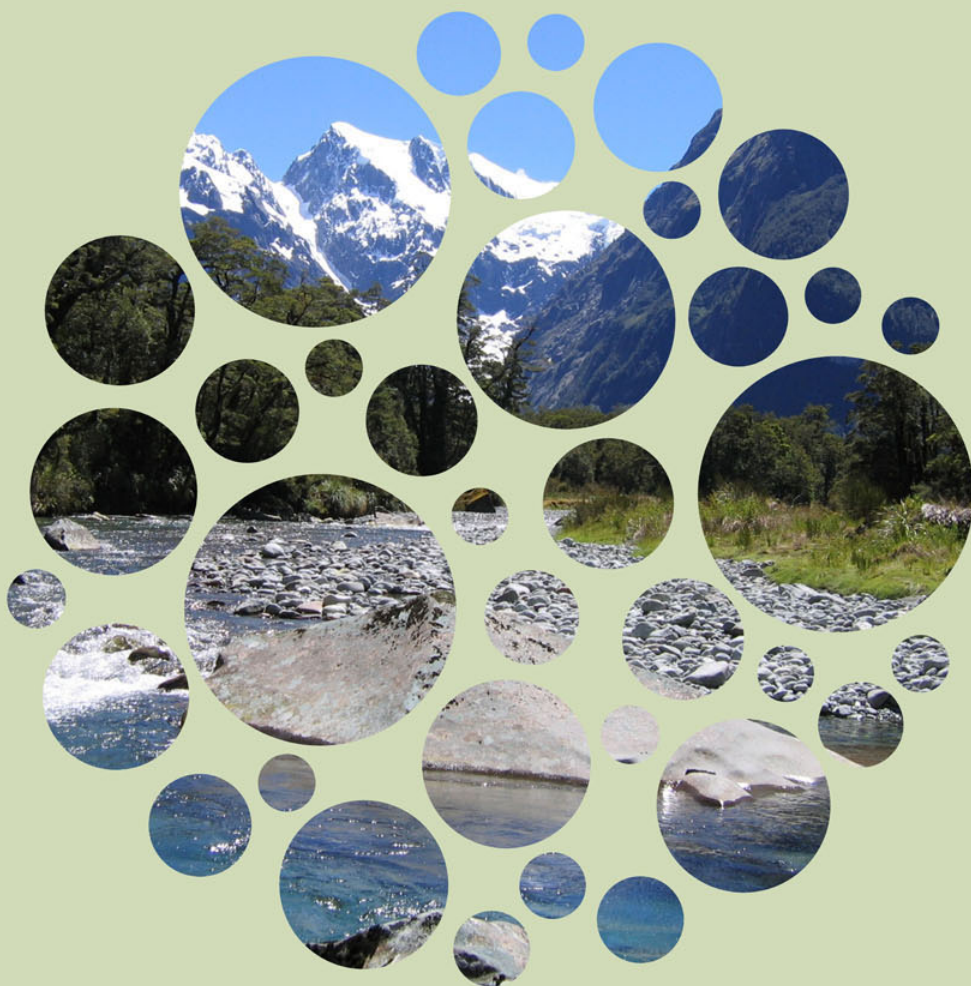


NEW ZEALAND ECOLOGICAL SOCIETY



**Five-Year Strategic Plan
2013-2018**

This is a living document.
Document last updated: 9 September 2016

1. Introduction

In 2011 the New Zealand Ecological Society (NZES) celebrated its 60th anniversary. The Society continues to maintain a healthy membership of ecologists representing a diversity in disciplines across research and teaching institutes, local government, industry, consultancy, government and non-government organisations and community groups.

In the last few years, efforts have been initiated to refresh the branding, raise the profile and focus the activities and future direction of the Society. This has included the design of a new logo, construction of a new website and development of a communication strategy. This five-year strategy builds on these initiatives.

1.1 The objectives of the New Zealand Ecological Society

The core objectives of the Society are:

1. To promote the study of ecology
2. To promote the application of ecological knowledge in all its aspects
3. To publish the New Zealand Journal of Ecology

2. Purpose of the Strategic Plan

A five year strategic plan has been developed to identify specific *actions* within the three key areas of activity that are required to ensure the NZES is operating in a manner consistent with its purpose and meeting its objectives.

