



AUSTRALIAN PLANTS SOCIETY TASMANIA INC.

2018 to 2023

STRATEGIC PLAN



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Background and Description of Society

The Australian Native Plants Society Australia (ANPSA), with member bodies in all states and territories, was formed in 1957 at which time the Tasmanian chapter was part of the Victorian region. Australian Plants Society Tasmania Inc. became an incorporated body in Hobart in 1971. North and north western groups and a group in Kingborough near Hobart were set up in their regions in 1978, with Kingborough as a day group joining the Hobart group in 2014.

The Society, as a non-profit body, has 250 volunteer members statewide in its 3 groups. Groups have structures as required under the Regional Constitution and Incorporation status. Elected representatives form a Tasmanian Council.

Through its groups and dedicated members, the society, as the peak body on native plants in Tasmania, through its regular meetings, events and activities, educates on and shares with all members and interested people the value of propagating, cultivating and conserving native Australian plants with an emphasis on Tasmanian native plants.

While we are fortunate to have many young members, our common area of membership is mature age people between 50 years of age and over. This group has extensive accumulated knowledge, skills and experience with native plants and keenly shares this with all members.

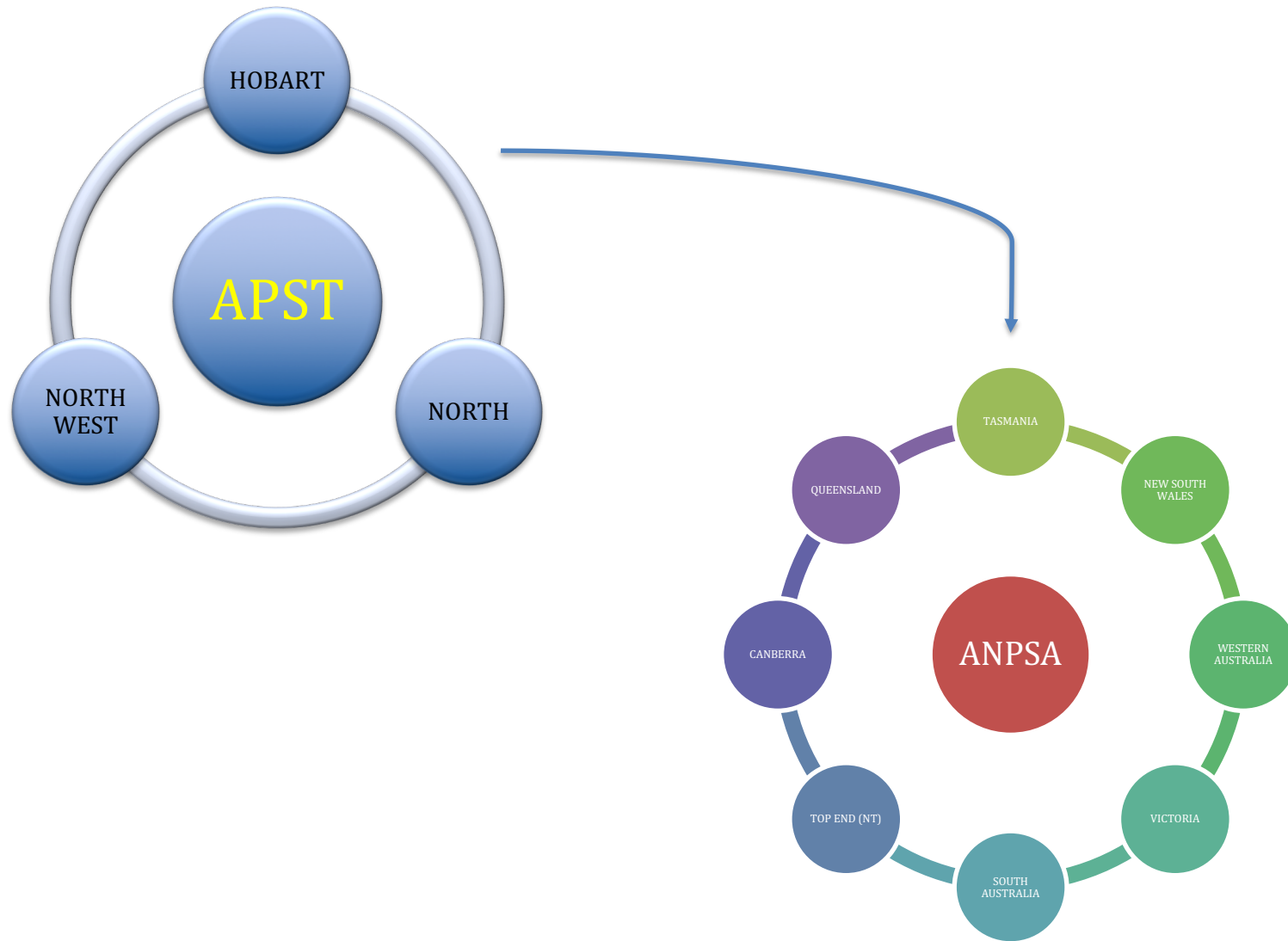
In a busy and fast changing world, there is an increasing need for appreciating the environment and the beauty of nature and all it possesses, and the Society is proud to help meet this need through the high value it places on native plant species. Fortunately, all members are passionate about all plants, and we have a common interest in the “people business”.

