

**STRATEGIC AND BUSINESS PLAN**

**FOR**

**QUEENSLAND ARBORICULTURAL ASSOCIATION**



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### **Attachments:**

- Appendix A1: Business Plan - Marketing
  - Appendix A2: Business Plan – Operations, Finance and Human Resources
  - Appendix B: Marketing Details – Product, Place and Price.
  - Appendix C: Organisational Structure
  - Appendix D1: Budget
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## SUMMARY

This report is the Strategic and Business Plan for Queensland Arboricultural Association.

This document outlines the key focus that the QAA needs to have and the business plan needed to achieve that. The business plan is contained in Appendices A1 and A2.

The outcomes from the processes of the Member Survey conducted and the strategic and business planning process undertaken in the workshops highlight a number of points detailed in the business plan.

In summary, the process highlights that the QAA need to:-

1. **Build a platform** from which the QAA and the industry within Queensland and Northern New South Wales can grow. We can do this by building on the solid foundations already in place through:-
  - a. The formation of a **business approach to the management** of the QAA so that there is much less reliance on core volunteer committee members, and there are staff, systems and procedures with which to manage all aspects of the QAA's business.
  - b. The formation of **solid financial/funding plans** moving forward.
  - c. The formation of an **independent review of operations** to establish transparency of operations for committee and members.
2. **Communicate with the members** through diverse means so that members are kept up to date with:-
  - a. The services offered by the QAA.
  - b. The latest industry information.
  - c. The latest technical information.
  - d. Upcoming Events.
  - e. The latest innovations AND
  - f. Understand what the QAA is doing and planning to do.
3. Build on the unique position that the QAA finds itself in Queensland by focusing on it's competitive position and what makes it unique in the market, particularly with regard to **raising standards of safety and quality within the industry**.
4. **Expand the services** that the QAA provides to it's members.
5. **Market the QAA to members and prospective members** throughout Queensland and Northern New South Wales **and to like minded organizations throughout Australia** and become the lead organization in Queensland and Northern New South Wales.

These broad actions detailed in this plan outline the key strategies and actions needed to build the platform for the QAA to fulfil it's vision.

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## VISION STATEMENT

- ◆
- ◆ Be the Queensland & NNSW lead body by providing support and representation to its members and to the industry at large in the following key areas:-
  - ◇ Occupational Health & Safety
  - ◇ Education & training
  - ◇ Best Practice
  - ◇ Research & Development
  - ◇ Technical Library
  - ◇ Events
- ◆ Continually raise the services and standards for members and to the industry at large.
- ◆ Engage the majority of the industry through our membership.
- ◆ Be part of an effective national lobby group.
- ◆ Operate profitably at all times.
- ◆ Operate QAA as a business.
- ◆ Be engaged in public awareness and education programs.
- ◆ Have established strong liaisons with industry bodies across Australia.
- ◆ Have established stand alone office/training facilities.

## MISSION STATEMENT

The QAA provide quality, value for money services to it's members and to the industry at large in order to raise the Quality and Health & Safety standards within the industry in Queensland and Northern NSW, and provide support to like minded organisations throughout Australia to help achieve the same aim elsewhere in Australia.

## CORPORATE VALUES

- ◆ Promoting Best Practice
  - ◆ Honesty & Integrity
  - ◆ Accountability - Uphold Constitution
  - ◆ Providing Value to our members
  - ◆ Delivering Commitments
  - ◆ Operating well within the law
-

## SUSTAINABLE COMPETITIVE ADVANTAGE

Delivering quality, value for money services to a diverse range of members, customers & sponsors