Actions have been scheduled and funding calculated where required. Therefore, the plan will also guide future resourcing and budgeting requirements.

Three key areas of activity required to meet the Society's core objectives have been identified. These are:

- 1 Membership benefits**
A critical component of maintaining a vibrant Society to which ecologists want to belong
- 2 Engagement and communication**
To ensure the Society is relevant and influential
- 3 Governance**
The Society will not be effective in its objectives if it is not run efficiently and competently. This includes financial prudence.

2.2 Linkages with the NZES Communication Strategy

The NZES has a critical role to play in the dissemination of ecological science to a wide audience, and thus communication is a common underlying factor across all three of the Society's objectives.

In 2007, the Society drafted a ten-year Communication Strategy¹ in recognition of both the importance of communicating ecological science and that the Society needed to increase its effectiveness in doing so. Five years on, some of the stated actions have been acted on and some have not. It is therefore timely to both renew effort into delivering the Communication Strategy in conjunction with the development of a wider action-specific, time-bound strategic plan.

3. Checking in on progress

This strategy will provide a road map for the next five years that can be passed from the present Council to future councils of the NZES. The document can also serve as a work plan that will assist in keeping progress on track and justify expenditure that it is clearly in line with the strategic direction and/or has been planned for.

Within key areas of activity, clear aims have been identified. Strategies to achieve these aims and actions required to fulfil these strategies are listed. Having clear aims and strategies and itemised time-bound actions ensures that achievements and progress can be easily measured. It is recommended that successive councils hold annual planning sessions to ensure the plan is on-track and to revise or update actions and strategies as required.

4. Summary of strategic aims

Key Area of Activity	Aim
Membership Benefits	1. Identify and improve benefits of membership
	2. Encourage a vibrant and engaged membership
Engagement and Communication	3. Maintain regular and relevant communication with members
	4. Encourage the participation of undergraduate and school students in ecology and the Society
	5. Promote ecological science
	6. Improve level of engagement with policy makers to enhance uptake and application of ecological principles
	7. Engage with other relevant societies, networks and ecologists
	8. Capture the history of the Society including critical moments and key players
Governance	9. Continue to develop and maintain good financial governance of the Society
	10. Continue to maintain and improve running of Council
	11. Maintain external awareness of the Society
	12. Maintain and grow the membership of the Society and continue to improve benefits of membership
	13. Maintain a searchable and informative membership database
	14. Maintain the governance history of the Society
	15. Promote and support equity and diversity within the Society

¹ Communicating Ecological Science – a strategy for the New Zealand Ecological Society: 2007-2017

4. Strategic Plan

4.1 Detailed strategies and actions against key activities

MEMBERSHIP BENEFITS				
Strategy	Action	Comment	Delivery	
Aim 1: Identify and improve benefits of membership				
A Increase functionality of website	A.1	Develop a members only section of the website	Year 1	
	A.2	Develop online ability for members to: i) join the Society ii) update own profile details online	Year 1	
	A.3	Develop automated process to acknowledge (and welcome): i) renewal of membership ii) application for new membership	NB: Welcome message will need to state that new memberships will require approval by Council	Year 1
B Identify and develop new benefits of membership	B.1	Develop a 'welcome pack' for new members	Include promotional material on NZES' activities and services	Year 2
	B.2	Investigate feasibility of extending student grants beyond Kauri Seeds. E.g. Ricker Grant for postgraduate students	e.g. 5 x \$1000 / annum	Year 2
	B.3	Investigate capacity to encourage and support Society members to attend international conferences	e.g. extend criteria for travel grants (funding implications); reciprocal arrangements with	Year 3

MEMBERSHIP BENEFITS			
Strategy	Action	Comment	Delivery
		other societies;	
	B.4 Investigate potential for member only discounts from suppliers of likely interest to members	e.g. publishers, outdoor stores	Year 5
C Encourage, facilitate or enable professional development and networking opportunities for members	C.1 Encourage and assist in the facilitation of workshops and/or retreats to be run in association with the annual conference	e.g. writing retreats, workshops on specific tools/methodologies/skills	Annual
	C.2 Encourage and establish formal links to other Societies and organisations		On-going
	C.3 Maintain Society representative on the international early career ecologists network		On-going
	C.4 Investigate options for establishing and supporting a NZ network of early career ecologists		Year 4
D Facilitate and support employment opportunities	D.1 Continue to provide links to job sites and list relevant job adverts on Society website	e.g 'Conjobs	On-going
	D.2 Organise speakers / workshops at conference student days	e.g. life as a working ecologist, CV preparation, interview techniques Coordinate with conference organisers	Annual
	D.3 Investigate options to encourage or facilitate links for internship opportunities for ecology students within New Zealand organisations or private practice		Year 4