While total Tasmanian membership has fallen slightly over the last 5 years, the Society sees high potential for “reach” throughout Tasmania e.g. on the East and West coasts, and growth by marketing its value in this area, developing new strategic relationships, and in new demographic segments e.g. migrants. We also recognise that we are living in exponential times, and therefore must continually review and adapt the delivery of all our services.

In the last year, members of the Society have secured new informal and formal partners in e.g. horticulture and land management, resulting in mutual benefits for both parties. The Society operates in an environment of many similar groups and businesses in Tasmania including not for profit and commercial bodies involved in non-native and native plants, and the potential for further development in the area of partnerships is high. The Society has analyzed its market and identified many new opportunities for growth including the concept of “*Flora Tourism*” which would benefit Tasmania’s economy. As part of its research it has also recently carried out and completed a snapshot survey of the challenges and future directions of all ANPSA member societies in Australia.

In realizing its many challenges such as communication, technology, and the need for better promoting the value of native Australian plants to Tasmanians and visitors to Tasmania, the Society recognizes the importance of planning, so that it may continue to grow in status, add value to the Tasmanian community and the economy, and be relevant and sustainable in the 21st century. This Strategic Plan formally acknowledges the valuable input into the plan of all members of the Society and life members and past members/noted native plant ambassadors/specialists dedicated to the area of Tasmanian native plants.

Margaret Killen
President
Australian Plants Society Tasmania Inc.



The Society's structure

The Society's Objects

1. To encourage the cultivation and study of Australian plants;
2. To encourage the establishment of gardens in all types of soil and climate for preserving the flora of Australia;
3. To support efforts to strengthen the laws and regulations of all bodies given authority by legislation of the Commonwealth and States of Australia for conserving Australian flora;
4. To publish any information that may further the aims of the Society;
5. To cooperate with other societies, associations or bodies with similar or substantially similar aims;
6. To promote the knowledge, appreciation and preservation of Australian plants, both in their natural settings and in cultivation, with special emphasis on species indigenous to Tasmania;
7. To promote recognition of the Society as a resource group for educationalists and the government.

The Society's Strategic Planning Process

The Australian Plants Society Tasmania Inc's Strategic Plan 2018-2023 outlines its strategic direction for the next 5 years.

The Society importantly recognizes that the conditions and culture within which it operates are changing rapidly, influenced by for example, events occurring locally, nationally and internationally, changes in government, technology, increasing educational awareness, and environmental changes.

