

Australian Plants Society Tasmania Inc.



Strategic Plan

July 2016 to June 2021

Developed
21/05/2016

Last Reviewed on:
25/06/2016

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Background and Description of Society

The Australian Native Plants Society, Australia (ANPSA) has member bodies in all states and territories. Initially, interested Tasmanians joined the Victorian Region after it was formed in 1957. This led to the formation of a Tasmanian regional society in Feb 1969 named the Society for Growing Australian Plants (SGAP). Regional Groups were set up in the North (1976), North West (1978) and Kingborough, near Hobart, (1993) with Kingborough as a day group joining the Hobart group in 2014. The name of the society changed from SGAP to APST (Australian Plants Society, Tasmania Inc.) in 1998-9.

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

Through its groups and dedicated members, the society, as the peak body on native plants in Tasmania, holds 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 and 80 years of age. 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, 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 slightly fallen 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 recognize that we are living in rapidly change 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.

Dick Burns
President
Australian Plants Society Tasmania Inc.

The Society's aims

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.

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The Society's Strategic Planning Process

The Australian Plants Society Tasmania Inc's Strategic Plan 2016-2021 outlines its strategic direction for the next 5 years - 2016 to 2021.

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.

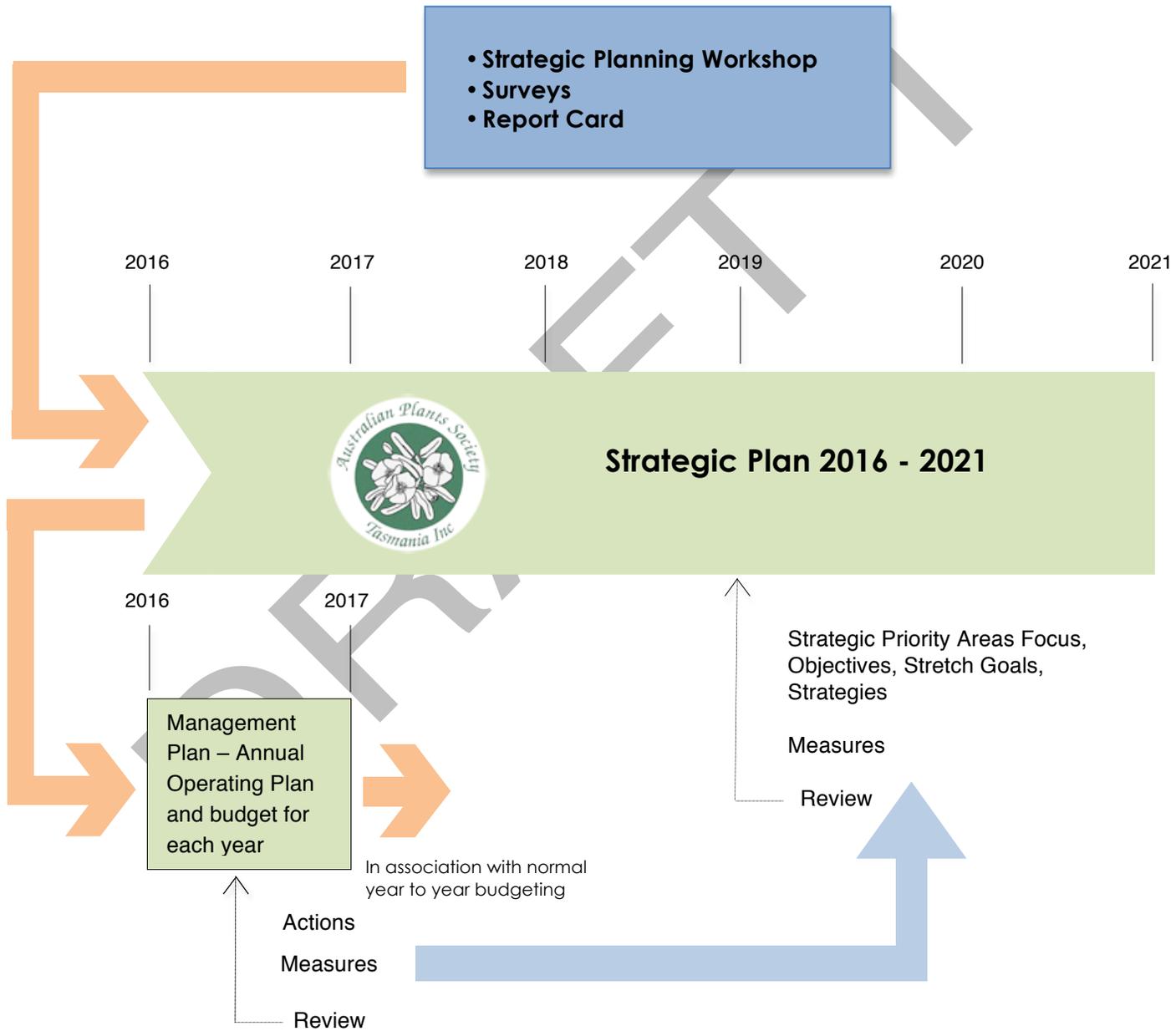
The Strategic Plan:

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.

The draft Strategic Plan was devised 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.



THE STRATEGIC PLAN IN CONTEXT

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!
- ✓ share our collective skills, knowledge 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 Councillors’ 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
- 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.
- Local Government
- Wildcare
- Tasmanian Landcare Association
- Threatened Plants Tasmania
- Australian Network for Plant Conservation
- Tasmanian State Government

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:
<p>e.g.</p> <p>Members</p> <p>Community leaders</p> <p>Funders</p> <p>Related organisations</p> <p>Schools</p> <p>Native gardens</p> <p>Migrants</p>	<p>e.g.</p> <p>Great communication</p> <p>Our vision, mission and values</p> <p>What community projects we are planning</p> <p>Partner advantages</p> <p>Educational value of Australian Native Plants</p> <p>How we may help one another</p> <p>Sharing our passions for our plants and their native plants</p>	<p>e.g.</p> <ul style="list-style-type: none"> • Tasmanian State Government and Councils • On line and personal communication • Networking 	<p>e.g.</p> <ul style="list-style-type: none"> • Send out regular E newsletters • Hold networking events where achievable 	<p>e.g.</p> <ul style="list-style-type: none"> • Increased membership • Increased profile of APSTas Inc in the community

Risks and Opportunities

Strengths, Opportunities, Weaknesses 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, Eucryphai, Group newsletter- Well established- More than a garden club- Knowledge based- Social- Outdoor experiences- Speakers- 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">- 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- Use local government websites for promotions

	<ul style="list-style-type: none"> - 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 - Not web-based enough 	<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">- Website externally facing- No identities of state-wide members name, age etc. | |
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Risk Register (to be completed)

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	
Legal	Policies Announcements of these to members on an intranet	
Financial	Policies Announcements of these to members on a Society intranet	
Other		

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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.

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1. Communication						
Target Outcome	Objective	Strategy	Action	Responsibility	Budget	Measure
Effective communications with members and other important stakeholders	O1 Deliver a communications program by 31/12/2017	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 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 31/12/2017

2. Membership						
Target Outcome	Objective	Strategy	Action	Responsibility	Budget	Measure
Strong and sustainable membership	O2 Increase net membership by 5% in each of our 3 regions by 31/12/2018	S2 Promoting activities and benefits through marketing a pastoral care program	A2 1. Develop a welcoming position statement 2. Publicize events and activities 3. Discount new events and activities 4. All existing and new members to be ambassadors for our society 5. Develop "ladder of engagement" (I of e) 6. Train key deliverers 7. Embed I of e in group program 8. 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 31/12/2018

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 30/09/2017	S3 Developing structures and processes that accurately reflect the relationship between Council and Groups including the provision of member services	A3 1. Form a strategic planning group sub-committee 2. Consult with committees 3. Brief all members on strategy 4. Review terms of appointment 5. Review structure of Council 6. Review all governance matters including financial management, risk management in e.g. finance, legal, oh&s, and develop associated policies and procedures	R3 Council and group representatives	B3 Not required due to volunteer labour inputs	M3 Member satisfaction with new structure at 30/11/2017

4. Partnerships						
Target Outcome	Objective	Strategy	Action	Responsibility	Budget	Measure
Effective and value adding partnerships	O4 Formally engage with 6 strategic partners overall by 31/12/2018	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 2 each	B4 Not required due to volunteer labour inputs	M4 Number of partnerships developed at 31/12/2018