MEMBERSHIP BENEFITS			
Strategy	Action	Comment	Delivery
Aim 2: Encourage a vibrant and engaged membership			
E Develop the Society's capacity for social networking	E.1 Keep eye on emerging networking mechanisms and determine relevance to Society		On-going
F Integrate tangata whenua content and representation within the running of the Society and at annual conferences	F.1 Seek advice on appropriate methods of engagement with iwi		Year 2
	F.2 Develop opportunities for increased participation of tangata whenua at annual conference		Year 2 On-going
	F.3 Encourage and support indigenous ecology forums, workshops and conference symposia		On-going
	F.4 Incorporate te reo Māori mātauranga Māori, and kaupapa Māori into Society activities, communications and documents	Begin Year 1 and build up over the coming years. Will require advice beyond Council.	Year 3

ENGAGEMENT AND COMMUNICATION			
Strategy	Action	Comment	Delivery
Aim 3: Maintain regular and relevant communication with members			
G Maintain regular communication with members	G.1	Continue to produce the newsletter four times a year	On-going
	G.2	Ensure that promotion of grants and awards is clearly and consistently communicated	website newsletter banners / flyers at conference
H Increase utility of the website for communication to and between members	H.1	Expand and regularly update news / current issues pages of website	Year 1 On-going
	H.2	Create an on-line forum for ecology-related Q & A's between members	Members only section
	H.3	Develop voluntary option for automated email alerts to updates on website	Year 2
	H.4	Establish and promote moderated blog space	Accessible to all, but only members to contribute
Aim 4: Encourage the participation of undergraduate and school students in ecology and the Society			
I Provide a designated 'space' in the Society for tertiary students	I.1	Continue supporting undergraduate attendance at conferences	On-going
	I.2	Create a student page on the Society website	Year 4
J Explore opportunities for engagement of high school students and science educators in ecology	J.1	Investigate sponsoring a local biological teacher to the conference each year.	Year 1
	J.2	Establish connections with the two-yearly biology teachers conference (BioLive) and explore avenues for teacher involvement in society or	Coordinate with conference organisers next BioLive Conference is scheduled for 2013.

ENGAGEMENT AND COMMUNICATION			
Strategy	Action	Comment	Delivery
	conference		
	J.3 Connect with local high schools and invite identified top students with an ecological bent to attend annual conference	Coordinate with conference organisers	Year 5
Aim 5: Promote ecological science			
K Continue to improve the annual conference	K.1 Maintain a conference 'how to' booklet, annually reviewed and updated as necessary post conference	This requirement will need to be communicated to conference organisers	Annual
	K.2 Review best presentation awards and investigate options to extend eligibility for awards beyond students		Year 2
	K.3 Work with conference organisers to investigate options for additional attractions to run alongside the annual conference	e.g. photo competitions, interest workshops Will need a implementation process to be developed to enable any such initiatives to actually happen and be successful	Year 2
L Externally promote the application of ecological science	L.2 Build relationships with key people and within key agencies external to the Society (e.g. MfE, PCE, DOC)		On-going
	L.3 Continue to implement science communication strategy	A number of suggestions and direct actions are listed within the communication strategy <i>Communicating Ecological Science 2001-2012</i>	On-going

ENGAGEMENT AND COMMUNICATION			
Strategy	Action	Comment	Delivery
	L.4	Encourage press representation at annual conference and release media stories connected to issues / presentations given at conference	Annual
	L.1	Create a formal Media Liaison and/or Science Communicator role	Pending role clarification Year 3
M Continue to provide a high quality journal for communicating ecological research	M.1	Upgrade journal webpage	Year 1
	M.2	Review the current publication process, investigate alternative options of publishing, and identify the costs and benefits of alternative options	Journal editor Year 2
	M.3	Investigate the cost and benefits of an electronic system for submission and review of manuscripts	Year 5
	M.4	Maintain the impact and relevancy of the journal	On-going
Aim 6: Improve level of engagement with policy makers to enhance uptake and application of ecological principles			
N Maintain involvement of Society in public consultation process of matters of national importance	N.1	Appoint a 'Submissions Officer' to coordinate and progress submissions on key events	Not restricted to Council, could be from the wider society Year 1
	N.2	Update members expertise in the database, reinstate collection of this data in membership / renewal forms and contact those members who have previously expressed interest in assisting with submissions. Establish 'sub-committees'.	Year 1