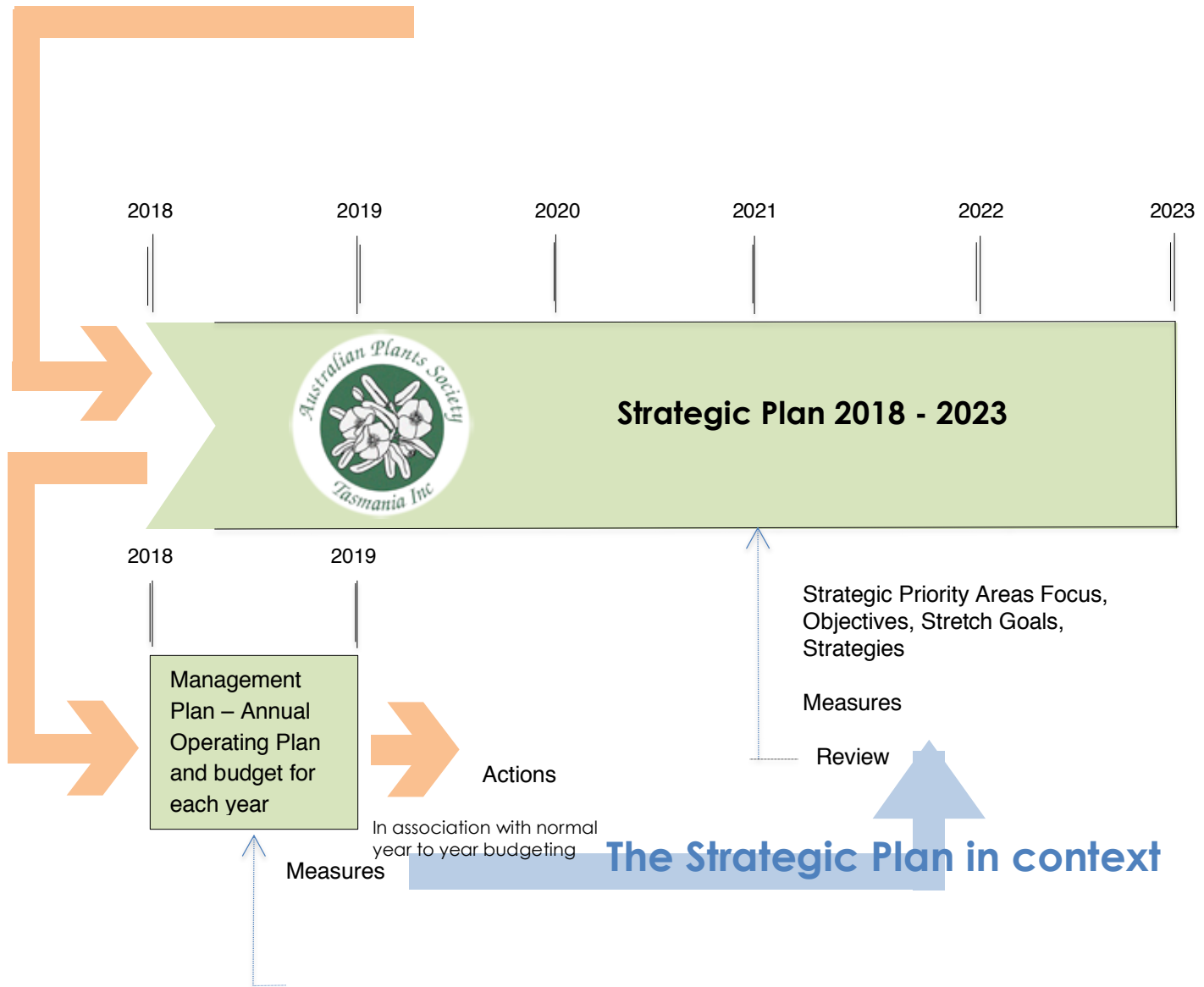
The Strategic Plan:

1. Defines where the Society is now, where it will be in 5 years, and how it will get there;
2. Gives its strategic direction and priorities, focuses on mid to long term objectives and stretch goals, strategies and actions for achieving them, and provides clear measures on how its progress will be evaluated;
3. Shows how the Society will position itself in the Australian native plant landscape in many areas including governance and partnerships;
4. Establishes decision making frameworks reflecting common values identified by its members and specialists in the field of Australian native plants;
5. Provides opportunities for ongoing debate, collaboration and engagement with many stakeholders in the native plant environment and many other areas on key issues and challenges critical to the Society's success;
6. Provides for annual Management Plans – Annual Operational Plans with budgets to achieve the listed outcomes identified within the Operational Plan.

Initial planning commenced following a workshop attended by statewide representatives in Ross, Tasmania on 21 May 2016.

To ensure the widest consultation on the Strategic Plan, the Society has surveyed the valued input of all its members in Tasmania as well as past members who built up and retained expert skills, knowledge and experience, and noted specialists in the area of Australian native plants. A Report Card of these surveys has been issued. The Society also initiated a mini survey of all member societies in Australia, to gauge overall developments and trends, and to feed the information collected back to ANPSA and member societies. All information received has been considered for inclusion into the plan.

The following model of the Strategic Plan in context illustrates these important inputs and shows how the plan will be implemented.



Our Vision Statement

“Sharing the wonder and value of Australian native plants with the world.”

Our Mission Statement

“Promoting the propagation, cultivation and conservation of Australian native plants to the world.”

Our Values

We, the members of Australian Plants Society Tasmania Inc;

- ✓ Are, foremost, people passionate about plants!
- ✓ Inspire everyone we meet about the wonder and value of plants!
- ✓ Want to learn from everyone we meet about his or her wonder of and value of plants!
- ✓ Are friends and partners in a true “learning organization”!
- ✓ Have a strong sense of community and collegiality!
- ✓ Share our collective skills, knowledge, diversity of interests and experience widely!
- ✓ Are committed to our success!

