



# STRATEGIC PLAN

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2020 - 2023



# Table of Contents

Introduction .....	4
Strategic planning .....	4
Some thoughts on strategic planning: .....	5
Guiding aims of the plan include: .....	5
The Organisation.....	6
Organisational Chart .....	6
2020-21 Committee.....	7
Membership and facilities.....	7
Stakeholders.....	7
Organisational statements.....	8
Goals and Objectives.....	9
Strategies and Actions.....	9
SWOT analysis .....	10
Attachments .....	11
A.    Operational plan.....	11
1.    Governance.....	11
2.    Participation .....	13
3.    Promotion.....	15
4.    Facilities.....	17
B.    SWOT analysis.....	18
1.    Governance.....	18
2.    Participation .....	19
3.    Promotion.....	20
4.    Facilities.....	20

# Introduction

This strategic plan has been developed to provide Dressage Tasmania (DT) direction for the future, and a structured, planned, consistent and methodical approach in line with the growth of the organisation.

Committee members attended a planning session to prepare a draft plan, facilitated by Alana Fazackerley, Client Manager at Communities, Sport and Recreation, at Campbell Town.

Prior to the planning session a survey was distributed to committee members, including the organisation's three Zones, which invited feedback and ideas as to the past, present and future of the organisation. Valuable information was gained from the process.

Those attending the planning session were:

Sharni Radford (President)	Penelope Moore (General Committee)
Suzan McDermott (Vice President)	Jamie Smith (General Committee)
Lydia Davis (Secretary)	Alana Fazackerley (CSR)
Alison Hall (Treasurer)	<i>Tania Hay (apology)</i>
Heather Stewart (Web Coordinator)	

A draft version of the plan was subsequently presented to the Committee for distribution to Zones for comment, after which a final version was prepared. This document represents the completed and endorsed plan.

It is the intention of the committee to

- publicise the plan to members and stakeholders;
- action the plan; and
- monitor and review the plan's progress as an agenda item at Committee meetings.

It is the intention of the Committee to organise sessions dedicated to discuss, review or modify the plan as necessary over the three-year lifespan of the plan.

Through attendance at the planning session and effort and ideas put forward by the Committee and Zones, it is believed that this plan reflects the needs and aspirations of the general membership.

## Strategic planning

This plan has been prepared by the Dressage Tasmania Committee. The objective is to provide a blueprint for the focus of the organisation over the next three years.

Strategic planning looks at where an organisation is going, how it's going to get there and how it will know if it got there or not. The focus of a strategic plan is usually on the entire organisation, while the focus of a business plan is on a particular project, service or program. The way that a strategic plan is put together depends on the nature of an organisation's leadership, culture, environment and size.

Throughout the planning process, the attitudes and ideas of those involved have been inspiring and positive. The organisation has a bright future and will only be strengthened by maintaining and increasing involvement and contribution from members and stakeholders.

The plan has combined a set of foundation statements, values and direction which are common, shared, structured and provide direction for the future. There are some challenges to the process and they cannot be met by continued effort of a few people. All members are encouraged and invited to be a part of bringing this plan to fruition – the Committee invites members to see their membership as not just riding, but owning their organisation – be involved!

### Some thoughts on strategic planning:

- If you don't know where you are going you will never get there.
- Plans are nothing but *planning* is everything.
- Planning is an *ongoing* process not an immediate solution to all problems.
- Failure requires no planning.
- Planning should provide
  - a clear and common direction; and
  - measurable goals, strategies and actions that describe what to prioritise and do.

Plans determine where an organisation may be heading, and what the key priorities for the future are. Further planning might be necessary, and specific plans might need to be drawn up to service projects, key areas of business, financial planning or facility management.

The operational plan embedded in this strategic plan can help define specific timeframes, responsibilities and resources required.

### Guiding aims of the plan include:

- Identifying goals and ways of achieving them;
- Guaranteeing viability and success;
- Responding to issues and opportunities;
- Working towards being more efficient and effective in doing things together;
- Communicating with, and influencing others; and
- Building consensus with a cross section of the organisation.