ENGAGEMENT AND COMMUNICATION					
Strategy	Action	Comment	Delivery		
	N.3	Finalise submissions process including criteria for determining which issues to engage in	Year 1		
	N.4	Implement submissions process and attend hearings as required	On-going		
Aim 7: Engage with other relevant societies, networks and ecologists					
O	Continue to develop meaningful links with other ecological societies and ecologists	O.1	Continue to develop relationship and joint benefits with the Ecology Society of Australia	e.g. subsidised dual membership subscription arrangement	On-going
		O.2	Undertake a review of the benefits of existing memberships (e.g. IUCN & RSNZ)		Year 1
		O.3	Investigate other opportunities for engagement with or membership of other societies		Year 1
		O.4	Continue to host and contribute to joint conferences with the Ecology Society of Australia		Four-yearly
		O.5	Develop links with Pacific Societies / Ecologists	Investigate discounted conference registration, include relevant symposia etc.	On-going
Aim 8: Capture the history of the Society including critical moments and key players					
P	Record Society and ecological highlights and personal contributions from members	P.1	Continue to post 'big moments' on the website in a timely moment	Capture existing summary of Society history (e.g. 60 th celebration)	On-going
		P.2	Create and archive on the website, cameos of recipients of the Te Tohu Taiao Award		On-going

ENGAGEMENT AND COMMUNICATION			
Strategy	Action	Comment	Delivery
	P.3 Capture on-line key symposiums and presentations reflecting the history of the Society and its members and New Zealand ecology and ecologists	E.g Ogden Symposium, Merton memorial	Year 3
	P.4 Create and archive on the website, cameos of previous recipients of the Te Tohu Taiao Award	Retrospective	Year 4
	P.5 Establish mechanism to create searchable archive of news items featured on the website		Year 4
	P.6 Capture socio-ecological history that informed and shaped New Zealand ecology and ecologists and feature stories on website	e.g. Damn the Dam, Whirinaki, Pureora Campaigns, Environmental Law Reform	Year 5

GOVERNANCE			
Strategy	Action	Comment	Delivery
Aim 9: Continue to develop and maintain good financial governance of the Society			
Q Keep membership fees at a level to sustain the Society and the publication of the journal	Q.1 Review membership fees annually and adjust as required	Treasurer	Annual
	Q.2 Review publishing costs and adjust page fees and membership fees for hard copies of the journal as required	Journal editor	Annual
R Maintain and improve our financial management for future sustainability	R.1 Investigate ethical benefits and risks for investment options	A follow-on action will be required to act on findings	Year 1
	R.2 Seek regular advice in order to maximise interest		On-going
	R.3 Report effectively and transparently on accounts		On-going
S Continue to promote financial investment in the society and growth of the Kauri Fund and Barlow Fund	S.1 Continue to promote contribution to the Kauri and Barlow Funds at the time of membership renewal		On-going
	S.2 Regularly report on activity within the Kauri and Barlow Funds	Encourage recipients of Funds to contribute to the Newsletter	On-going
	S.3 Develop flyers promoting the purpose of the Kauri and Barlow Funds		Year 1
	S.4 Build a Fund specific page on the website to promote the Kauri and Barlow Funds		Year 1
	S.5 Create a prospectus to invite donations and bequests and promote on the website		Year 2
T Investigate options for alternative (and more cost	T.1 Investigate benefits, costs and		Year 1

