



Business Plan for 2009/2010

Introduction

The United Kingdom Quality Ash Association (UKQAA) was established in July 1997. This Business Plan sets out the objectives of the UKQAA and, as well as dealing out the ongoing work of the Association, examines the specific challenges that face the ash industry at the present time. The aim of this Business Plan is to review the work currently being carried out by the UKQAA, to critically examine such work, and to propose a strategy for management of the UKQAA into the future so as to realise maximum benefit to its members, and to deal with the challenges that currently exist in the ash sales market.

Background

The UKQAA was formed on 1 July 1997 as an unincorporated trade association. Its predecessor, the Quality Ash Association, had been for a number of years promoting the use of ash within the concrete industry and therefore funded only by a limited number of companies with interests in the concrete industry. The UKQAA was formed to continue the work with concrete, but in addition to promote the use of ash products in the full range of applications, e.g. including fill, grouts, brick and block manufacture, cenospheres, etc. As a result of this widened scope, the membership of the association encompassed all the UK power generation companies (excepting Northern Ireland) and many of the ash marketing companies within the industry.

Objectives of UKQAA

1. The prime role of the UKQAA is to promote the use of coal fired power station ash products for the beneficial use in applications throughout the construction and other industries.
2. In fulfilling the above role the UKQAA has as its main objectives the following (as adapted from the UKQAA constitution):
 - a. To promote its members generic mutual interests of a scientific, technical industrial environmental, educational and legal nature associated with all applications of Coal Ash Products primarily from UK coal fired power stations.
 - b. To promote and sponsor investigations and research to widen the use of Quality Ash and to promote the understanding and recognition of the use of Quality Ash through publication of useful results of such work together with generic information plus lobbying, correspondence and presentations.
 - c. To employ and pay any person or persons on a full/part-time basis to supervise, organise and carry on the work of the UKQAA and make all reasonable and necessary provision for the payment of pensions and benefits on their behalf.
 - d. To bring together in conference representatives of voluntary organisations, Government departments, statutory authorities and individuals.
 - e. To arrange and provide for, or join in, arranging and providing for the general promotion, the holding of exhibitions, meetings, lectures, classes, seminars and training courses.
 - f. To represent mutual interests of its Members on relevant technical and other committees and present a common view of the use, specification and advantages of Quality Ash.
 - g. To correspond with other national and international bodies sharing some or all of the UKQAA's objectives with the aim of meeting such objectives more effectively.
 - h. To appoint, and pay consultants and advisors to assist in the activities of the UKQAA.

Challenges for 2009/2010

Based upon SWOT analysis the following are areas were identified as requiring some work:

1. The promotion of FBA for construction applications.
 - a. This material has been exclusively used for block making for many years, but with the recent recession surplus material is available. We need to promote to the users of the numerous other uses FBA can be put to.
2. Get members more actively involved in helping produce case studies.
 - a. Case studies are seen as an excellent way of promoting the use of ash products. Though time consuming to produce, these are seen as an important vehicle and the UKQAA members have been asked to assist in producing as many as possible during 2009/2010.
3. Member training needs to be given a higher profile.
 - a. With the turnover in staff in recent years, there is a need for better knowledge of the needs of the ash users by the ash producers. The UKQAA aims to provide training to members to broaden their knowledge base.
4. Members are to be encouraged to take a more proactive role in the UKQAA, including attendance at meetings and in response to requests.
5. Establishing the resources and communication channels necessary to respond to and lobby against the bureaucracy emanating from EU and UK governments
 - a. Lobby to reduce the number of coincident initiatives that overlap and yet fail to mesh, e.g. REACH, Regulated Dangerous Substances, EA Quality Protocol, etc.
 - b. Obtain a better understanding of the timelines for these legal initiatives
6. Reinforce the message that the use of ash is beneficial to the environment .
 - a. By promotion and literature that tackles such issues head on, e.g. radiation, leachates, List I and II metals, etc.
 - b. By establishing a clear set of guidelines for the acceptance of the use of ash which adopts simple checks to demonstrate environmental compliance
7. Increase the numbers of associate and affiliate members
 - a. By members promoting membership of the UKQAA, especially in respect of the users of ash.
 - b. By contacting and persuading the various ash marketers to join the UKQAA as associate members, e.g. Rocktron, Ash Solutions, Celtic Ash, Pro-Ash, ProAsh, etc.

Operating Strategy for 2009/2010

For 2009/2010 the objectives of the UKQAA can be summarised as follows:

1. To maintain the following:
 - a. The quality of the information service we already provide, especially through the UKQAA web site.
 - b. The efficiency of the association's administration.
 - c. To continue to monitor and identify threats to the industry as early as possible.
2. To develop and establish:
 - a. Better links with ash marketing companies who are not UKQAA members and persuade them of the benefits of being associate members of the UKQAA.
 - b. A better member training system, which is more focussed and consistent.
 - c. A better communication and decision making process within the Committee structure.

- d. That the use of ash products is shown to the users that it is environmentally beneficial and not a threat.
3. To promote:
 - a. The forgotten applications for FBA.
 - b. Membership of the UKQAA at Associate and Affiliate levels.
4. To prevent:
 - a. EU and UK bureaucracy wherever possible.
5. To ensure:
 - a. The Quality Protocol for PFA and FBA is published as soon as possible and that it is workable for the industry.
 - b. That the new office lease is completed as soon as is practicable.

Conclusions

The objectives, operating strategy, key tasks and performance measures set out within this Business Plan have been formulated against a review of the current environment in which the UKQAA's activities are carried out. This environment is influenced by a wide range of factors which have, and continue to, change on a regular basis. In view of this it will be the intention to review the Plan on an annual basis such that any changes made necessary by differing circumstances can be readily made.



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