## BUSINESS GOALS

- ◆ The implementation of a Marketing and Communication program by Dec  
    ◇ 2007
- ◆ Increase membership to 500+ by December 2009
- ◆ Quarterly publications by Dec 2008
- ◆ Commence Public Awareness program by July 2007
- ◆ Strengthen Communications with like organizations starting now.
- ◆ Outreach to Regional QLD starting August 2007.
- ◆ Paid Admin Staff- Business Development Officer and Technical Officer starting in 2007.
- ◆ Lobby Government for change
- ◆ Set up R&D Program by Dec 2008.
- ◆ Set up Approved Contractors Scheme by Dec 2008
- ◆ Program of supported education and training starting September 2007
- ◆ Set up own office and training facilities.
- ◆ Expand services offered to members by September 2007
  - ◇ Information
  - ◇ Training
  - ◇ Insurance

## MARKETING AND COMMUNICATIONS PLAN

In formulating the marketing plan for the QAA the key considerations have been to fulfil our mission by providing a range of quality services to our members, and in so doing continually improve the standards to our members and of the industry in general. We have considered the four key elements of successful marketing, those being:-

- |                  |  |
|------------------|--|
| <b>Product</b>   | The range of products and services that the QAA offers to it's members and sponsors.   |
| <b>Price</b>     | The price strategy adopted by the QAA.   |
| <b>Promotion</b> | The promotion strategies that the QAA will adopt to build the organisation into the lead industry body in Queensland and Northern New South Wales.                                 |
| <b>Place</b>     | The geographic spread that the QAA wishes to provide it's services to, and the modes or media as to how those services are communicated to it's members and the industry at large. |
-

## **PRODUCT**

The QAA understands the need to provide a comprehensive range of services to its members. This is a very high priority in terms of servicing its members and the industry at large effectively.

### **Membership Categories**

It is important that membership categories are representative of the needs of its members and the industry at large. The membership categories are as follows:-

1. Corporate
2. Qualified
3. Individual

These membership categories need to be further enhanced by the introduction of an Accredited Contractor's Scheme which would apply to categories 1 and 2. This would give members "Approved Status" subject to meeting set criteria set by the QAA. This status would be marketed to the industry at large by the QAA and by "Approved Status" members themselves. Applied correctly, this would assist greatly in raising the quality and safety standards within the industry and provide members with real value from QAA membership for their businesses.

### **Insurance Services**

Insurance is an important range of products offered to members of the QAA currently. The range of insurance services currently offered are as follows:-

Public Liability,  
Professional Indemnity, and  
Vehicle Insurance.

The QAA plan to extend the range of services to include all necessary business insurances to members. Therefore, the following business insurances will be added:-

Plant & Equipment Insurance,  
Personal Accident (to cover Directors not covered under Workcover legislation).

By implementing these new insurances, members can obtain a comprehensive range of value for money business insurance services through the QAA.

Further, the QAA will arrange for discounted personal insurance services for its members through specific brokers, as follows:-

House and Contents Insurance,  
Life Insurance,  
Income Protection Insurance.

By being a member of the QAA discounts will apply.

### **Information Services**

Quality, up to date information services are important in terms of the services the QAA provides to its members. In terms of the range of services offered, the following services will be added, as follows:-

Tree Identification,  
Pest and Disease Identification,  
Recent Government tenders.

These services will be available via links to other websites currently set up for this purpose.

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In terms of price it is the QAA's mandate that we offer a comprehensive range of services to our members at better than market prices. We will offer value to our members in all of the services that we provide.

## **PLACE (DISTRIBUTION)**

Geographically, the QAA needs to service the industry in Queensland effectively as well as providing support to our NSW colleagues in Northern NSW. The QAA recognise that our services have been largely confined to South East Queensland with little impact within the industry in Regional Queensland or Northern New South Wales.

The QAA plan to change that, and provide a range of services throughout Queensland and Northern New South Wales.

The mode or media used to provide services will vary. The QAA recognise the need to use various means of delivering services to it's members. The plan is to communicate more effectively through more expansive use of face to face contact throughout the region, better use of the QAA website and effective use of email and mail in certain circumstances. This will enable all members to be kept up to date and able to utilise the services offered by the QAA.

## **PROMOTION**

### **Website**

One of the keys to effectively promoting the QAA to it's members, past members and potential members is through the QAA website.