GOVERNANCE			
Strategy	Action	Comment	Delivery
effective) structure for the Society	limitations of becoming a charitable organisation		
U Streamline the Society's financial systems	U.1 Develop capability for on-line banking		Year 1
	U.2 Develop capacity on webpage for on-line payment of membership fees		Year 1
V Ensure full potential of Society's funds is being recognised while maintaining long-term security of funds	V.1 Develop a funding policy for the society that incorporates the Kauri, Barlow and future funds and includes criteria for eligibility for grants from the existing funds and identifies profit thresholds that trigger implementation of additional grants or awards (e.g. Ricker Grant). Include potential future awards or grants should finances allow. and appropriate criteria for awarding funds should additional grants / awards be initiated		Year 2
Aim 10: Continue to maintain and improve running of Council			
X Continue to increase effectiveness and efficiency of Council	X.1 Review and clarify roles and responsibilities of secretariat		Year 1
	X.2 Define and describe critical roles on Council	e.g. webmaster, submissions coordinator	Year 1
	X.3 Establish a student representative on Council	Increased governance costs	Year 1
	X.4 Assign roles (see xx) to members of Council at first meeting of the term		Annual
	X.5 Undertake annual review of role, including job sizing, responsibilities etc.		Annual

GOVERNANCE			
Strategy	Action	Comment	Delivery
	and consider requirement for honorarium or remuneration		
Y Promote sustainable options for holding conferences	Y.1 Undertake an investigation into options and develop a 'sustainable best practice guide' to accompany the conference booklet	e.g. waste minimisation, venue / accommodation proximity, off-sets, airport transfers etc. Work in collaboration with conference organisers	Year 3
Aim 11: Maintain external awareness of the Society			
Z Continue to promote the Society and the services it provides	Z.1 Employ Society and Journal vertical banners at all appropriate opportunities		On-going
	Z.2 Design and print additional vertical banners to promote the Kauri Fund	Show at Conference etc	Year 1
Aim 12: Maintain and grow the membership of the Society and continue to improve benefits of membership			
AA Promote society activities via website	AA.1 Use photos of conference and field trips and other activities on website	Refresh regularly	On-going
AB Improvement of website	AB.1 Ensure all information on webpage is up to date and regularly refreshed		On-going
	AB.2 Regularly feature highlights from the newsletter, council news, achievements of members on front page		On-going
	AB.3 Develop a members only section of the webpage		Year 1
AC Increase understanding of the demographics of membership	AC.1 Review current membership and analyse demographics of recently lapsed memberships		Year 1
Aim 13: Maintain a searchable and informative membership database			

GOVERNANCE			
Strategy	Action	Comment	Delivery
AD Develop a new, user-friendly, web-based membership database to: i) facilitate an understanding of the demographics of members, ii) determine skill-set available within the Society, and iii) improve communication with members	AD.1 Update membership form to capture desired member details	Incl. skills and willingness to participate in Society business	Year 1
	AD.2 Develop capability to run automated membership reports		Year 1
	Aim 14: Maintain the governance history of the Society		
AE Continue to record and archive minutes and key actions and contributions of the governance team	AE.1 Secretary and secretariat to ensure system for recording and archiving minutes and other key information is maintained and implemented		On-going
Aim 15: Promote and support equity and diversity within the Society			
AF Increase equity and diversity within the Society and embed these principles within all Society documents and activities.	AF.1 Prepare a diversity statement	This statement is to be placed prominently on the Society's website and be included in the award descriptions and selection criteria to encourage equity in nominations.	AGM 2016 (Year 4)
	AF.2 Establish a working group to investigate opportunities to increase gender equity and diversity within the Society		Year 4
	AF.3 Establish a mentoring scheme		Year 5

4.2 Resourcing requirements to deliver strategic plan

4.2.1 Time-bound tasks

MEMBERSHIP BENEFITS		
Action	Required resourcing	Comment
Year 1 (2013-2014)		
A.1 Develop a members only section of the website	Webmaster External web development	Cost of software / coding development
A.2 Develop online ability for members to: i) join the Society ii) update own profile details online		
A.3 Develop automated process to acknowledge (and welcome): i) renewal of membership ii) application for new membership	Webmaster External web development	
C.1 Encourage and assist in the facilitation of workshops and/or retreats to be run in association with the annual conference	Council members(s) Conference organisers Other members	Potentially an annual event Subsidise costs of hosting event.
Year2 (2014-2015)		
B.1 Develop a 'welcome pack' for new members	Council member(s)	
B.2 Investigate feasibility of extending student grants beyond Kauri Seeds. E.g. Ricker Grant for postgraduate students	Council member(s) Treasurer Kauri Fund Trustees	Potential future annual expenditure for Kauri Fund
C.1 Encourage and assist in the facilitation of workshops and/or retreats to be run in association with the annual conference	Council members(s) Conference organisers Other members	Potentially an annual event Subsidise costs of hosting event.
F.1 Seek advice on appropriate methods of engagement with iwi	Council member(s) External advisor	Will need to begin in Year 1 Koha might need to be spread over the years.
F.2 Develop opportunities for increased participation of tangata whenua at annual conference	Council member(s) External advisor	Will need to begin in Year 1 Koha might need to be spread over the

