



Alternative Technology Association Strategic Plan 2009-2012



ATA Strategy 2009-2012

Vision

We envision a world in which communities grow and prosper in harmony with all living things, living more sustainably through the improved use of technology and practices to better manage our natural resources.

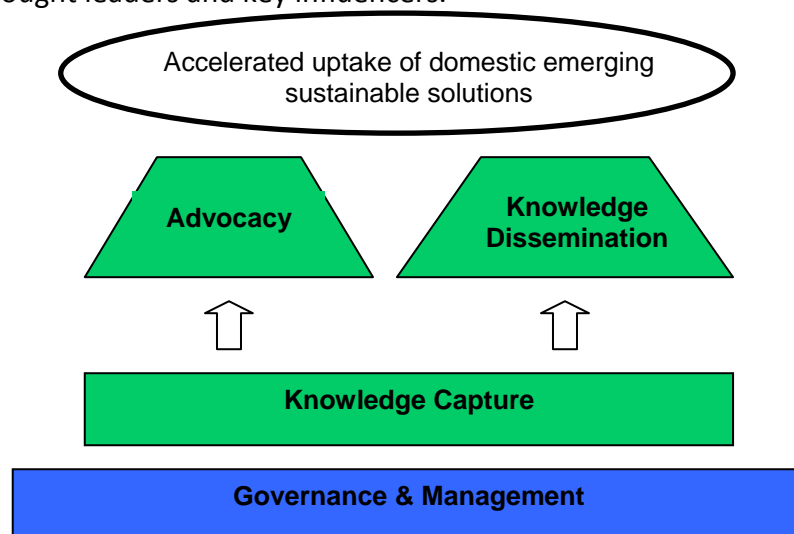
Mission

ATA exists to connect, inspire and assist the growing community of people making choices in their home to accelerate the uptake of new and emerging sustainable technology and practices.

Aspirations

ATA aims to be a highly trusted and sought after source of knowledge, expertise and inspiration on emerging sustainable technologies and practices for households, and maintains an independent and credible knowledge base built on the practical experiences and technical expertise of our membership.

- ATA aims to provide high-value services to a growing network of members and branches, and greater avenues for member engagement.
- ATA will continue to increase the demand for our products and services; already reflected in growing membership, magazine sales, project revenue and product sales.
- ATA cultivates a positive and enjoyable working environment, is well managed, financially independent and secure.
- ATA will continue to grow and maintain a strong network of partner organisations including government, NGOs, educational institutions, community groups, thought leaders and key influencers.



Values

- We share a passion for the environment, and see the need for action in the face of the worldwide environmental crisis
- By sharing sustainable technologies and practices for use in our homes we can inspire others and make a significant difference to the future of the planet.
- We focus on cutting edge, practical solutions based on experience.
- We value fairness, honesty, participation and collaboration.
- We are thorough and independent in our investigations and apply professional standards to our work.

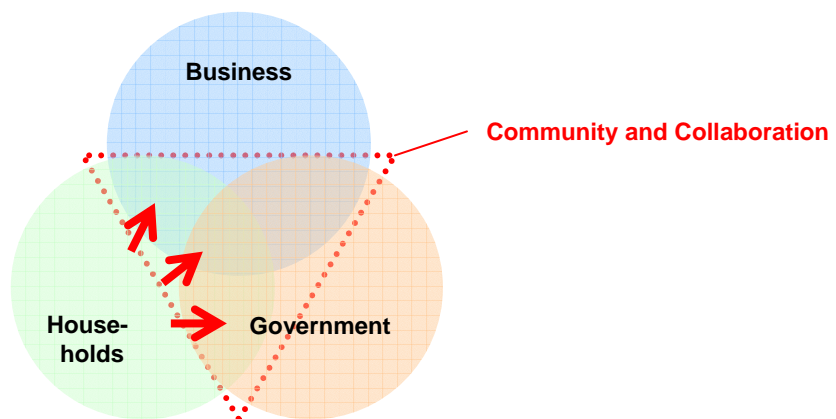
Strategic Context

The landscape for ATA's activities is constantly changing, giving rise to a number of strategic dimensions that need to be constantly monitored to ensure that the organisation is leveraging its strengths and best serving members. These include:

Technology or Behaviour - ATA believes that that the enormity of the climate crisis facing our planet can not be solved by technology alone and that behaviour is an important part of the solution. While ATA activities focus on technologies, their interaction with human behaviour is critical and therefore behavioural practices are part of ATA's activities.

Sustainability – ATA agrees with the Brundtland Commission definition of sustainability. "Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs."