To be effective, the QAA must expand the range of services offered on the website to include items such as:-

- Special pages for utilities and local councils,
- Links to websites making such items as Tree Identification and Pest and Disease Identification and Tender information more readily available,
- Detailed Training Program detailing the training events available and when and where they will be conducted.
- Details of any special events,
- Current committee minutes.

Further, the QAA recognise that it must provide up to date services to it's members. To facilitate this, the website will be kept up to date and current at all times.

### **Promotional Activities**

The QAA recognise:-

- The need to communicate and inform it's members and past members of it's services and the industry in general in order to:-
    - Inform members of the full range of services available,
    - Keep members up to date on industry changes, and
    - Provide a forum for members to express their views/ideas to the QAA.
  - The need to promote itself to potential or future members in order to:-
    - Grow it's membership, and
    - Expand it's reach geographically into Regional Queensland and Northern New South Wales.
  - The need to promote itself within the industry through it's sponsors in order to:-
    - Grow it's sponsorship, and
    - Expand the services offered to it's members.
  - The need to form strong alliances with like organisations across Australia in order to:-
    - Improve industry standards across Australia,
-

- Share products and information,
- Increase the national voice of the industry.

This will aid the QAA to raise the standards across the industry both in terms of Quality and Workplace Health & Safety.

The QAA plans to achieve this through a number of strategies namely:-

- **Employ a Business Development Officer.** This person will be responsible for:-
    - Communicating on a regular, routine basis either personally or by the telephone with members and past members on a standard call pattern.
    - Promoting the QAA to non-members with a view to increasing membership and expanding the QAA's reach into Regional Queensland and Northern New South Wales.
    - Communicating and promoting the QAA to sponsors and potential sponsors with a view to increasing sponsorship and providing members with high levels of service. Sponsorship could indeed be extended to other industries such as:-
      - Landscapers,
      - Garden Centres, and
      - Plant Nurseries
    - Keeping the QAA website up to date.
  - **Employ a Technical Officer.** This person will be responsible for:-
    - Design and implement all technical aspects of proposed product changes within the QAA, such as:-
      - Approved Contractor's Scheme,
      - Scheduled Training Programme,
      - Revised Membership Categories,
      - Additional services to Utilities and Local Councils,
      - Additional Information Services.
  - The **Workplace Health & Safety Kits** recently sent to all Queensland businesses represents a real marketing opportunity to promote the QAA to it's members and to potential members by offering support and advice on the implementation of these kits.
  - **Establish a Member Referral Programme.** This programme will reward current members for referring non-members to the QAA. Where non-members become members as a result of the referral, the member referring will be rewarded as defined in the programme.
  - **Establish other incentives** such as a discount card, sponsor promotions, special sponsor events (eg Golf Days) and recognising sponsors at events, to add real value to members and sponsors from being associated with the QAA.
  - **Establish Regional Queensland Plan.** This plan will through the use of:-
    - A government subsidised training trailer,
    - Regular trips by the Business Development Officer to Regional Queensland,
    - The appointment of Regional Committee Members of the QAA in regional Queensland,
    - The development of Approved Regional Training Providers in Regional Queensland,
    - The establishment of Regional Trade Shows in Regional Queensland.
-

This will be possible through government funding which is an integral part of the strategy.

- **Establish links with like organisations across Australia.** This plan will through establishing contacts throughout like organisations within Australia create a culture of information and product sharing with the added benefits of increased buying power and the ability to influence policy makers in government.

These actions will allow the QAA to move forward with strength and produce the proposed changes within the scheduled timeframes to the quality required, the outcome being the QAA providing a range of quality services across the broad spectrum of the Arboricultural industry throughout Queensland and Northern New South Wales.

## OPERATIONS PLAN

Most operational issues have been included within the marketing plan for simplicity. There are two areas covered under operations those being the set up of a research and development program and the procurement of dedicated office and training facilities for the QAA.