MEMBERSHIP BENEFITS		
Action	Required resourcing	Comment
		years.
Year 3 (2015-2016)		
C.1 Encourage and assist in the facilitation of workshops and/or retreats to be run in association with the annual conference	Council members(s) Conference organisers Other members	Potentially an annual event. Subsidise costs of hosting event.
B.3 Investigate capacity to encourage and support Society members to attend international conferences	e.g. extend criteria for travel grants investigate funding implications	May result in additional expenditure (travel grants) <i>Future budgeting implications</i>
F.4 Incorporate te reo Māori, mātauranga Māori, and kaupapa Māori into Society activities, communications, and documents	Council member(s) External advisor	Will need to begin in Year 1 Koha might need to be spread over the years.
Year 4 (2016-2017)		
C.1 Encourage and assist in the facilitation of workshops and/or retreats to be run in association with the annual conference	Council members(s) Conference organisers Other members	Potentially an annual event Subsidise costs of hosting event.
C.4 Investigate options for establishing and supporting a NZ network of early career ecologists	Council member(s) Student representatives Early career representatives	
D.3 Investigate options to encourage or facilitate links for internship opportunities for ecology students within New Zealand organisations	Council member(s) Externals	Provision of minimal costs to cover student in workplace? (e.g. H&S gear?)
Year 5 (2017-2018)		
B.4 Investigate potential for member only discounts from suppliers of likely interest to members	Council member(s)	
C.1 Encourage and assist in the facilitation of workshops and/or retreats to be run in association with the annual conference	Council members(s) Conference organisers Other members	Potentially an annual event Subsidise costs of hosting event.

ENGAGEMENT AND COMMUNICATION		
Action	Required resourcing	Comment
Year 1 (2013-2014)		
H.1 Expand and regularly update news / current issues pages of website	Webmaster	
J.1 Investigate sponsoring a local biological teacher to the conference each year	Council member(s) Conference organisers	
J.2 Establish connections with two-yearly biology teachers conference and explore avenues for teacher involvement in society or conference	Council member(s) Conference organisers Treasurer	Cost of two teachers to attend conference and a field trip
M.1 Upgrade journal webpage	Webmaster Journal editor	
N.1 Appoint a 'Submissions Officer' to coordinate and progress submissions on key events	Council member(s)	
N.2 Update members expertise in the database, reinstate collection of this data in membership / renewal forms and contact those members who have previously expressed interest in assisting with submissions. Establish 'sub-committees'.	Submissions Officer Society members	
N.3 Finalise submissions process including criteria for determining which issues to engage in	Submissions Officer	Some cost if attendance at hearings is required
O.2 Undertake a review of the benefits of existing memberships (e.g. IUCN & RSNZ)	Council member(s) Current representatives	Potential savings if membership ceased
O.3 Investigate other opportunities for engagement with or membership of other societies	Council member(s)	Potential future cost of any additional memberships
Year 2 (2014-2015)		
H.2 Create an on-line forum for ecology-related Q & A's between members	Webmaster External web developer	Cost of coding
H.3 Develop voluntary option for automated email alerts to updates on website	Webmaster External web developer	Cost of coding