Insights – Present and future issues that will need considering and addressing including resources, stakeholders and partners

Major challenges and/or strategic issues

1. Membership
2. Structure
3. Joining the 21st century e.g. E-newsletter
4. Communication
5. Promoting the Society (including branding)
6. Leadership
7. Maintaining programs
8. Finding our niche, “Point of Difference”
9. Potential members don’t attend meetings
10. Building member ownership into the Society and adding member value

Policy issues

- Some policies are provided in Councilors’ hand books
- Guidelines are needed
- Place policies on intranet

Critical factors for success

- Review total Society governance and establish the best model
- Consider Presidents/Secretaries of groups as delegates to Council
- Retain members
- Promote membership
- Promote the Society
- Deliver 21st century technology
- Partnerships/Strategic Alliances
- Ensure our financial viability

Identifying the Society’s resources

- Experts in plant identification
- Highly capable current Treasurer
- Photographers
- Newsletter
- Members’ flora and fauna identification
- Group libraries
- Website people available

- Bank of speakers
- Guides
- Propagators
- Technical equipment

Stakeholders include:

- Heritage Forest with Launceston City Council
- Tasmanian native gardens
- Tasmanian Bushland Garden
- Cheltenham Reserve negotiations with Meander and State Government
- West Tamar Council
- Kingston Primary School
- Arboretum Eugenana
- Tasmanian Parks and Wildlife Service
- Royal Tasmanian Botanical Gardens
- Plant Sciences at UTAS
- Wildcare/Landcare/Coastcare
- Tasmanian State Government and all Tasmanian Councils
- Natural Resource Management
- Australian Native Plants Society Australia

Potential partners

- Natural Resource Management. Access to E news and grant applications.
- Wildcare
- Tasmanian Landcare Association
- Threatened Plants Tasmania
- Australian Network for Plant Conservation
- Tasmanian State Government and all Tasmanian Councils

Marketing and Communications Plan

Groups that we need to serve most:	What they need to hear from us:	The best way to find and communicate with them:	When and how we will communicate with them:	We will know if they have heard our message through:
<i>Members</i>	<i>Great communication</i>			
<i>Community leaders</i>	<i>Our vision, mission and values</i>			
<i>Funders</i>	<i>What community projects we are planning</i>	<ul style="list-style-type: none"> • <i>Tasmanian State Government and Councils</i> 	<ul style="list-style-type: none"> • <i>Send out regular E newsletters</i> 	<ul style="list-style-type: none"> • <i>Increased membership</i>
<i>Related organisations</i>	<i>Partner advantages</i>	<ul style="list-style-type: none"> • <i>Tasmanian Tourist Bureau</i> 	<ul style="list-style-type: none"> • <i>Hold networking events where achievable</i> 	<ul style="list-style-type: none"> • <i>Increased profile of APST Inc. in the community</i>
<i>Schools</i>	<i>Educational value of Australian Native Plants</i>	<ul style="list-style-type: none"> • <i>On line and personal communication</i> 		
<i>Native gardens</i>	<i>How we may help one another</i>	<ul style="list-style-type: none"> • <i>Networking</i> • <i>NRM</i> 		
<i>Migrants</i>	<i>Sharing our passions for our plants and their native plants</i>			
<i>First home owners</i>	<i>Information on native plants</i>	<ul style="list-style-type: none"> • <i>Networking with friends</i> • <i>New estates</i> • <i>Councils</i> 	<ul style="list-style-type: none"> • <i>Revisit</i> 	
	<i>Looking at gardens</i>	<ul style="list-style-type: none"> • <i>Facebooks of other organisations</i> 	<ul style="list-style-type: none"> • <i>Different style of events. e.g. wine</i> 	<ul style="list-style-type: none"> • <i>Feedback from them</i>
	<i>Propagation Materials to use</i>	<ul style="list-style-type: none"> • <i>HIA</i> 		
<i>Tourists</i>	<i>Information and interpretation</i>	<ul style="list-style-type: none"> • <i>Tourism Tas</i> • <i>Tour companies</i> 		

Risks and Opportunities

Strengths, Weaknesses, Opportunities and Threats

SWOT Analysis

Strengths	Opportunities
<ul style="list-style-type: none">- Expertise in and knowledge of Tasmanian plants and where to find them- Resource of Australian plants succeeding in our local gardens- Financially viable- Hands on experience through propagation nurseries- Friendly helpful people- Interesting outings etc.- Get special plants- Willingness to share knowledge & experience- Non-political- Excellent publications e.g. Identikits, Tasmania's Natural Flora, Eucryphia, Group newsletter- Well established- More than a garden club- Knowledge based- Social- Outdoor experiences- Speakers	<ul style="list-style-type: none">- Plant sales & exhibitions- Publication- Appoint a Publicity Officer- Appoint members in specific roles- Young parents/families- Migrant Resource Centre- Reduce membership fees- Have our gardens featured on TV / local paper- Internet, website- Create relationships/strategic alliances/partnerships with similar organisations – Understory Network, Schools (provide course material for teachers), Councils (ask to participate in their websites, and release intelligence on new arrivals and local demographics)- Participate in community capacity grant funding- Open up talks to wider audience- Focus on publicity- Change technical language- Social media- Website members only