1. The **research and development program** is important in terms of the QAA's direction. A preliminary plan needs to be developed prior to any further planning being undertaken.
2. Dedicated **office and training facilities** are considered outside the timeframe of this business plan at this stage.

## HUMAN RESOURCES PLAN

The Human Resource Model required to facilitate the change outlined in this business plan is based on :-

- The Committee of the QAA playing a largely strategic role. The key operational and marketing functions are clearly significant and need dedicated resources to allow them to be effectively researched and implemented. The basic premise is that the committee must be the strategic and decision making body with dedicated staff performing the bulk of the operational and marketing duties. This is seen as a very effective structure moving forward.
- Two new roles have been identified, namely:-
  - Business Development Officer, and
  - Technical Officer.

These roles are necessary to allow the committee to strategise the next steps and to achieve the level of change planned.

A revised organisational chart and detailed job descriptions are contained in Appendix C.

Further, there is a need to place the QAA on strong ground in terms of the documentation and processes within the job functions of the QAA in both the permanent and volunteer staff. It is important to have clear job descriptions and reporting lines clearly established for the structure to be effective as well as clearly documented processes for people to follow. This will allow the QAA to grow without the need to rely as heavily on specific people to do certain tasks.

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## FINANCE PLAN

The proposed changes outlined in this business plan have been formulated into a budget as shown in Appendix D1.

Financial Assumptions are as follows:-

### INCOME

1. Sponsorship is based on:-

a. Two Gold Sponsors	\$12,000
b. Four Silver Sponsors	\$16,000
c. Twelve Bronze Sponsors	\$30,000
d. General Sponsors	\$ 2,500
Total	\$60,500

2. Increase membership income by 50%	\$51,000
3. Increase Insurance income by 50%	\$37,500
4. Increase Training Income by 25%	\$16,875
5. Increase Event Income by 15%	\$87,515
6. Grant Income as per Appendix D2	

### EXPENSES

1. General expenses are included in the budget, increased to cover inflation.

2. Wages include:-

- a. 2 part time administration staff @30 Hours/week,
- b. A Business Development Officer @ 20 Hours/week, and
- c. A technical Officer @ 16 Hours/week.

3. Expenses include all expenses that the Business Development Officer and the Technical Officer will require to perform their respective roles (ie Travel, Mobile phone etc).
4. Event Expenses increased by 15%.
5. Grant Expenses in line with Grant Income. It is assumed that all cost associated with the grants approved as shown in Appendix D2 are recovered with a small profit based on recovery on some administration costs.
6. Consultants costs have been included to build the necessary business framework from which the QAA can grow.

The plan is based on conservative increases in income based on the improved services provided by the implementation of strategies contained in this plan. This illustrates a strong financial basis for implementing the strategies. The success of these strategies relies on successfully securing government funding to fund some of these initiatives. Evidence suggests that funding will in all probability be available to fund these projects.

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Further, the QAA should undertake an independent health check on the processes and status of the organisation on a financial and an operational basis. This will provide strength moving forward and transparency to members as to the activities in terms of financial relevance and independence.