ENGAGEMENT AND COMMUNICATION		
Action	Required resourcing	Comment
K.2 Review best presentation awards and investigate options to extend eligibility for awards beyond students	Awards convenor Treasurer	Could result in additional annual costs (covered by sponsorship?) <i>Potential future budgeting requirement</i>
K.3 Work with conference organisers to investigate options for additional attractions to run alongside the annual conference	Council member(s)	May need some prizes (goods or money) Sponsorship? <i>Might need to be budgeted for by Council or Conference organisers in future.</i>
M.2 Review the current publication process, investigate alternative options of publishing, and identify the costs and benefits of alternative options	Journal editor	Implementation will have costs as determined by investigation <i>Potential big ticket items to budget for</i>
Year 3 (2015-2016)		
L.1 Create a formal Media Liaison and/or Science Communicator role	Support from Council Input from Tom Fraser (LCR)	Create an informal job description to guide role
P.3 Capture on-line key symposiums and presentations reflecting the history of the Society and its members and New Zealand ecology and ecologists	Council member(s) Webmaster	
Year 4 (2016-2017)		
H.4 Establish and promote moderated blog space within website	Webmaster External web developer	Cost of coding
I.3 Create a student page on the Society website	Webmaster Student rep	Potential cost of adding modules
P.4 Create and archive on the website, cameos of previous recipients of the Te Tohu Taiao Award	Awards Convenor Council member(s) (Co-opt) Webmaster	
P.5 Establish mechanism to create searchable archive of news items featured on the website	Webmaster External web developer	Cost of coding(?)

ENGAGEMENT AND COMMUNICATION		
Action	Required resourcing	Comment
Year 5 (2017-2018)		
J.3 Connect with local high schools and invite identified top students with an ecological bent to attend annual conference	Council member(s) Conference organisers Treasurer	Cost of two students to attend conference and a field trip
P.6 Capture socio-ecological history that informed and shaped New Zealand ecology and ecologists and feature stories on website	Council member(s) Webmaster	
M.3 Investigate the cost and benefits of an electronic system for submission and review of manuscripts	Journal editor	

GOVERNANCE		
Action	Required resourcing	Comment
Year 1 (2013-2014)		
R.1 Investigate ethical benefits and risks for investment options	Treasurer	
S.3 Develop flyers promoting the purpose of the Kauri and Barlow Funds	Council member(s)	
S.4 Build a Fund specific page on the website to promote the Kauri and Barlow Funds	Webmaster	
T.1 Investigate benefits, costs and limitations of becoming a charitable organisation	Treasurer	
U.1 Develop capability for on-line banking	Treasurer / Secretariat	
U.2 Develop capacity on webpage for on-line payment of membership fees	Webmaster / Treasurer External web development	
X.1 Review and clarify roles and responsibilities of secretariat	Secretary	
X.2 Define and describe critical roles on Council	All of Council	
X3 Establish a student representative on Council	President Student membership	Additional governance costs
Z.2 Design and print additional vertical banners to promote the Kauri Fund	President Kauri Fund Trustees External designers	Cost of printing vertical banners.
AB.3 Develop a members only section of the webpage	Webmaster External web development	Cost of module / coding
AC.1 Review current membership and analyse demographics of recently lapsed memberships	Council member(s) / Secretariat	
AD.1 Update membership form to capture desired member details	Secretary / Secretariat Webmaster	
AD.2 Develop capability to run automated membership reports	Secretary / Secretariat Webmaster	Cost of developing software to run reports. Cost of any required modules for website.
Year 2 (2014-2015)		
S.5 Create a prospectus to invite donations and bequests and	Council member(s)	Printing costs (promotion at conferences,

GOVERNANCE		
Action	Required resourcing	Comment
promote prospectus on the web	Webmaster	etc.) A5 folded flyer?
V.1 Develop a funding policy for the society that incorporates the Kauri, Barlow and future funds and includes criteria for eligibility for grants from the existing funds and identifies profit thresholds that trigger implementation of additional grants or awards (e.g. Ricker Grant). Include potential future awards or grants should finances allow. and appropriate criteria for awarding funds should additional grants / awards be initiated	Council member(s) Treasurer Kauri Fund Trustees	
AA.1 Use photos of conference and field trips and other activities on website	Webmaster	
Year 3 (2015-2016)		
Y.1 Undertake an investigation into options and develop a 'sustainable best practice guide' to accompany the conference booklet	Council member(s) Conference organisers	
Year 4 (2016-2017)		
AF.1 Prepare a diversity statement	Council members (s)	To be approved at AGM
AF.2 Establish a working group to investigate opportunities to increase gender equity and diversity within the Society	Council members Members	
AF.3 Establish a mentoring scheme	Members	

4.3 Committed expenditure for Years 1 – 3

An additional (above the annual running of the Society) \$30,000 over three years (2013-2015) has been committed to facilitate the delivery of the priority actions under each key area of activity (Membership Benefits, Engagement and Communication, and Governance).

The priority for expenditure in Year 1 (2013) is the development of the website and on-line management of membership.