



AUSTRALIAN DENTAL ASSOCIATION
QUEENSLAND

FY2026–2030 · FINAL

STRATEGIC PLAN

Delivered through the FY2027 Operational Plan.

Published August 2026



Our Purpose & Ambition

PURPOSE

To champion Queensland dentists – advancing the profession through advocacy, education, and community.

AMBITION

To be Queensland's recognised voice for oral health and the professional home of choice for dentists.

These statements guide every decision — from how we structure our member offering to how we measure success. Our distinctiveness: local relationships, Queensland-specific advocacy, and a professional community that no national body or private provider can replicate.

Four Strategic Pillars

01



Member Value & Growth

Drives retention, attraction and growth

02



Education

Builds professional knowledge and capability

03



Leadership & Advocacy

Advances the profession's voice

04



Organisational Excellence

Ensures effective and efficient delivery

Together these pillars form an integrated system — strong performance in one reinforces the others.

From Strategy to Delivery

The FY2027 Operational Plan turns these four pillars into this year’s concrete, dated commitments — tracked pillar by pillar throughout this document.

10

OBJECTIVES

31

KEY RESULTS

4

SHARED PILLARS

PRIORITY

Financial Sustainability

A three-year path to a genuinely sustainable surplus by FY2029. FY27 is a deliberate reset year — a strategic investment, not a return to inefficiency.

PRIORITY

Membership Growth

+4.33% growth in FY26, the strongest in four years. Horizon 1 target: 70% penetration, building toward 80% by Horizon 3.

JANUARY 2027 PROGRESS REVIEW

What success looks like at the six-month mark:

- Restructure & key recruitment complete
- Project management discipline adopted org-wide
- Partnership pipeline showing early traction
- CPD & Advocacy milestones delivered
- Staff engagement trending up



PILLAR 1

Member Value & Growth

STRATEGIC INTENT

Make ADAQ indispensable to every Queensland dentist – at every stage of their career.

FY27 DRIVERS — THE MEMBERSHIP LIFECYCLE

01 The Front Door

Convert graduates before they lapse

Early Career Conversion → **35–40%** Jun 27

Join page & onboarding → **Live** Mar 27

02 The Early Warning

See disengagement before it happens

Engagement scoring & dashboard → **Live** Nov 26

Active Engagement Rate → **Target set** Jun 27

03 The Safety Net

Win back members who've lapsed

Reactivation rate → **10–15%** Jun 27

Win-back program → **Live** Dec 26

METRICS

70%

Membership Penetration

90%

Annual Retention

35–40%

Early Career Conversion

+45

Member NPS

68.8%

Insurance Utilisation

Also tracked: *Membership Engagement Score.*

STRATEGIC INTENT

Position ADAQ as the education partner of choice – raising professional standards and financial sustainability together.

FY27 DRIVERS

01 Make RTO & CPD easy to find and choose

The team's own top priority for FY27

RTO search ranking → **Page 1** Mar 27

RTO/CPD marketing plan → **Live** Dec 26

Video/testimonial assets → **2+ channels** Sep 26

02 Redefine what CPD success looks like

From breaking even to full capacity

CPD success metric → **Sold out / full capacity** Sep 26

Non-clinical CPD library → **Launched** Jun 27

CPD Logbook → **Go/no-go decided** Dec 26

METRICS

85%

SIM Lab courses breaking even

70%

Lecture-room courses breaking even

Also tracked: *CPD Market Share · RTO Enrolment Volume & Trend · RTO Cohort Access Breadth · Education Participant NPS.*



PILLAR 3

Leadership & Advocacy

STRATEGIC INTENT

Be the authoritative voice for dentists in Queensland – shaping policy, commanding media presence, and making advocacy felt by members.

FY27 DRIVER

01 Turn advocacy priorities into a visible, trackable program

Advocacy Top Three → **Published** Sep 26

PAAC Terms of Reference → **Approved** Sep 26

Queensland Oral Health Alliance → **Decision reached** Dec 26

METRICS

Also tracked: *Member-Perceived Advocacy Effectiveness · Brand Recognition Score · Media Share of Voice · Stakeholder Reach.*



STRATEGIC INTENT

Build a high-performing, financially sustainable organisation – so ADAQ can keep investing in members for decades to come.