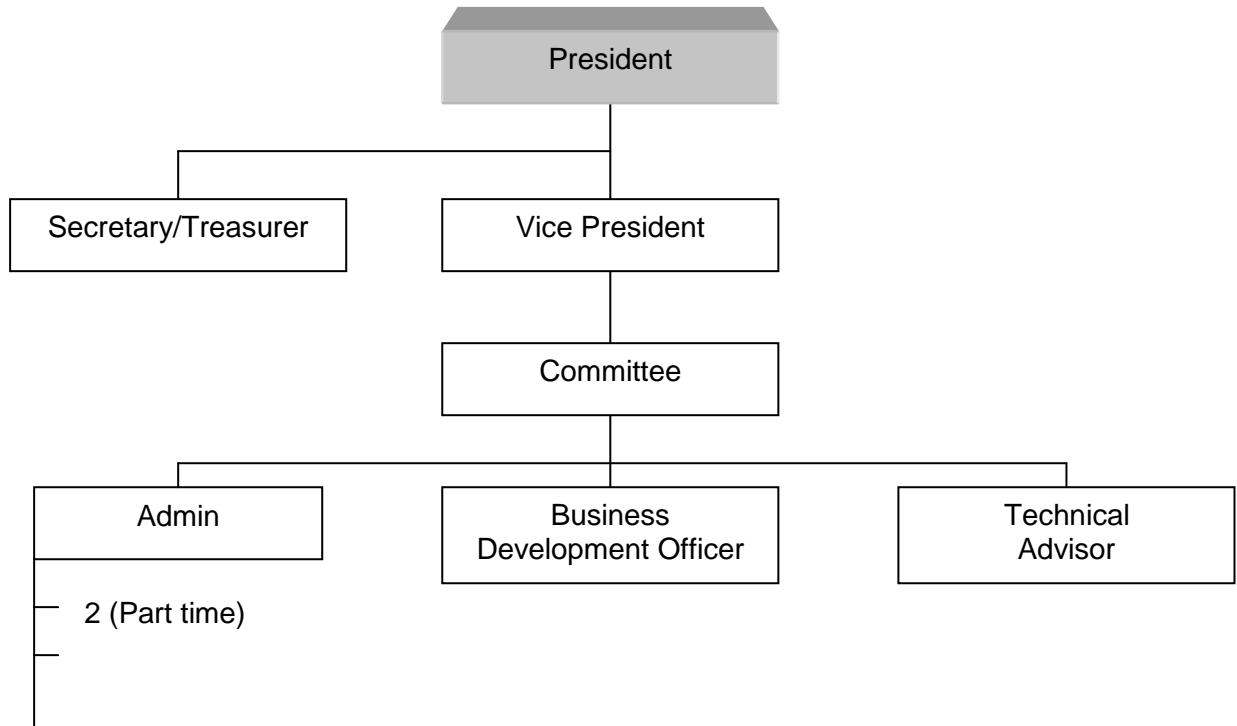
The financial plan does not take account of any timing delays between the outlays and the increased revenues generated from those outlays.



## APPENDICES



**APPENDIX C**  
**Organisational Structure**



**APPENDIX C  
Organisational Structure**

**PRESIDENT**

Face of the Association

Oversees Progress

Chairs meetings

**BUSINESS DEVELOPMENT OFFICER**

Marketing and promotions of events

Website

Arbor Camp Committee

**VICE PRESIDENT**

Supports President

Strategic vision

Technical input

Health and Safety guidelines

**SECRETARY/TREASURER**

HR Services

Oversee management/Accounts

Organise insurance

Financial reports to committee

Arbor Camp Committee

Assist Business Development Officer

Reception outside of 9am – 3pm

OH&S Kit

Climbing Competition

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**APPENDIX C**  
**Organisational Structure**