# The Organisation

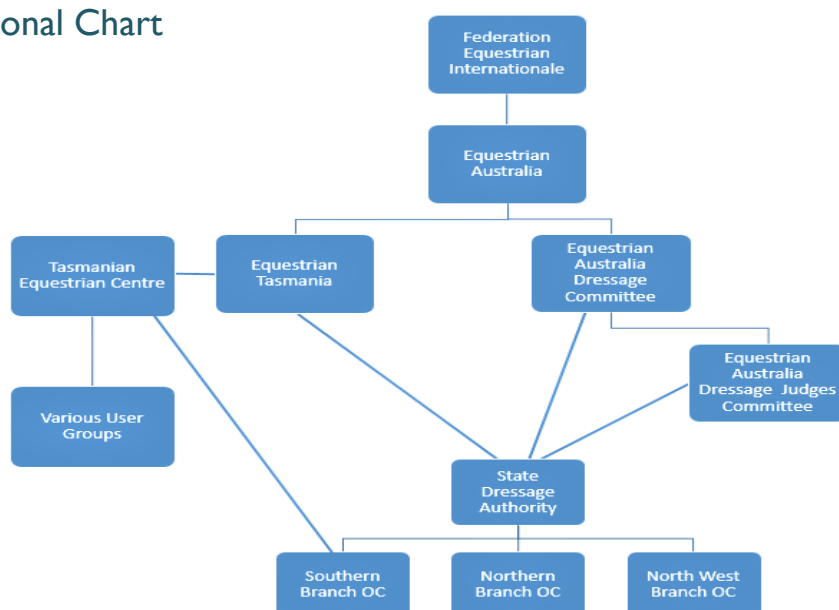
Equestrian Tasmania (ET) is recognised by Equestrian Australia (EA) as the sole sporting power for the enforcement of the present statutes and regulations and control of the sport in Tasmania.

Dressage Tasmania is recognised as a member of ET under the ET constitution.

The objects of the association shall be to:

- (a) recognise EA as the Federation Equestrienne Internationale (FEI) recognised national federation for the sport in Australia, and to act as a member of ET in accordance with the statutes and regulations, and the ET constitution;
- (b) conduct, encourage, promote, advance, facilitate and manage all levels of the sport in Tasmania interdependently with the three zones (South, North and North West), members and others;
- (c) foster and encourage horsemanship in all its forms;
- (d) conduct elite State level competitions;
- (e) adopt, formulate, issue, interpret and amend by-laws, rules and regulations for the control and conduct of the sport in Tasmania, in keeping with the terms of the constitution and the ET constitution, as amended from time to time;
- (f) encourage the provision and development of appropriate facilities for participation in the sport;
- (g) maintain and enhance standards, quality and reputation of the sport for the collective and mutual benefit and interests of members and the sport;
- (h) use and promote the intellectual property;
- (i) promote the sport for commercial, government and public recognition and benefits;
- (j) promote, facilitate, manage and conduct competitions and championships, in conjunction with and through providing direction to the three zones (South, North and North West);
- (k) undertake other actions or activities necessary, incidental or conducive to advance these objects;
- (l) have regard to the public interest in its operations; and
- (m) encourage and promote widespread participation in the sport, to enhance opportunities for every participant to reach levels appropriate to their ability and aspiration.

## Organisational Chart



## 2020-21 Committee

Sharni Radford - President

Suzan McDermott - Vice President

Lydia Davis – Secretary

Alison Hall - Treasurer

Email contact: [dressagetasmania@outlook.com](mailto:dressagetasmania@outlook.com)

Tania Hay - ETas Representative

Heather Stewart - Website Coordinator

Penelope Moore – General Committee

Jamie Smith – General Committee

DT is the governing body of dressage in Tasmania. It is one of six equestrian sports governed by ET.

Major external factors which may have an influence on its operation include:

- Recession;
- Increased economic and physical pressures from COVID-19, and possible future pandemics;
- Sustainability of environment for recreational activity;
- Competing against other disciplines and sporting clubs/organisations for funding and people;
- Volunteer access and management;
- Facility, infrastructure and equipment sustainability and maintenance;
- Grounds' maintenance and compliance;
- Demographics and an ageing population;
- Time poverty;
- Regulatory requirements;
- Animal health and welfare;
- Insurance;
- Funding;
- Judge education and access;
- Technology: social media, web site, Nominat, online meetings;
- Organisation culture, diversity and equality; and
- Competing priorities.

## Membership and facilities

Dressage Tasmania has approximately 270 members covering a wide range of age groups, and operates predominantly from two venues; Tasmanian Equestrian Centre (TEC) at Lauderdale in the South, and the Thirlstane Dressage Grounds at the Thirlstane Golf Club in the North/North West.