<ul style="list-style-type: none"> - Society is the peak body in native plants. This establishes a vital Point of Difference (POD) and advantage that can be promoted. 	<ul style="list-style-type: none"> - Use local government websites for promotions - People moving to Tasmania - More study groups (Opportunities continued) - Provide pamphlet on native plants to all new members - National Conference 2018 – organise tour operators, institutionalise ownership
<p>Weaknesses</p> <ul style="list-style-type: none"> - Lack of attractiveness to wider audience - Low profile in the community - We are perceived as exclusive - difficult botanical names - Lack of new ideas / approaches - Number of other organisations with similar interests - New members - fewer resources - Too technical sometimes - Technical terminology - No subscription money for Groups - Groups collect subs - Groups unincorporated - Organisational structure does not reflect incorporated or unincorporated status - Inability to retain new members - Weak welcoming atmosphere for new members - New members intimidated - Age of members - Lowering membership numbers - Group discontent 	<p>Threats</p> <ul style="list-style-type: none"> - Lack of new members could harm us - Natives have gone mainstream - you can buy them at any nursery - Too many similar organisations on conservation & plants - Garden clubs are local & cheaper - Changing society - people don't need to join societies for knowledge & interaction - Other groups appealing to younger audiences & providing data we provide - Busy lives – “time poor” - Information available in the internet - Our threats “will/may cause demise of society - Becoming redundant

- | | |
|--|--|
| <ul style="list-style-type: none">- Not web-based enough- Website externally facing- No identities of statewide members name, age etc. | |
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Risk Register

Risks Identified	Controls in place	Who is responsible?
Accidents in the field	Policies Standard operating procedures Announcements of these controls to members on a Society intranet Have a register of attendees on activity/field days	Region Region/Groups Region Region/Groups
Legal	Policies Announcements of these to members on an intranet	Region Region
Financial	Policies Announcements of these to members on a Society intranet	Region/Groups Region

Strategic Priority Areas, Target Outcomes, Objectives, Strategies and Actions

Participants in the Strategic Planning workshop identified 9 Strategic Priority Areas, in order of priority:

1. Communication
2. Membership
3. Society Governance
4. Partnerships
5. Technology
6. Marketing
7. Education
8. Events and Activities
9. Conservation

The Management Plan - Operational Plan at the end of this document provides a master summary.

1. Communication						
Target Outcome	Objective	Strategy	Action	Responsibility	Budget	Measure
Effective communications with members and other important stakeholders	O1 Deliver a communications plan by 31/12/2018	S1 Reviewing and developing our communications	A1 1. Develop separate Communication Plans for members and stakeholders including what needs communicating and the most effective way to connect (ref pg. 9) 2. Consider communications for all events and activities - excursions, plant sales, meetings	R1 State sub-committee	B1 Not required due to volunteer labour inputs	M1 Membership levels Survey responses Member and community response at 31/12/2018

2. Membership						
Target Outcome	Objective	Strategy	Action	Responsibility	Budget	Measure
Strong and sustainable membership	O2 Increase net membership from 1/3/2019 by 5% in each of our 3 groups by 31/12/2019	S2 Promoting activities and benefits through marketing a pastoral care program	A2 1. Improve new member process 2. Develop a welcoming position statement 3. Train key deliverers 4. Publicize events and activities 5. Discount new events and activities 6. All existing and new members to be ambassadors for our society 7. Develop "ladder of engagement" (l of e) 8. Embed l of e in group program 9. Consider the skills and needs of migrants as new members. Liaise with Migrant Resource Centre	R2 State sub-committee	B2 Not required due to volunteer labour inputs	M2 Increased or decreased membership at 31/12/2019