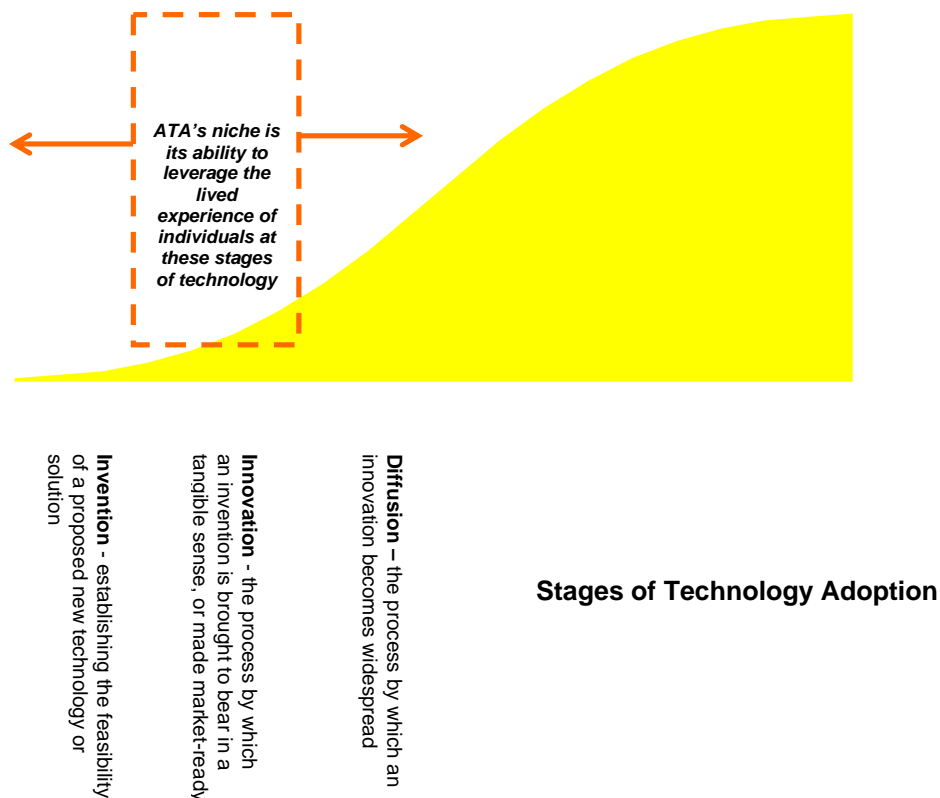
Sectoral coverage – the ATA's principal focus is on new and emerging technologies and practices that can be applied "within the fence" of a household. However, households exist within a broader community, and are involved in collaborations with other households, business and government and other institutions. While ATA's focus is on household activity, ATA will continue to engage "outside the fence" to remove barriers and ensure best practice solutions can be implemented within the home..



Urgency of environmental action –Awareness of environment and climate impacts are increasing along with the need and desire to make household practices more sustainable. Due to the need for government policies to ensure the acceleration of the uptake of sustainable technologies and practices, ATA can and should play an important role in policy advocacy. ATA’s effectiveness in advocacy is largely based on our ability to gather knowledge relating to the practical experience of our members with emerging sustainable technologies and practices in the home.

Sharing experiences – While ATA members are enthusiastic to implement sustainable solutions in their own lives, ATA’s core objectives are to empower a wider community through the dissemination of information to share and inspire action. Gathering members’ hands on experience and sharing this knowledge will ensure that these solutions are taken up by many more people. The outcome is potentially much greater, with a amplified uptake of sustainability than if ATA devoted its resources to direct deployment and installation of these technologies and practices.

Focus on cutting edge technologies and practices – ATA members are interested and enthusiastic to try new things. ATA’s niche is therefore squarely based on the early stages of technology implementation, including the capture of knowledge, dissemination of information, and advocacy related to issues experienced in the implementation process. As technologies are continually evolving ATA will review best practise solutions based on its technical expertise and members experience. ATA is aware that there are other organisations that cater for consumers interested in solutions that are proven and widely available, and we work with such organisations while maintaining our focus and niche.



Stages of Technology Adoption - Activities will remain focused on ATA's ability to leverage our core expertise, using this to select activities that it undertakes in these emerging areas. ATA can play a role in supporting people interested in the early development stage and significantly growing interest in technology at the diffusion stages. These activities will be balanced against against the consideration that ATA's natural strength and traditional member interest is in the new and emerging technologies and the innovation stage.

