 2019	Solution implemented, and refined as tested.	Exec Committee and CEO.
		5. Review, develop or implement all other policies not included in the Charter (e.g., Risk policy and procedure, Child safe policies, Cyber policy etc).	Jul 2018	Sep 2019	Policies are all complete and in operation.	Exec, CEO and others as required.

Goal 4: OPERATIONS (continued)



AREAS OF FOCUS	KEY ACTIVITIES	ACTIONS	START	FINISH	TARGET	RESOURCES AND RESPONSIBLE PARTY
1. Governance.	1.3 Formalising Director training and information, including induction pack.	1. Induction pack prepared prior to 2018 AGM and approved by Exec.	Nov 2017	Mar 2018	Induction pack ready for 2018 AGM.	Exec to approve and advise, CEO to prepare.
		2. Annual new Directors' induction training.	Mar 2018	Jul 2018	Ensure all new Directors undertake training in the role.	CEO.
		3. Annual advanced Director training.	Feb 2018	Ongoing	Ensure all Directors receive annual governance-related training to increase skill in specific areas. Topic agreed at Feb Council meetings.	Council agree on topic annually. CEO to implement.
	1.4 Develop investment guidelines, policy and strategy.	1. Develop the investment guidelines, policy and strategy.	Mar 2018	Oct 2019	Have a final policy that can be approved by Council.	Finance Committee.
		2. Take policy to Council for approval.	Nov 2019	Nov 2019	Approval by Council.	Council.
		3. Implement policy, monitor and review annually.	Dec 2019	Ongoing	Implemented.	CEO, Finance Committee.
	1.5 Review of risk and set up of risk register, including cyber security.	1. Develop risk policy and register, including cyber security.	Oct 2018	Jul 2018	Develop and prepare risk register.	Exec.
		2. Continually update risk register and manage risks.	Aug 2018	Ongoing	Manage risk successfully in an ongoing manner.	Exec, CEO.
	2. Work conducted in conjunction with AAMT and affiliates on operational matters.	2.1 Implementation of an MOU with AAMT and delivery of required outcomes.	1. Negotiate MOU and sign off once agreed.	Jul 2017	Dec 2017	MOU signed Dec 2017.
2. Implement MOU.			Dec 2017	Dec 2020	All outcomes delivered during 2018 to 2020. Monitor MAV activities against MOU once a year.	CEO, staff and Council to implement. Exec.
2.2 Consideration of further opportunities to work in conjunction with and learn from affiliates and AAMT.		1. Engage with AAMT and affiliates regularly through visits and phone calls.	Feb 2018	Ongoing	Regular visits are implemented in 2018 and maintained between parties.	CEO with AAMT and affiliates.
		2. Review all affiliate and AAMT strategic plans to assess synergies and identify opportunities. Contact each party to discuss where appropriate.	Jul 2019	Jan 2020	Report on synergies written and tabled at Council meeting. With recommendations.	CEO to assign and monitor task. Council to review recommendations. CEO/Council implement as applicable.

Goal 4: OPERATIONS (continued)



AREAS OF FOCUS	KEY ACTIVITIES	ACTIONS	START	FINISH	TARGET	RESOURCES AND RESPONSIBLE PARTY
3. Staffing and program delivery.	3.1 Alignment of staff and expertise towards achieving MAV's mission, including consideration of skills required in communications and marketing and the education consultants' capacity to deliver programs.	1. Undertake skills audit against strategic plan and against existing programs.	Apr 2018	Jul 2018	Skills audit completed and report produced.	CEO.
		2. Analysis of data, resources requirements and budget to recommend any proposed alignment of resources to ensure success. Take to Council for approval.	Jul 2018	Oct 2018	Changes to budget proposed to Council and decisions made on how best to progress.	CEO, Council.
		3. Continue to discuss strategies and implement any agreed strategies and monitor (ongoing).	Nov 2018	Sep 2019	Changes implemented.	CEO.
4. Systems and office.	4.1 Review, upgrade and consolidation of association systems used to deliver services. Engagement with AAMT to seek national outcomes where possible.	1. Assess requirements and produce RFP to take to vendors. (Collaborate with AAMT to look for national system opportunities.)	Jul 2017	Feb 2018	RFP completed and sent to vendors.	CEO, with support from AAMT. External consultant used to develop RFP.
		2. Complete RFP process and system selection. Proposal with business case presented to Council.	Feb 2018	Jun 2018	Proposal with business case presented to Exec in May 2018 after review by finance committee.	CEO to drive process, external consultant to be used to support RFP and selection processes.
		3. Implement new system.	Jul 2018	Jul 2019	New system implemented and in use	CEO to drive process, external consultant to be used to support implementation. Staff involved as required.