3. Society Governance						
Target Outcome	Objective	Strategy	Action	Responsibility	Budget	Measure
Strong responsive governance	O3 Review our governance and decide on the best model by 30/09/2019	S3 Developing structures and processes that accurately reflect the relationship between Council and Groups including the provision of member services	A3 <ol style="list-style-type: none"> 1. Form a strategic planning group SPG, sub-committee of Council 2. Consult with committees 3. Brief all members on strategy 4. Obtain external information on society governance 5. Review terms of appointment 6. Review structure of Council – 2 people each Group 7. Review all role descriptions adding in a strategic role 8. Review all governance matters including financial management, risk management in e.g. finance, legal, oh&s, and develop associated policies and procedures 9. Review role of Council and groups 10. Carry out a one-page membership survey 11. Appoint part time Project Manager on a stipend to manage the delivery of the Strategic Plan 	R3 Council and group representatives	B3 Not required due to volunteer labour inputs Stipend for part time Project Manager to be decided based on hours worked per week	M3 Member satisfaction with new structure at 30/11/2019

4. Partnerships						
Target Outcome	Objective	Strategy	Action	Responsibility	Budget	Measure
Effective and value adding partnerships	O4 Have each group formally engage with 1 strategic partner by 31/03/2019	S4 Investigating and establishing relationships	A4 1. Document existing partnerships 2. Review events and activities to identify prospective partners 3. Identify, prioritize and engage with them 4. Capitalize on mutually agreeable aims through MOUs	R4 Each group to aim for 1 each	B4 Not required due to volunteer labour inputs	M4 Number of partnerships developed at 31/03/2019

5. Technology						
Target Outcome	Objective	Strategy	Action	Responsibility	Budget	Measure
21 st century technology on board	O5 Keep abreast of and use technology as it develops over strategic plan period to 30/06/2023 G5 <u>Stretch goal:</u> Deliver a "Tasmanian Flora app" for smart phones (e.g. Identikit) by 31/03/2021	S5 Delivering on technology	A5 1. Review existing website 2. Ensure events are listed with timings. 3. Engage with all members and stakeholders to determine their requirements e.g. social media 4. Obtain online membership by 31/03/2019 5. Have Eucryphia on line by 31/03/2019	R5 Each regional group in collaboration with each other - ongoing	B5 As required	M5 Member survey by 31/12/2021

6. Marketing						
Target Outcome	Objective	Strategy	Action	Responsibility	Budget	Measure
Raised profile of the society and its aims in the community	O6 Increase our profile by 31/12/2020	S6 Promoting the society and its benefits	A6 <ol style="list-style-type: none"> 1. Obtain external assistance to prepare a Marketing Plan 2. Provide media releases 3. Celebrate special events in association with media 4. Partner with staff in media and media officers in e.g. Councils, NRM etc. 5. Review name and logo of society 6. Apply for grant(s) 	R6 Council – Marketing Plan	B6 To be decided Potential grant(s)	M6 Community awareness Membership levels Society profile Media profile Number of media contacts gained – target 1 per group Number of grants applied for by 31/12/2020

7. Education						
Target Outcome	Objective	Strategy	Action	Responsibility	Budget	Measure
Continuing and enhanced status as peak body and leading educational expertise in our field	O7 Have on board 1 school/ organisation per group by 31/12/2020	S7 Having schools on board	A7 1. Through the Project Manager (see A3 11) develop an education program 2. Consider e.g. U3A, schools, TAFE, engagement, interpretive walks, propagation workshops 3. Apply for grant(s)	R7 Each group	B7 Potential grant(s)	M7 Community survey Number of partner organisations/ schools Number of grants applied for by 31/12/2020

8. Events and Activities						
Target Outcome	Objective	Strategy	Action	Responsibility	Budget	Measure
Continuing great events and activities	O8 Regularly review what we do best, and continually improve over strategic plan period to 30/06/2021 G8 <u>Stretch goal:</u> Research and deliver "Flora tourism" concept in	S8 Delivering the best events and activities	A8 1. Review all events and activities and continually improve on delivery 2. Investigate and provide a Business Plan by 31/12/2020 for Flora Tourism in Tasmania	R8 Council and groups	B8 Not required due to volunteer labour inputs Business plan for Flora Tourism budget \$10,000	M8 Community benefits Membership levels Member satisfaction by 31/12/2019

	Tasmania by 30/06/2023					
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9. Conservation						
Target Outcome	Objective	Strategy	Action	Responsibility	Budget	Measure
Remnant bushland and threatened and endangered species protected and conserved by the Society with its expertise in supporting organisations e.g. Landcare, Wildcare, State and Local Government and property owners	O9A Be a strong and recognized participant supporting groups and advocating for protecting and conserving remnant bushland and threatened and endangered species by 31/12/2020	S9 Facilitating MOU based or informal partnerships with e.g. ANPSA, Landcare, Wildcare, State and Local Government and property owners	A9 1. Identify areas of urban bushland 2. Provide submission to development applications in urban bushland 3. Build partnerships with landowners, Landcare & NRM and other similar organisations 4. Apply for grant(s) 5. Provide submissions to Government 6. Ensure involvement in major conservation initiatives 7. Ensure conservation through propagation 8. Advocate conservation	R9 Groups	B9 Potential grant(s)	M9 Participation of groups in protection and conservation Number of grants applied for by 31/12/2020