## Stakeholders

Federation Equestrian Internationale

Equestrian Australia

Equestrian Tasmania

Committee members

Zone committees

Members/parents/carers

Volunteers

Stewards/officials

Instructors/coaches

Judges

Sponsors

Thirlstane Golf Club

TEC

Australian Institute of Sport

Federal and State Governments

Local Government

## Organisational statements

Dressage Tasmania complies with the Code of Conduct for the Welfare of the Horse, developed by the FEI and adopted by the EA, which includes:

1. At all stages during the preparation and training of competition horses, welfare must take precedence over all other demands;
2. Horses and riders must be fit, competent and in good health before they are permitted to compete;
3. Events must not prejudice horse welfare;
4. Every effort must be made to ensure that horses receive proper attention after they have competed and that they are treated humanely when their competition careers are over; and
5. The FEI urges all those involved in equestrian sport to attain the highest possible levels of education in their areas of expertise relevant to the care and management of the competition horse.

## Values



### **Dedication**

Committed to supporting dressage in Tasmania.

### **Respect**

Everyone is valued and treated accordingly.

### **Excellence**

Striving to provide the best possible experience.

### **Solidarity**

We are all in this together.

### **Safety**

Horse and rider welfare is the priority.

### **Access**

An environment where everyone is welcome.

### **Growth**

Nurturing membership development.

### **Encouragement**

Dressage as a positive experience.



# Mission

We support and promote the sustainable development of dressage in Tasmania.

# Vision

To encourage the growth and success of dressage in Tasmania.

## Goals and Objectives

### 1. Governance

Develop and maintain contemporary governance principles.

### 2. Participation

Provide inclusive opportunities that cater for existing and future members.

### 3. Promotion

Grasp opportunities to create and increase awareness.

### 4. Facilities

Standards are upheld for competition and training.

## Strategies and Actions

An operational plan has been developed, recording strategies and actions to achieve the objectives for the goal areas, recording strategies and actions that are **SMART** :

**S**pecific

**M**easurable

**A**chievable

**R**eviewable

**T**ime bound

The operational plan also records:

- Prioritisation of actions;

- Responsibility;
- Timelines;
- Resources required; and
- How progress will be measured, or indicators of success that will notify whether the action has been achieved.

The operational plan is included as [Attachment A](#)

## SWOT analysis

A SWOT analysis is a planning method used to measure strengths, weaknesses, opportunities, and threats. Attendees undertook an analysis of each goal area to:

- build on strengths;
- be aware of, and plan to manage weaknesses;
- develop opportunities; and
- realise and plan to alleviate threats.

Strengths were recognised as features that allow advantages over others.

Weaknesses were recognised as features that disadvantage others.

Opportunities were recognised as things that could be used as an advantage.

Threats were recognised as things that could cause adversity.

Through this analysis, DT assessed where it is currently in relation to each goal area, and determined a preferred direction for the future.

Information collected as part of this stage is included in [Attachment B](#)



# Attachments

## A. Operational plan

PRIORITY KEY: **Priority 1**-0-6 months — **Priority 2**-7-12 months — **Priority 3**-13-18 months — **Priority 4**-19-36 months

### I. Governance

**Objective:** Develop and maintain contemporary governance principles.

Strategies	Actions	Priority	Timeframe	Resources	Responsibility	KPI
1. Develop a governance framework.	1.1 Form a governance sub committee.	1	0-6 months	Human Technology	Committee	A governance sub-committee has been formed.
	1.2 Investigate other jurisdictions.	1	0-6 months	Human Technology	Governance sub committee	Governance frameworks from other jurisdictions (available) are recorded.
	1.3 Undertake an analysis of required policies and procedures and determine gaps.	1	0-6 months	Human Technology	Governance sub committee	Existing polices/procedures are listed with dates for review.
	1.4 Develop a plan to meet gaps.	2	7-12 months	Human Technology	Governance sub committee	A plan outlining policies and procedures to be developed, with dates is actioned.
	1.5 Develop framework.	2	7-12 months	Human Technology	Governance sub committee	DT policies and procedures framework is complete, accessible, and reviewed as planned.
2. Succession plan for future proofing.	2.1 Determine role/responsibility requirements of the DT committee: 2.1.1 Determine positions. 2.1.2 Develop role descriptors. 2.1.3 Communicate to stakeholders.	1	0-6 months	Human Technology	Committee	Clear DT committee role descriptors are accessible and communicated.
	2.2 Include in DT committee roles, requirement to mentor/buddy with another member of DT.	2	7-12 months	Human Technology	Committee members	<ul style="list-style-type: none"> <li>Other jurisdictions are investigated to determine what succession planning is in place (if any).</li> </ul>

