

Strategic Direction – 2018/2020.

The Arboricultural Association (the AA) was founded in 1964 bringing together the civic and commercial sectors to deliver a united voice for trees; with its 2500 members, it is the largest professional body in the UK for the amenity treeⁱ care professional. *Amenity trees are those* with recreational, functional, environmental, ecological, social, health or aesthetic value as opposed to those cultivated as a timber crop.

The AA is regarded by many as being the focal point for world class best practice in arboriculture and is the UK home for all sectors of arboriculture, civic, commercial and academic and the home for all levels of tree care professional, craft, technical, supervisory, managerial or consultancy. Our professional members are increasingly employed and consulted, wherever there are trees, all over the world, to deliver specialist advice and operations.

Our purpose is to promote the sustainable management of trees for the benefit of society, in areas where people live, work and play.

The AA's vision is that by 2020 –

We will raise the profile of our industry through promotion of the associations activities to such an extent that our expertise and resources are increasingly valued, understood and where appropriate utilised or specified as part of common practice.

The AA's Values:

Influence. We will work with partners to raise the profile of the industry, inform the public and persuade those with influence and decision-making authority that amenity trees must become a publicly supported priority in the UK's environmental planning and policy pre-and post-Brexit.

Impact. We will publicise and promote our achievements in the sector so that they are noticed by our peers, the public and government; we will identify, share and promote best practice wherever benefit can be delivered.

Inspiration. We will be at the cutting edge of tree knowledge, set the agenda for trees in the built environment and show leadership on how best to care for and manage amenity trees.

Integrity. We will provide a pool of expertise, with access to information and knowledge, monitored to ensure standards are upheld. We will measure our performance, evaluate how we work, where we need to improve and how we may achieve that.

Independence. As a self-funding group of professionals, we retain an independent voice. Free to influence decision makers and challenge actions and policy that falls short.

Our Strategic plan will be monitored by our trustee's and reviewed to ensure it adapts to any changing circumstances we may face; this will include the trustee's review of the quarterly business plan reports which contain clearly measurable key performance targets and indicators that track and record our success or failures.

The AA's strategic priorities; 2018 – 2020.



Communication Strategy; Raising the AA's profile; Engaging with Partners. The Association will -

- Support and work with partner organisations to inform and influence national and local decision makers through engagement with Politicians, Governmental agencies and NGO's.
- Develop and grow our international reach and impact via increased participation within EAC, ISA and other partners.
- Update and publish annually a communications plan focused on the priority industry segments, audiences and activities; maximising use of the Associations available resources; this plan will communicate and promote the benefits of Association membership and the benefits of membership of the Associations accreditation schemes.
- Grow our social media reach by a minimum of 25% per annum; double the number of web pages viewed to 2Million per annum by 2020.
- Via supporting the branch network, ensure a minimum of 25% of Association membership attend an annual branch event by 2020.



Membership and scheme growth. The Association will -

- Grow our total membership number by over 5% per annum; >3000 subscription paying members by 2020.
- Set annual targets and review the performance of each accreditation scheme to ensure continued relevance and that effective public and member value are being delivered.
- Reduce subscription paying membership attrition from its historic value, of >13% per annum, to <8% per annum by 2020.



Careers and training in arboriculture.

The Association will –

- By 2020, map out, publish and support clear career development pathways and associated steps, for members to progress within the industry, wherever they may be within their career.
- Annually review all training and information provision, both public and member facing, to ensure relevance and that it meets current and anticipated future needs.
- Support and influence the educational agenda by meeting annually with all Arboricultural universities, colleges and national qualification awarding bodies.
- Ensure that every full time Arboricultural student knows of the associations activities and >90% of full time students (>50% of part time) are enrolled as student members by 2020.



Funding & Management.

The Association will -

- Annually review the cost effectiveness and financial performance of each activity area to ensure that effective public and member value are being delivered in line with charitable aims and objectives.
- Strengthen strategic reserves to a minimum of £150,000 by 2020 to ensure we are prepared to meet future challenges.
- Diversify and grow income streams so that by 2020 the contribution of subscription income is less than 25% of total income.
- Budget annually to achieve a 5% nett margin on turnover.