**ADMINISTRATION**

New Members

Accounts

Insurance

Reception

Secretarial

Projects

**ADMIN 2**  
(2 days per week)

Training Carol

Organise training

Arbor Camp

Climbing Championships

Website

**COMMITTEE**

Jeremy – ISAC

Simon Hard – MTMF

Simon Maloney – Arbor Camp

Sam Cowey – Marketing Advice

Matt Daniels - Training

## APPENDIX D1

### Queensland Arboricultural Association Inc Profit & Loss Statement

	\$	Growth	Explanation
<b>INCOME</b>			
Sponsorship	\$60,500		
QAA Merchandise	\$0	10%	
Membership	\$51,000	50%	
QAA Insurance Commission	\$37,500	50%	
Workshops	\$16,875	25%	
Events	\$87,515	15%	
Project Income - Grants	\$52,500		Projects funded by WH&S
Interest	\$750		
<b>Total Income</b>	<b>\$306,640</b>		
<b>EXPENSE</b>			
Project Costs - Grants	\$50,000		Cost of Projects funded by WH&S
Wages	\$96,000		Admin, Technical Director, Business Development
Oncosts	\$10,080		Super, Workcover
Wages + Oncosts	\$106,080		
Vehicle Expense	\$1,200		Expenses reimbursed to Admin - reimburse BDO
Event Expense	\$56,994	15%	Costs Climbing Championships/Arbor Camp
Committee Reimbursements	\$3,000		
Audit	\$600		
Bank Charges	\$400		
Consultants	\$15,000		
Insurance	\$1,800		
Meetings	\$800		
Depreciation	\$1,000		
Printing and Reproduction	\$4,000		
Stationery	\$1,800		
Subscriptions	\$1,800		
Telephone	\$5,000		
Fax	\$300		
Training Providers	\$15,000	25%	
BDO/Technical running expenses excl			
Wages	\$27,650		
Postage	\$2,400		
XMAS Party/Golf Day	\$1,500		
<b>Total Expense</b>	<b>\$296,324</b>		
<b>Profi/Loss</b>	<b>\$10,316</b>		

## APPENDIX D2

**Grants**

Training Program Offset	10000
Outreach Program to Regional QLD	10000
Facilitating H&S Implementation	20000
Set up Research & Development Program by December 2009.	10000
	50000



# APPENDIX 1

## Queensland Arboricultural Association Situation Analysis

### 1 Growth Opportunities

Market/Segment	What is Needed	Priority
<b>a Market Penetration</b>		
Market to your members and the industry - communicate	Marketing Plan	1
Expand to regional QLD	Marketing Plan	1
	Operational Plans	1
	Funds/Grants	1
<b>b Product/Service Expansion</b>		
Rehash membership categories	Review categories	1
	Marketing Plan	1
Programmed Training on website	Develop training program	1
	Marketing Plan	1
Expand Information Services	Define information services needed	1
Approved Contractors Scheme	Criteria	1
	Marketing Plan	1
Expand Insurance Categories	Define insurance categories	1
	Marketing Plan	1
Expand Training Produced	Develop training program	1
Facilitate H&S implementation	Marketing Plan	1
<b>c Market Expansion</b>		
Asia/Pacific Conference 2008	Marketing Plan	3
International Conference 2011	TBA	5
<b>d Diversification</b>		
<b>e Acquisition</b>		

Priority Legend
5 Who cares
4 Whenever
3 Address it this year
2 Address it soon
1 Address it now

**APPENDIX 2**



# APPENDIX 3

## Queensland Arboricultural Association Situation Analysis

### 3 PEST Analysis

#### a Political Issues

Population Growth

Impact	Response/Action	Action Priority
Decreased market	Increased training	3
Increased Arborist Opportunities	and communications	3

Increased Legislation

Increased Regulation	Approved Contractors	1
Increased Training Opportunities	Training Services	1
Increased Arborist Demand	Increased services	1
Increased Funding		1

Carbon Trading

Increased opportunities	Increased Info services	3
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Climate Change

Increased Funding		3
Increased opportunities		3

#### b Economic Issues

State and federal infrastructure funding

Increased Info services	3
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#### c Social Issues

#### d Technological Issues

New uses for available technology

adaptive training

Priority Legend
5 Who cares
4 Whenever
3 Address it this year
2 Address it soon
1 Address it now

# APPENDIX 4

## Queensland Arboricultural Association Situation Analysis

### 4 Industry Trends

Trend	Comment/Impact	Opportunity/Threat	Action Priority
Decrease in regular tree maintenance	Tighter \$ available for training etc	Threat	4
Decreasing Market	Tighter \$ available for training etc	Threat	4
Council Amalgamation		Both	4
Market to improve 2008	Increased opportunity to train/raise standards.	Opportunity	4

Priority Legend
5 Who cares
4 Whenever
3 Address it this year
2 Address it soon
1 Address it now



# APPENDIX 5

## Queensland Arboricultural Association Situation Analysis

### 5 Product/Service Trends

Product/Service	Revenue (\$000's)			Gross Margin (\$000's)			Impact
	2007	2008	2009	2007	2008	2009	
Insurance	15	26		15	26		
Membership	20	25		20	25		Marketing focus on membership
Events/Sponsorship		11			11		
Arbor Camp							
Climbing Championships							
Training		5			5		Marketing focus on training