Strategies	Actions	Priority	Timeframe	Resources	Responsibility	KPI
	2.2.1 Develop mentor/buddy framework. 2.2.2 Investigate other jurisdictions.					<ul style="list-style-type: none"> <li>A mentor/buddy framework is accessible, outlining principles and steps.</li> <li>DT committee members nominate prospective mentees/buddy.</li> <li>Nominated member is mentored/buddied another member to Dt committee roles.</li> </ul>
3. Manage finances for present and future sustainability.	3.1 Develop a finance policy outlining fees, contributions and Zone requirements.	I	0-6 months	Human Technology	Committee, led by Treasurer	A finance policy outlines fees, contributions and Zone requirements is accessible.
	3.2 Reference Facilities Inventory (refer Facilities 2.1) to develop financial estimates.			Human Technology	Committee, led by Treasurer	Facilities Inventory informs financial estimates for compliance, development and future proofing facilities.
	3.3 Liaise with ETas to determine financial support, and document outcome.			Human Technology	Committee, ETas, led by Treasurer	DT is aware of, and has documented, ETas financial support.
	3.4 Investigate other jurisdictions, and DT annual sponsorship options.			Human Technology	Governance sub committee	Other jurisdictions' sponsorship strategies inform DT's.
4. Align DT with regulatory requirements (e.g. sport and rec, incorporations act etc)..	4.1 Determine regulatory requirements and document.	4	19-36 months	Human Technology	Governance sub committee	DT's regulatory requirements are accessible.
	4.2 Undertake a gap analysis.			Human Technology	Governance sub committee	Compliance needs are accessible and prioritised for actioned.
	4.3 Develop a plan to fill gaps.			Human Technology	Governance sub committee	A plan outlines what needs to be developed, with timeframes, for DT to be fully compliance with regulatory requirements.

## 2. Participation

**Objective:** Provide inclusive opportunities that cater for existing and future members.

Strategies	Actions	Priority	Timeframe	Resources	Responsibility	KPI
1. Review current membership base and develop pathways for new and existing.  <i>NOTE FTEM may be replaced by an alternate EA or ET pathways system.</i>	1.1 Analyse existing membership base to determine where they are from, and target segments for growth: 1.1.1 Develop promotional flyer (refer Promotion 1.1.2) and distribute to relevant areas/parties.	2	7-12 months	Human Technology	Committee	A promotional flyer is distributed to target group(s) which have been determined through a membership base analysis.
	1.2 Create clear pathways. 1.2.1 Devise ways to provide opportunities for every participant to reach levels appropriate to their ability and aspiration. 1.2.2 Include in planning, AIS FTEM pathways analysis: <a href="https://www.ais.gov.au/ftem">https://www.ais.gov.au/ftem</a> 1.2.3 Promote pathways to membership base.	3	13-18 months	Human Technology	Committee	Australian Institute of Sport Foundations, Talent, Elite and Mastery framework (FTEM) pathways are investigated and promoted to the membership base.
	1.3 Investigate necessary information to be included in a new member induction package/hand book, including the promotion of benefits of joining EA and DT. 1.3.1 Develop the induction pack/hand book (refer Promotion 1.5), and provide to new members.	1	0-6 months	Human Technology	Committee	In conjunction with Promotion 1.5 – an Induction package/hand book is provided to new members, including rules, basic check list for competition, information about DT and Zone roles, contact information and other useful information for new members.
2. Offer a range of training and development	2.1 Introduce introductory days: 2.1.1 Facilitate in conjunction with Zones to develop	1	0-6 months	Human Technology	Committee	Introductory days are scheduled in each region, at the start and finish of competition seasons.