ATA's Strategic Objectives

- **Knowledge Capture** - the experience of members and the community with emerging sustainable technologies and practices
- **Knowledge Sharing** - creating a range of information products and forums and making use of varied media to raise the awareness and share the experience of people with emerging sustainable technologies and practices.
- **Advocacy** - to government and industry in order to address the barriers to the accelerated uptake of emerging sustainable technologies and practices.
- **Governance, Administration and Management practices** which ensure the ongoing viability and vibrancy of the organisation.

ATA's core project activities and initiatives typically comprise aspects of all of these characteristics, and would be defined by their ability to build on the organisation's core expertise.

ATA's main current activities expressed in terms of these objectives are as follows:

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| Knowledge Capture | <ul style="list-style-type: none"> • Projects trialling new technologies and practices • Desktop research and analysis • Survey of members' experiences • Branch meetings on DIY projects and sustainable technologies and practices • Online forums | Governance, management and administration practices |
| Knowledge Sharing | <ul style="list-style-type: none"> • Publication of ReNew and Sanctuary magazines • Web publication of information and completed research papers • Provision of technical advice • Training courses • Information workshops and presentations • Online forums and web interactive tools • Attendance at exhibitions and festivals • Branch meetings • Media commentary • The International Projects Group (IPG) | |
| Advocacy | <ul style="list-style-type: none"> • Analysis of regulations impacting new technologies and practices • Technical policy design • Analysis of industry standards, technology enhancements or developments • Liaison with government, industry and peak/advocacy bodies | |

Strategic Objective 1 – Knowledge Capture

To develop knowledge on emerging sustainable technologies and practices through the capture and analysis of the experiences of our members and the community.

Why this is our Strategic Objective

Application of knowledge is fundamental to ATA's capacity to accelerate the development of emerging sustainable technologies and practices and to maintain an independent and credible knowledge base built on the experiences and technical expertise of our membership.

With this knowledge we can encourage others to innovate, demonstrate the potential and most effective applications of sustainable technologies and practices and advocate for improved policies.

ATA is able to create value in knowledge capture because of:

- the experience, skills, resources and networks of our large and engaged member base
- our reputation as an independent and trusted source of information built up and maintained over a long period
- our ability to create new knowledge cost effectively
- our highly skilled and experienced staff and volunteers
- our large and accessible existing knowledge base
- our ability to work with other organisations to share information resources and ideas

How we will deliver on this Strategic Objective

Knowledge capture occurs principally through the undertaking of projects to mine the experience of the member base and/or through primary research. We:

- Survey members and their experience
- Leverage the enthusiasm and willingness of members to contribute both quantitative and qualitative information
- Undertake rigorous analyses to ensure a high level of credibility
- Develop self funding models and source funding from government, corporate and other bodies that are interested in supporting people who want to live more sustainably in their homes and communities
- Undertake collaborative research and/or work with technical organisations where ATA provides benefits of its members' experience and other networks

Measures of Success

| Success factor | Measure |
|--|--|
| Knowledge capture from members' experience | <ul style="list-style-type: none">• Number of projects run to capture knowledge• Number of surveys conducted that gather members experience |
| ATA's ability to store and | <ul style="list-style-type: none">• Extent and ease of knowledge capture |

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| access knowledge. | <ul style="list-style-type: none"> • Sound information storage and record keeping |
| Respect of ATA as a trusted source of information. | <ul style="list-style-type: none"> • Credibility of ATA's knowledge as evaluated by all stakeholders (members, government, industry, community, other NGO's) |

Strategic Objective 2 – Knowledge Sharing

To facilitate the exchange and dissemination of high quality information that empowers people to develop and use emerging sustainable technologies and practices.

Why this is our Strategic Objective

Sharing of knowledge and experience is fundamental to accelerating the uptake of emerging sustainable technologies and practices and the ability of communities to live more sustainably.

The ATA has a competitive advantage in this area because it has

- Been publishing and sharing members experiences for over 25 years
- A strong network of experienced members and associates
- Independence and strong acknowledgement as a trusted source of information built up and maintained over a long period
- A highly skilled and experienced staff and volunteers
- A large database of existing information in the form of articles and reports
- A unique combination of information service offerings (magazines, website, member advice, advocacy and branches)

How we will deliver on this Strategic Objective

ATA will continue to focus on the sharing of knowledge, through branches, publications, online publishing, events and other media:

- Publish ReNew, Sanctuary and other magazines
- Sell sustainable products that are otherwise hard to obtain and /or require significant advice to use
- Provide advice and consulting services on sustainable technology and practice
- Maintain one or more websites with valuable information and increase use of new web tools
- Distribute e-bulletins
- Run forums and events to help inspire our members, the community and stakeholders on relevant issues
- Facilitate branch meetings to share knowledge on sustainable technologies and practices
- Promote ATA at shows and community events, and promote events by others that share our vision
- Seek media coverage for issues of broader public interest
- Facilitate the implementation of new sustainable technologies and practices (e.g. IPG)
- Continually review the available body of knowledge and market needs to ensure we continue to differentiate ourselves and add value

Measures of Success

| Success factor | Measure |
|---|--|
| Increase in the quantity and quality of ATA's information | <ul style="list-style-type: none">• Annual changes in distribution of magazines,• Website hits and amount of content• Branch attendances• Attendances at ATA events• Memberships year on year• Incidence and reach of positive media coverage |

Strategic Objective 3 - Advocacy

To advocate for the accelerated uptake of emerging sustainable technologies and practices in their homes.

Why this is our Strategic Objective

Given that ATA holds new knowledge and insights on the uptake of emerging sustainable technologies and practices, it is important for that knowledge to be communicated and advocated to decision makers. Through communicating strong policy ideas to Government, ATA can advocate for appropriate legislative and policy approaches.

ATA excels at advocacy for emerging sustainable technologies and practices because of our:

- Financial and policy independence
- Ability to work with other organisations to share information resources and ideas
- Positive focus on what householders can do to live more sustainably
- Reputation as an independent and trusted source of information built up and maintained over a long period
- Large and accessible knowledge base
- Highly skilled and experienced staff and volunteers

How we will deliver on this Strategic Objective

- Build strategic relationships with key decision makers to allow effective communication
- Develop and publicise policy positions and advocacy activities
- Provide timely analysis and information to decision makers that shares the experience and aspirations of those for whom we advocate
- Develop and maintain strategic relationships with other organisations with shared interests
- Communicate our policy message through the media
- Engage members to support and contribute to our advocacy efforts

Measures of success

| Success factor | Measure |
|--|---|
| Improved policies for emerging sustainable technologies and practices in the house | <ul style="list-style-type: none">• Improved relationships with key government and policy stakeholders• Evidence that advocacy positions have influenced others in the decision making process |

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| Awareness and recognition of positive ATA advocacy by members and stakeholders | <ul style="list-style-type: none">• Level of awareness of ATA members of the advocacy efforts undertaken by ATA. |
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Strategic Objective 4 –Governance and Management

Ensure ATA is a well governed and managed, financially sustainable organisation with a positive working environment.

Why this is our Strategic Objective

Maintaining suitable resourcing, strong staffing, good decision making processes and a working environment conducive to success are all essential to enable us to maintain the confidence of our external stakeholders and maximise the performance of the organisation towards achievement of its vision.

How we will deliver on this Strategic Objective

To achieve this objective the following activities are undertaken:

- Ensure a highly effective Board with sufficient breadth of skills and interests to ensure sound governance and effective strategic direction
- Ensure the maintenance of diverse funding sources and an investment policy for funds that are surplus to short term requirements
- Maintain supportive, professional and up to date HR policies and procedures
- Review the organisation's financial performance, risks and controls on a regular basis
- Complete an external financial audit of accounts on an annual basis
- Undertake strategic planning to evaluate the changing operating environment, customer and member needs and structure and focus of the organisation.
- Maintain a current strategic plan and ensure shared understanding by all ATA stakeholders.
- Create and monitor annual business plans, learning from successes and failures
- Ensure compliance with all relevant legislation and regulation
- Ensure appropriate insurance policies are in place and reviewed annually
- Ensure appropriately skilled staff are recruited and retained by the organisation
- Ensure clear role definition for all staff
- Undertake succession planning
- Ensure professional development for all staff
- Continuously scan for changes to the external and internal environment and review and revise the operational plan and strategy in response
- Regularly seek and review feedback on the performance of the organisation from staff, members and other stakeholders

Measures of Success

| Success factor | Measure |
|-----------------------------------|--|
| Governance and strategic planning | <ul style="list-style-type: none">• Achieve unqualified external audit• Identify and appropriately manage risks• Compliance with all relevant regulations and legislations• Comprehensive strategic plan with timely assessment of the strategic environment and the organisations focus. |
| Excellent management | <ul style="list-style-type: none">• Staff satisfaction levels• Improved member services and satisfaction• Develop and delivery of annual business plan• Develop and delivery of annual budget• Increasing diversification of revenue sources |