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# APPENDIX 6

## Queensland Arboricultural Association Situation Analysis

6 Key Customer Trends	Current	Changes/Issues	Opportunity/Threat	Action Priority
Customer	Market Share			
<b>CURRENT CUSTOMERS</b>				
Consultants				
Tree Loppers	120			
Contractors				
Local Councils	25-30		Opportunity	Utilities and councils to be targeted
Utilities			Opportunity	Utilities and councils to be targeted
Students				
Individual Contractors	20			

<b>Priority Legend</b>
5 Who cares
4 Whenever
3 Address it this year
2 Address it soon
1 Address it now



# APPENDIX 7

## Queensland Arboricultural Association Situation Analysis

### Competitor Review

Competitor	Apparent Strategy	Strengths	Weaknesses	Priority
ISAC	Mirrors QAA National Organisation	Paid Development Officer 500 Members Aus Wide Local Office Links to US Office Fast Growing	Politics US Focus Perception of Victorian Based	2
TCA	Approved Contractors List	Approved Contractors List Good \$ Incentives	More Expensive Membership No local Office 15 members	2

Priority Legend
5 Who cares
4 Whenever
3 Address it this year
2 Address it soon
1 Address it now



## APPENDIX 8

### Queensland Arboricultural Association Situation Analysis

#### 8 SWOT Analysis

	Importance	Priority	Actions
<b>a Strengths</b>			
Profitable	Increased ability to act		
Local Office	Marketing likely to be more effective		
Grants	Increased ability to act		
Focussed Committee			
Good rapport with WH&S department			
Good Rapport with Councils			
Good Image			
<b>b Weaknesses</b>			
No Marketing Plan - ADHOC		1	Marketing & Communications Plan
Minimal Documentation		4	QA WMS/Job Descriptions/Roles HR Plan
Office not fully manned - Volunteer			Marketing & Communications Plan
Weak Communications		6	HR Plan
High level of volunteers			Business Plan
No Budgets		2	Audit/Health Check
No Accounts checking process - Health Checks			QA WMS/Job Descriptions/Roles
Weak Information Systems ( Data Availability)			
Don't have Own Office			
External Communications Weak		3	Marketing & Communications Plan
Internal Organisation Weak		5	QA WMS/Job Descriptions/Roles
Disgruntled Members/Ex Members			Marketing & Communications Plan
<b>c Opportunities</b>			
450 Prospective Members		1	Marketing & Communications Plan
ISAC		6	
Increased Training/WH&S opportunities		4	Marketing & Communications Plan
Follow up Marketing WH&S package		2	Marketing & Communications Plan
Asia Pacific conference		5	Marketing & Communications Plan
<b>International Conference</b>			TBA
<b>Grants</b>		3	Grants Opportunities plan
<b>d Threats</b>			
ISAC		6	Competitive Plan for ISAC

**APPENDIX 9**

**Queensland Arboricultural Association  
Situation Analysis**

**9 Internal Improvement Opportunities**

<b>Opportunity</b>	<b>Issues involved</b>	<b>Type of Benefit</b>	<b>Priority</b>
Business Development Officer	\$\$\$\$	Increased Membership	1
Technical Director	\$\$\$\$	Increased Growth	3

<b>Priority Legend</b>	
5	Who cares
4	Whenever
3	Address it this year
2	Address it soon
1	Address it now



**APPENDIX 10**

**Queensland Arboricultural Association  
Situation Analysis**

**10 Financial Issues**

<b>Issue</b>	<b>Impact</b>	<b>Opport/Threat</b>	<b>Priority</b>
Sustainable Profit	Increased Services	Opportunity	1
	Grow QAA	Opportunity	1

<b>Priority Legend</b>
5 Who cares
4 Whenever
3 Address it this year
2 Address it soon
1 Address it now