5. Technology						
Target Outcome	Objective	Strategy	Action	Responsibility	Budget	Measure
21 st century technology on board	<p>O5</p> <p>Keep abreast of and use technology as it develops over strategic plan period to 30/06/2021</p> <p>G5 <u>Stretch goal:</u> Deliver a “Flora app” for smart phones (e.g. Identikit) by 31/12/ 2019</p>	S5 Delivering on technology	<p>A5</p> <ol style="list-style-type: none"> 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 	R5 Each regional group in collaboration with each other - ongoing	B5 As required	M5 Member survey by 31/12/2019

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 31/12/2017	S6 Promoting the society and its benefits	<p>A6</p> <ol style="list-style-type: none"> 1. Appoint state-wide part time Marketing Officer, state wide volunteer or volunteers in each region 2. Develop marketing plan 3. Provide media releases 4. Celebrate special events in association with media 5. Partner with staff in media and media officers in e.g. Councils, NRM etc. 	<p>R6</p> <p>Council – Marketing Plan</p> <p>Appointed marketing committee</p>	<p>B6</p> <p>Consider/ negotiate payment if state wide appointment ceiling \$10,000 pa</p> <p>Potential grant(s)</p>	<p>M6</p> <p>Community awareness</p> <p>Membership levels</p> <p>Society profile</p> <p>Media profile</p> <p>Number of media contacts gained –</p>

			6. Review name and logo of society 7. Apply for grant(s)			target 3 per group Number of grants applied for all by 31/12/2019
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7. Education

Target Outcome	Objective	Strategy	Action	Responsibility	Budget	Measure
Continuing and enhanced status as peak body and leading educational expertise in our field	O7A Have a formal Education Plan in place by 31/12/2017 O7B Have on board 1 school/ organisation per group by 31/12/2019	S7 Implementing a plan by 31/12/2017	A7 1. Appoint state-wide part time Education Officer, state wide volunteer or volunteers in each region 2. Appoint Education Committee 3. Consider e.g. U3A, schools engagement, interpretive walks, propagation workshops 4. Apply for grant(s)	R7 Council – Education Plan Each group	B7 Consider/ negotiate payment if state wide appointment ceiling \$10,000 pa Materials, pamphlets, excursions \$5,000 Potential grant(s)	M7 Community survey Number of partner organisations/ schools Number of grants applied for by 31/12 2019

8. Events and Activities

Target Outcome	Objective	Strategy	Action	Responsibility	Budget	Measure
Continuing great events and activities	O8 Regularly review what we do best,	S8 Delivering the best events and	A8 1. Review all events and activities and continually improve on delivery 2. Investigate and provide a Business	R8 Council and groups	B8 Not required due to volunteer	M8 Community benefits

	and continually improve over strategic plan period to 30/06/2021 G8 <u>Stretch goal:</u> Research and deliver “Flora tourism” concept in Tasmania by 30/06/2021	activities	Plan by 31/12/2018 for Flora Tourism in Tasmania		labour inputs Business plan for flora tourism budget \$10,000	Membership levels Member satisfaction by 31/12/2019
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9. Conservation						
Target Outcome	Objective	Strategy	Action	Responsibility	Budget	Measure
Remnant bushland protected and conserved	O9A Be a strong and recognized participant and lobbyist advocating for protecting and conserving remnant bushland by 31/12/2019. O9B Have 2 patches for each group by 31/12/2019	S9 Developing MOU based partnerships with Landcare, Wildcare, State and Local Government and property owners	A9 1. Identify areas of urban bushland 2. Provide submission to development application in urban bushland 3. Build partnerships with landowners 4. Support the development management plan if not already 5. Apply for grant(s)	R9 Groups	B9 Potential grant(s)	M9 Participation of groups in protection and conservation Number of patches per group Number of grants applied for all by 31/12/2019

Operating Budget 2016/2017 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)