Operating Budget 2018/2019 Financial Year

Estimated Operating Budget Worksheet

	<i>Estimated Amount</i>	<i>Actual</i>
Expected Income		
Grants		
Donations		
Fundraising		
Membership		
Interest		
Other income		
	TOTAL:	
Expected Expenditure		
Staffing Costs		
Supplies		
Kilometerage		
Marketing		
Other costs		
	TOTAL:	
Strategic Priority Area/Project Costs		
Strategic Priority Area 1		
Development costs		
Marketing Costs		
Running Costs		
Staffing Costs		
	TOTAL:	
Strategic Priority Area 2		
Development costs		
Marketing Costs		
Running Costs		
Staffing Costs		
etc.		
	TOTAL:	
	TOTAL EXPENDITURE:	
	TOTAL Profit/Loss:	
	(Income – Total Expenditure)	

Management Plan – Annual Operating Plan

Action Plan (Read in conjunction with Operational Plan)

2018/2019 1 st Quarter (Dates:)					
<i>Actions to take</i> <i>Strategic Priority Area 1</i>	<i>Related Objectives</i>		<i>Start Date</i>	<i>End Date</i>	<i>Resources</i> <i>Cost, time, people</i>
	01 etc.				

2 nd Quarter (Dates:)					
<i>Actions to take</i> <i>Strategic Priority Area 2</i>	<i>Related Objectives</i>		<i>Start Date</i>	<i>End Date</i>	<i>Resources</i> <i>Cost, time, people</i>

3 rd Quarter (Dates:)					
<i>Actions to take</i> <i>Strategic Priority Area 3</i>	<i>Related Objectives</i>		<i>Start Date</i>	<i>End Date</i>	<i>Resources</i> <i>Cost, time, people</i>

4 th Quarter (Dates:)					
<i>Actions to take</i> <i>Strategic Priority Area 4</i>	<i>Related Objectives</i>		<i>Start Date</i>	<i>End Date</i>	<i>Resources</i> <i>Cost, time, people</i>

etc.

Operational Plan

For our 9 Strategic Priority Areas:

Area	1. Communications	2. Membership	3. Society Governance	4. Partnerships	5. Technology	6. Marketing	7. Education	8. Events and activities	9. Conservation
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In order to have:

Target Outcome	Effective communications with members and other important stakeholders	Strong and sustainable membership	Strong responsive governance	Effective and value adding partnerships	21 st century technology on board	Raised profile of the society and its aims in the community	Continuing and enhanced status as peak body and leading educational expertise in our field	Continuing great events and activities	Remnant bushland and threatened and endangered species protected and conserved by the Society with its expertise in supporting organisations e.g. Landcare, Wildcare, State and Local Government and property owners
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We aim to:

Objective	O1	O2	O3	O4	O5	O6	O7	O8	O9
	Deliver a communications plan by 31/12/2018	Increase net membership from 1/3/2019 by 5% in each of	Review our governance and decide on the	Have each group formally engage with 1	Keep abreast of and use technology as it develops over strategic	Increase our profile by 31/12/2020	Have on board 1 school/ organisation per group by 31/12/2020	Regularly review what we do best, and continually improve over strategic plan	Be a strong and recognized participant supporting groups and advocating for

		our 3 groups by 31/12/2019	best model by 30/09/2019	strategic partner by 31/12/2019	plan period to 30/06/2023 G5 <u>Stretch goal:</u> Deliver a "Tasmanian Flora app" for smart phones (e.g. Identikit) 31/12/2021			period to 30/06/2023 G8 <u>Stretch goal:</u> Research and deliver "Flora tourism" concept in Tasmania by 30/06/2023	protecting and conserving remnant bushland and threatened and endangered species by 31/12/2020
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By:

Strategy	S1	S2	S3	S4	S5	S6	S7	S8	S9
	Reviewing and developing our communications	Promoting activities and benefits through marketing a pastoral care program	Developing structures and processes that accurately reflect the relationship between Council and Groups including the provision of member services	Investigating and establishing relationships	Delivering on technology	Promoting the society and its benefits	Having schools on board	Delivering the best events and activities	Facilitating MOU based or informal based partnerships with e.g. ANPSA, Landcare, Wildcare, State and Local Government and property owners



Through these specific actions:

Action	A1	A2	A3	A4	A5	A6	A7	A8	A9
	1. Develop separate Communication Plans for members and stakeholders including what needs communicating and the most	1. Improve new member process 2. Develop a welcoming position statement 3. Train key deliverers	1. Form a strategic planning group SPG, sub-committee of Council 2. Consult with committees	1. Document existing partnerships 2. Review events and activities to identify prospective partners	1. Review existing website 2. Ensure events are listed with timings 3. Engage with all members and	1. Obtain external assistance to prepare a marketing plan 2. Provide media releases	1. Through the Project Manager (see A3 11) develop an education program 2. Consider e.g. U3A,	1. Review all events and activities and continually improve on delivery 2. Investigate and provide	1. Identify areas of urban bushland 2. Provide submission to development applications in urban bushland 3. Build partnerships

	<p>effective way to connect (ref pg. 9) Consider communications for all events and activities - excursions, plant sales, meetings</p>	<ol style="list-style-type: none"> 4. Publicize events and activities 5. Discount new events and activities 6. All existing and new members to be ambassadors for our society 7. Develop "ladder of engagement" (l of e) 8. Embed l of e in group program 9. Consider the skills and needs of migrants as new members. Liaise with Migrant Resource Centre 	<ol style="list-style-type: none"> 3. Brief all members on strategy 4. Obtain external information on society governance 5. Review terms of appointment 6. Review structure of Council – 2 people each Group 7. Review all role descriptions adding in a strategic role 8. Review all governance matters including financial management, risk management in e.g. finance, legal, oh&s, and develop associated policies and procedures 9. Review role of Council and groups 10. Carry out a one-page membership survey 11. Appoint part time Project Manager on a stipend to manage the delivery of the Strategic Plan 	<ol style="list-style-type: none"> 3. Identify, prioritize and engage with them 4. Capitalize on mutually agreeable aims through MOUs 	<p>stakeholders to determine their requirements e.g. social media</p> <ol style="list-style-type: none"> 4. Obtain on line membership by 31/03/2019 5. Have Eucryphia on line by 31/03/2019 	<ol style="list-style-type: none"> 3. Celebrate special events in association with media 4. Partner with staff in media and media officers in e.g. Councils, NRM etc. 5. Review name and logo of society 6. Apply for grant(s) 	<p>schools, TAFE, engagement , interpretive walks, propagation workshops</p> <ol style="list-style-type: none"> 3. Apply for grant(s) 	<p>a Business Plan by 31/12/2020 for Flora Tourism in Tasmania</p>	<p>with landowners, Landcare & NRM and other similar organisations</p> <ol style="list-style-type: none"> 4. Apply for grant(s) 5. Provide submissions to Government 6. Ensure involvement in major conservation initiatives 7. Ensure conservation through propagation 8. Advocate conservation
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By whom and by when:

Responsibility	R1	R2	R3	R4	R5	R6	R7	R8	R9
	State sub-committee	State sub-committee	Council and group representatives	Each group to aim for 1 each	Each regional group in collaboration with each other - ongoing	Council – Marketing Plan Appointed marketing committee	Each group	Council and groups	Groups



With these proposed budgets:

Budget	B1	B2	B3	B4	B5	B6	B7	B8	B9
	Not required due to volunteer labour inputs	Not required due to volunteer labour inputs	Not required due to volunteer labour inputs Stipend for part time Project Manager to be decided based on hours worked per week	Not required due to volunteer labour inputs	As required	Consider/ negotiate payment if state wide appointment ceiling \$10,000 pa Potential grant(s)	Potential grant(s)	Not required due to volunteer labour inputs Business plan for Flora Tourism budget \$10,000	Potential grant(s)



And measuring our achievements by:

Measures	M1	M2	M3	M4	M5	M6	M7	M8	M9
		Membership levels Survey responses Member and community response at 31/12/2018	Increased or decreased membership at 31/12/2019	Member satisfaction with new structure at 30/11/2019	Number of partnerships developed at 31/12/2019	Member survey by 31/12/2021	Community awareness Membership levels Society profile Media profile Number of media contacts gained – target 3 per group Number of grants applied for all by 31/12/2019	Community survey Number of partner organisations/schools Number of grants applied for by 31/12/2020	Community benefits Membership levels Member satisfaction by 31/12/2019

Acknowledgements

1. **Members of**



2. **Life members and past members/noted native plant ambassadors/specialists in the area of Tasmanian plants**
3. **Cover photo's L to R**
 - *Telopia truncate*, Louise Skabo
 - *Eucryphia lucida*, Roy Skabo
4. **The Strategic Planning Group**
5. **Peter Edwards**