Strategies	Actions	Priority	Timeframe	Resources	Responsibility	KPI
opportunities for existing and potential members.	<p>calendarised introductory days at the beginning and end of each competition season.</p> <p>2.1.2 Evaluate results of attendances.</p>					Statistics reflect level of popularity and success of the days.
	<p>2.2 Proactive support and development of Squad/s:</p> <p>2.2.1 Seek feedback from Squad members as to support options.</p> <p>2.2.2 Analyse results to inform type/s of support.</p>	2	7-12 months	Human Technology	Committee	<p>Squad feedback reflects desired support.</p> <p>Support is provided.</p>
	<p>2.3 Offer education and development opportunities and pathways for judges and officials:</p> <p>2.3.1 Seek feedback Judge Education Panel on needs.</p> <p>2.3.2 Develop a calendarised strategy/plan for provision.</p> <p>2.3.3 Liaise with the Panel on delivery of options.</p>	2	7-12 months	Human Technology	Committee	<p>DOP feedback reflects desired support.</p> <p>A schedule of education, development opportunities is provided to aspiring judges and officials.</p> <p>DOP provides advice regarding delivery.</p>
3. Facilitate provision of competitions and training opportunities with Zones.	3.1 Provide support for Zones to conduct unofficial competitions and test and tell opportunities.	1	0-6 months	Human Technology	Committee	Specific unofficial competitions and test n tell days are included in Zones' calendars.
	3.2 Provide support for Zones to conduct training days for new and existing members.	2	7-12 months	Human Technology	Committee	Training days are included in Zones' calendars.

### 3. Promotion

**Objective:** Identify and grasp opportunities to create and increase awareness.

Strategies	Actions	Priority	Timeframe	Resources	Responsibility	KPI
1. Refine existing marketing and promotion strategies.	1.1 Develop a promotion strategy.	1	0-6 months	Human Technology	Committee	An annual promotion strategy outlines what, how, who, when DT will promote membership, and is reviewed regularly for effectiveness.
	1.2 Market DT to equestrian retail outlets and other equestrian disciplines. 1.2.1 Determine target group for marketing. 1.2.2 Develop a DT promotional flyer (refer Participation 1.1.1). 1.2.3 Provide to target groups. 1.2.4 Evaluate effectiveness through feedback from target group and membership numbers. 1.2.5 Review flyer information at regular intervals.	2	7-12 months	Human Technology	Committee	<ul style="list-style-type: none"> <li>A target group list is used to design promotional material, which is provided to the target group.</li> <li>Information about DT is visible in equestrian retail outlets.</li> <li>Promotional material is reviewed 6 monthly for effectiveness e.g. new members are asked if they have seen it, and where.</li> <li>Information is updated and refreshed 6 monthly.</li> </ul>
	1.3 Review web site and social media platforms for consistency and relevance.	2	7-12 months	Human Technology	Web coordinator Committee	DT web site and social media platforms are consistent, relevant and easy to use
	1.4 Develop new member induction pack/hand book (refer Participation 1.).	2	7-12 months	Human Technology	Committee	In conjunction with Participation 1.3 – an Induction package/hand book is provided to new members, including rules, basic check list for competition, information about DT and Zone roles, contact information and other useful information for new members.
2. Define consistent DT branding.	2.1 Form a 'branding' sub committee.	1	0-6 months	Human Technology	Committee Zones	A branding sub committee devise consistent DT branding, including logos, which is reviewed at SDA committee level and meetings.
	2.2 Facilitate combined meeting/s with pre-determined agenda.					

Strategies	Actions	Priority	Timeframe	Resources	Responsibility	KPI
	2.3 Decide State wide DT brand including logo/s.					
3. Strengthen Zone communication.	3.1 Seek feedback from Zones on communication modes and frequency.	I	0-6 months	Human Technology	Committee Zones	DT and Zones form and implement an agreed communication protocol
	3.2 Document a mutually agreed strategy/protocol.					
	3.3 Invite a representative from each Zone to the DT committee. (SDA's constitution allows the ability to invite additional members with a specific area of expertise, onto the committee).					Zone representatives attend DT committee meetings and contribute on behalf of Zones.
	3.4 Send a summary of notes and key points DT committee meetings to all zones following meetings, and upload onto website.					



## 4. Facilities

**Objective:** Standards are upheld for competition and training.

Strategies	Actions	Priority	Timeframe	Resources	Responsibility	KPI
1. Regulatory requirements are documented and tested against facilities.	1.1 Locate and document regulatory requirements.	1	0-6 months	Human Technology	Committee	<p>A list of regulatory requirements is tested against South and N/NW venues and facilities for compliance (e.g. risk assessment), including who is responsible for determining that facilities meet compliance and what standards/rules are used for determining this.</p> <p>The list is added to the DT web site for future reference.</p>
	1.2 Upload documents to DT web site for access by all organizing committees.					
	1.3 Ensure facilities are compliant with current EA ruling.					
2. Improve and develop new and existing infrastructure.	2.1 Develop a Facilities' Inventory including prioritised improvement and development projects (refer Governance 3.2).	2	7-12 months	Human Technology	Committee	<p>A facility inventory outlines DT facilities, prioritised projects and methods of achieving within set timeframes.</p>
	2.2 Develop a timeline for upgrade and implementation of new and existing facilities.					
	2.3 Consult with ETAs, and investigate grant funding.					
3. Support Zones in their use of facilities.	3.1 Seek feedback from Zones on requirements	2	7-12 months	Human Technology	Committee Zones	<p>Facilities' inventory includes Zone input on priorities and requirements.</p>
	3.2 Determine strategies and timelines to meet requirements.					
	3.3 Incorporate in Facilities Inventory.					