# APPENDIX 11

## Queensland Arboricultural Association Situation Analysis

### 11 Risks

Risks	Potential Impact	Likelihood	Risk	Priority
Loss of Executive Committee	6	3	18	1
Loss of Information	5	2	10	3
Loss of Arna	4	4	16	1
No Documentation	6	3	18	1

Priority Legend
5 Who cares
4 Whenever
3 Address it this year
2 Address it soon
1 Address it now

### RISK MATRIX

IMPACT	Likelihood	Risk
Catastrophe	6 Almost Certain	6 Extreme 25 to 36
Major Impact	5 Very Likely	5 High 17 to 24
Major Issues	4 Likely	4 Substantial 10 to 16
Serious Issues	3 Possible	3 Moderate 5 to 9
Minor Issues	2 Unlikely	2 Low 0 to 4
Negligible Issues	1 Highly Unlikely	1

# APPENDIX 12

## Queensland Arboricultural Association Strategies

Priority

### 12 Marketing

Marketing & Communications Plan Including	
- Response to Member Survey	1
- Communication Plan to Current Members - Call Cycle.	1
- Asia Pacific Conference	3
- Increase membership to 500+ by December 2009.	1
- Facilitating H&S Implementation	1
- Quarterly Publications by December 2008.	3
- Commencement of a public awareness program by July 2007.	1
- Communications Plan with like organizations Australia Wide.	1
- Outreach Program to Regional Queensland	1
- Government lobby group	3
- Approved Contractors Scheme by December 2008	1
- Programme of supported education and training starting September 2007	1
- Expanded information and insurance services.	1
- Sponsorship Program	1
- Utilities/Local Councils	1
- Events	1
- ISAC/TCA	1

### Human Resources

Human Resource Plan Identifying:-	
- Paid Admin Staff - Technical Director	3
- Business Development Officer	1
Organizational Review to man office and reduce volunteer burden..	1
Review documentation/QA and implement change (Job Descriptions).	1

### Finance & Administration

Budget - What If Analysis for options above.	1
Review Grants availability opportunity and priority.	1
Review documentation/QA and implement change & define roles & reporting lines.	1
Regular Audit/Health Check.	1

### Operations

Set up Research & Development Program by December 2009.	3
Review membership categories & Set up Approved Contractors Scheme by Dec 2008	1
Programme of supported education and training starting September 2007	1
Office and Training Facilities	5
Expand services offered to members by September 2007	
Information	1
Training	1
Insurance	1
Expand Reach to Regional Queensland	1
Plan Asia Pacific Conference	3
H&S implementation follow up plan	1
Events Management	1
ISAC/TCA strategy	1

### Priority Legend

5 Who cares  
4 Whenever  
3 Address it this year

2 Address it soon  
1 Address it now

## **APPENDIX 13**

### **Summary of Market Survey of Members**

#### **MEMBERS' VIEWS**

Improve communications between the committee and its members

#### **WEBSITE**

- Get Website up to date
- Additional services on website (eg Tree Care)
- Inform members of new innovations and committee actions

#### **FACE TO FACE**

- Explain services offered by the QAA
- Listen to the members and provide feedback
- Inform members of new innovations and committee actions

#### **Training Services**

- Expand the types of training services offered
- Review the quality of training provided
- Schedule training on a programmed cycle
- Outline schedule well in advance
- Explain the Training Services offered by the QAA

#### **Insurance Products**

- Expand the range of insurance products offered
- Explain the insurance products offered.

#### **General Services**

- Expand the range of information services offered.
- Implement "Approved Status" Membership
- Actively regulate the Industry
- Increase public awareness of the industry
- Extend services into regional QLD.

#### **OTHER RESULTS**

Improve communications to the Industry at large

#### **WEBSITE**

- Get Website up to date
- Additional services on website (eg Tree Care)
- Inform industry of new innovations and committee actions

#### **FACE TO FACE**

- Explain services offered by the QAA - marketing
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