2016/2017 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>

3rd 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
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 protected and conserved
	O1 Deliver a communications program by 31/12/2017	O2 Increase net membership by 5% in each of our 3 regions by 31/12/2018	O3 Review our governance and decide on the best model by 30/09/2017	O4 Formally engage with 6 strategic partners overall by 31/12/2018	O5 Keep abreast of and use technology as it develops over strategic plan period to 30/06/2021 G5 <u>Stretch goal:</u> Deliver a "Flora app" for smart phones (e.g. Identikit) by 31/12/2019	O6 Increase our profile by 30/06/2017	O7A Have a formal Education Plan in place by 31/12/2017 O7B Have on board 1 school/ organisation per group by 31/12/2019	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 Tasmania by 30/06/2021	O9A Be a strong and recognized participant and lobbyist advocating for protecting and conserving remnant bushland by 31/12/2019 O9B Have 2 patches for each group by 31/12/2019

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	Implementing a plan by 31/12/2017	Delivering the best events and activities	Developing MOU based partnerships with Landcare, Wildcare, State and Local Government and property owners

Through these specific actions:

Action	A1	A2	A3	A4	A5	A6	A7	A8	A9
	<ol style="list-style-type: none"> Develop separate Communication Plans for members and stakeholders including what needs communicating and the most effective way to connect Consider communications for all events and activities - excursions, plant sales, meetings. 	<ol style="list-style-type: none"> Develop a welcoming position statement Publicize events and activities Discount new events and activities All existing and new members to be ambassadors for our society Develop a "ladder of engagement" (l of e) Train key deliverers Embed l of e in group 	<ol style="list-style-type: none"> Form a strategic planning group sub-committee Consult with committees Brief all members on strategy Review terms of appointment Review structure of Council Review all governance matters including financial management, risk 	<ol style="list-style-type: none"> Document existing partnerships Review events and activities to identify prospective partners Identify, prioritize and engage with them Capitalize on mutually agreeable aims through MOUs 	<ol style="list-style-type: none"> Review existing website Ensure events are listed with timings Engage with all members and stakeholders to determine their requirements e.g. social media 	<ol style="list-style-type: none"> Appoint state-wide part time Marketing Officer, state wide volunteer or volunteers in each region Develop marketing plan Provide media releases Celebrate special events in association with media Partner with staff in media and media officers in e.g. Councils, NRM etc. Review name and logo of society 	<ol style="list-style-type: none"> Appoint state-wide part time Education Officer, state wide volunteer or volunteers in each region Appoint Education Committee Consider e.g. U3A, schools engagement, interpretive walks, propagation workshops Apply for grant(s) 	<ol style="list-style-type: none"> Review all events and activities and continually improve on delivery Investigate and provide a Business Plan by 31/12/2018 for Flora Tourism in Tasmania 	<ol style="list-style-type: none"> Identify areas of urban bushland Provide submission to development application in urban bushland Build partnerships with landowners Support the development management plan if not already Apply for grant(s)

		8. Consider the skills and needs of migrants as new members. Liaise with Migrant Resource Centre	program management in e.g. finance, legal, oh&s, and develop associated policies and procedures			7. Apply for grant(s)			
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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 2 each	Each regional group in collaboration with each other - ongoing	Council – Marketing Plan Appointed marketing committee	Council – Education Plan 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	As required	Consider/ negotiate payment if state wide appointment ceiling \$10,000 pa	Consider/ negotiate payment if state wide appointment ceiling \$10,000 pa Materials,	Not required due to volunteer labour inputs Business plan for flora	Potential grant(s)			

						Potential grant(s)	pamphlets, excursions \$5,000	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 31/12/2017	Increased or decreased membership at 31/12/2018	Member satisfaction with new structure at 30/11/2017	Number of partnerships developed at 31/12/2018	Member survey by 31/12/2019	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 31/12/2019	Community benefits Membership levels Member satisfaction by 31/12/2019	Participation of groups in protection and conservation Number of patches per group Number of grants applied for all by 31/12/2019

Acknowledgements

1. Members of



(In alphabetical order)

- 1.
- 2.
- etc.

2. Life members and past members/noted native plant ambassadors/specialists in the area of Tasmanian plants

(In alphabetical order)

- 1.
- 2.
- etc.

3. Strategic Planning Group

(In alphabetical order)

1. David Boyer
2. Pam Green
3. Janet Hallam
4. Margaret Killen
5. Julie Nermut
6. Leoni Read
7. Roy Skabo
8. Drew Thomas
9. Phil Watson

4. Consultative process

Peter Edwards