## B. SWOT analysis

### I. Governance

Strengths	Weaknesses
<ul style="list-style-type: none"><li>• Competent committee.</li><li>• High level knowledge about dressage as a sport.</li><li>• Integrity.</li><li>• Familiar and established human resources.</li><li>• Strong and supportive Zones.</li><li>• Well organised competitions and training days.</li></ul>	<ul style="list-style-type: none"><li>• Roles and responsibilities unclear.</li><li>• Funding model not sustainable.</li><li>• Susceptible to regulatory bodies.</li><li>• Difficulty filling ongoing committee positions.</li></ul>
Opportunities	Threats
<ul style="list-style-type: none"><li>• Plan and review regularly.</li><li>• Funding applications.</li><li>• Define and communicate organisation structure and requirements.</li><li>• Develop roles and responsibilities.</li><li>• Develop policy framework.</li><li>• Investigate ongoing sponsorship agreements.</li></ul>	<ul style="list-style-type: none"><li>• Lack of awareness of structure, roles and responsibilities.</li><li>• Insufficient support to Zones.</li><li>• Financial instability and/or lack of funding.</li><li>• Competitive nature of equestrian disciplines on membership.</li></ul>

## 2. Participation

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Willingness to participate.</li> <li>• Membership base.</li> <li>• Strong and knowledgeable Zone committees.</li> <li>• Well organised competitions and training days.</li> <li>• Structured and compliant to regulations.</li> <li>• Encouragement to progress in Levels.</li> <li>• Accessible judges and officials.</li> <li>• Compliance with rules and regulations.</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of willingness to volunteer.</li> <li>• Volunteer dependent.</li> <li>• Individual sport.</li> <li>• Insufficient judges coming through.</li> <li>• User pays, but does not always volunteer.</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Diversity.</li> <li>• Training.</li> <li>• Facility development.</li> <li>• Promotion to new members.</li> <li>• Judge and official education and development.</li> <li>• Squad quality, goals, rider motivation.</li> </ul>	<ul style="list-style-type: none"> <li>• Insurance requirements and cost.</li> <li>• Facilities: availability and compliance.</li> <li>• Funding shortage.</li> <li>• Competing sports and equestrian disciplines.</li> <li>• Insufficient judges.</li> <li>• Lack of qualified coaches.</li> <li>• Lack of awareness regarding regulatory requirements.</li> </ul>

### 3. Promotion

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Web site and social media.</li> <li>• Events Calendar.</li> <li>• Recognised brand.</li> <li>• Sponsorship.</li> <li>• Horse health 'Happy Horse'.</li> </ul>	<ul style="list-style-type: none"> <li>• Communication.</li> <li>• Zone consistency with branding.</li> <li>• Inadequate contact/liaison between Zones and DT.</li> <li>• Insufficient volunteers for marketing and promotion.</li> <li>• Time poverty.</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Sponsorship.</li> <li>• Consistent brand.</li> <li>• Clear, regular communication.</li> <li>• Social activities.</li> <li>• Marketing to other sporting clubs and equestrian disciplines.</li> <li>• Involvement in sport expos and promotion events.</li> </ul>	<ul style="list-style-type: none"> <li>• Brand inconsistency.</li> <li>• Lack of promotion funding.</li> <li>• Recession.</li> <li>• Lack of identity between Zones and DT.</li> </ul>

### 4. Facilities

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Good North and South venues.</li> <li>• Good facilities at both venues.</li> <li>• Accessibility.</li> <li>• Land owners' and venue users' relationships.</li> </ul>	<ul style="list-style-type: none"> <li>• Insufficient arenas.</li> <li>• Lack of amenities N/NW.</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Grant funding.</li> <li>• Working bees.</li> <li>• Development of a structured facility improvement plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Ageing, non-compliant amenities and yards (TEC and N/NW).</li> <li>• Other equestrian disciplines vying for use of facilities.</li> <li>• Continued capability for compliance.</li> </ul>