FY27 DRIVERS

01 Resolve structure & vendor questions holding delivery back

Restructure decision → **Decided & communicated** Aug 26

New leadership roles → **Onboarded** Oct 26

02 Rebuild industry partnerships & sponsorship revenue

Sponsorship/partnership revenue → **\$75K–\$100K** Jun 27

Partner engagement strategy → **In place** Dec 26

03 Give every team one shared way to run a project

PM template → **100% of new projects** Sep 26

PM tool → **Decided & piloted** Oct 26

04 Strengthen governance & risk ahead of the AGM

Risk framework & register → **Enacted** Nov 26

Financial Governance Policy → **Approved** Nov 26

METRICS

FY29

Path to a sustainable surplus

\$75-100K

Sponsorship & partnership revenue

100%

PM template adoption

Also tracked: Revenue Diversification Ratio · Staff Engagement Score · Financial Reserves Ratio · Strategic Initiative Delivery Rate.

Strategic Horizons

HORIZON 1

1-2 Years

70% MEMBERS TARGET

RETAIN & EXPAND

- Increase member touchpoints and interactions
- Improve communication and engagement
- Strengthen CPD quality and relevance
- Develop brand and marketing strategy
- Introduce tiered membership options

HORIZON 2

2-3 Years

75% MEMBERS TARGET

GROWTH

- Whole-of-career member support model
- Structured mentoring programs
- Micro-credentials and accredited programs
- Increase media and industry presence
- Improve digital platforms

HORIZON 3

3-5 Years

80% MEMBERS TARGET

REINVENT

- Integrated lifecycle professional development platform
- AI-enabled, personalised education pathways
- Lead sector-wide standards initiatives
- Expand government and academic influence
- New partnership and joint venture models

Current estimate: ~58–65% membership penetration · Horizon 1 target: 70% · Reviewed quarterly, refreshed annually

Key Risks & Opportunities

Material factors across the five-year horizon, FY2026–2030.

RISKS TO WATCH

Federation reform

Structural changes within the ADA federation could affect ADAQ's operating model, revenue base, and strategic independence.

Financial sustainability

Continued operating losses if revenue diversification does not materialise as planned.

CPD competition

Growing pressure from private providers and digital platforms could erode ADAQ's CPD market share.

Early-career engagement

Demographic concentration risk if graduate conversion rates remain low after the free membership period.

Execution & structure

Internal restructuring and process decisions sit underneath multiple FY27 objectives — both need resolving early.

OPPORTUNITIES TO PURSUE

Membership growth momentum

The +4.33% growth trajectory is a platform for accelerated investment in member value and retention.

Education as a member pipeline

CPD and RTO programs build quality relationships with the workforce — conversion to membership is a significant untapped opportunity.

Preferred Provider for Dental Teams

Accreditation and Cert III/IV pathways are a genuine point of distinction no private provider can replicate.

Queensland-specific advocacy

Local government relationships and Queensland-specific policy engagement are ADAQ's strongest competitive advantage.

Partnership & sponsorship growth

The benchmark gap against peer branches is now a named FY27 objective with a \$75K–\$100K target.

Key Observations & Next Steps

Build on 2026 momentum

Membership has grown +4.33% — the strongest four-year growth rate to date. This is the baseline for meaningful retention and penetration targets.

Measure what members value

Survey findings are consistent: CPD, insurance, advisory support and professional community. Our metrics are anchored to these proven drivers.

Financial discipline is non-negotiable

Staff and members are aligned: Organisational Excellence metrics are reviewed continuously, not just at year-end.

Education is mission and market

CPD is our single most cited benefit. Tracking market share, completion and financial sustainability together keeps mission and margin aligned.

Next step: FY2027 delivery is now underway — progress against the Operational Plan's 10 Objectives is tracked pillar by pillar, with a formal review in January 2027.



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ADA Queensland

Championing and strengthening
the oral health profession.

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