

FRIENDS OF THE AUSTRALIAN NATIONAL BOTANIC GARDENS

DRAFT – 13 July 2016

STRATEGIC PLAN 2016-2020

INTRODUCTION

The Friends of the Australian National Botanic Gardens sets forth a Vision and Mission that provides the organisation with a clear path for the future. In addition, the plan identifies the core values that embody how the Friends, individually and collectively, will carry out the Friends' Mission. In the following pages, the Friends lay out the Goals, Objectives and Strategies to realise its Vision.

The Goals identify how the Friends intend to address its critical factors which support its Vision and Mission. The Goals are designed to drive actions. They address issues in a general sense by stating the overall policy intention that drives broad activity areas.

Each Goal includes a set of Objectives, supported by a list of major Strategies that will be used to achieve the Goals and its Objectives.

Action Plans will be set and evaluated by Council annually.

VISION

Friends inspiring, informing and connecting people to the Australian National Botanic Gardens

MISSION

To build productive relationships with and provide strong community support to the Australian National Botanic Gardens

GOALS

- 1. Partnership**
To support the ANBG in meeting its goals through close partnership
- 2. Public engagement and communication**
To provide effective public engagement and communication for the ANBG and the Friends
- 3. Funding**
To enhance and strengthen funding opportunities
- 4. Governance and management**
To provide effective governance and management
- 5. Member services**
To provide member services that meet the needs of the Friends

OBJECTIVES AND STRATEGIES

Goal 1 – Partnership

To support the ANBG in meeting its goals through close partnership

Objectives	Strategies
1.1 Strengthen the relationship between the Friends and the ANBG	<p>Conduct regular meetings between the Friends’ Executive Committee of Council and the ANBG Executive Director and General Manager.</p> <p>In consultation with ANBG Management review every three years (2017 and 2020) the <i>Memorandum of Understanding between the Friends and Director of National Parks</i>.</p> <p>Negotiate opportunities for the Friends to contribute to and comment on ANBG management issues and other plans.</p>
1.2 Support the ANBG in management and planning	Support the implementation of the <i>ANBG Management Plan 2012-22</i> where relevant to the Friends.
1.3 Engage with the ANBG to promote growth in research, conservation and environmental activities	<p>Work with ANBG management to identify high priority research projects that the Friends can fund or participate in.</p> <p>Build a pool of volunteers to assist with research projects.</p>
1.4 Facilitate participation in citizen science projects	Support activities by the Friends’ Plant Science Group.
1.5 Support the ANBG in the provision of the Visitor Service requirements, Botanical Resource Centre, National Seed Bank, Public Art, Student Internship Program, and other similar activities	<p>Support the provision of trained and accountable Friends to assist with activities listed in Schedule 1 of the <i>Memorandum of Understanding between the Friends and Director of National Parks</i>.:</p> <ul style="list-style-type: none"> • Volunteer Guides’ Program • Botanical Resource Centre • Alpine Collection Project • Research Volunteers • Outreach Volunteers (for special events, e.g. Floriade, Arboretum Open Day, etc) • Seed Bank Volunteers • Seed Collecting Volunteers <p>Review the function and coordination of the Botanical Resource Centre on a regular basis.</p> <p>Support Public Art developments.</p> <p>Support the Student Internship Program.</p>
1.6 Engage with the ANBG to optimise the Volunteer Guides’ Program	<p>Coordinate with the ANBG a program for an intake of volunteer guides every two years or as required.</p> <p>Work with the ANBG to identify roles and responsibilities for conducting the training of volunteer guides.</p> <p>Monitor the participation of voluntary guides in the program to ensure there are adequate numbers of active guides and to assist in determining the timing of new intakes of guides.</p>

	<p>Invite ANBG staff to attend monthly Guides' meetings to provide professional input on Garden issues.</p> <p>Assess and develop mechanisms for volunteer guides to present to community groups.</p>
1.7 Ensure a sustainable Volunteer Guides' Program'	<p>Support and encourage professional development for volunteer guides.</p> <p>Support the development of a continuous improvement program for the voluntary guides.</p> <p>Support the development of an enhanced organisational structure for the management of the voluntary guides.</p>
1.8 Partner with the ANBG to provide a wide range of events and functions for Friends and the wider community	<p>Support and review partnerships in summer concerts and other similar events, and evaluate outcomes.</p> <p>Work with the ANBG to promote the Gardens and Friends at events such as Floriade, celebration days/weeks (e.g. Wattle Day), ANBG and Friends anniversaries, etc.</p> <p>Conduct and promote photographic competitions (e.g. Schools and Colleges) and evaluate and report results.</p>

Goal 2 – Public engagement and communication

To provide effective public engagement and communication for the ANBG and the Friends

Objectives	Strategies
2.1 Encourage ongoing government and community support for the ANBG	<p>Develop proactive strategies to support the ANBG both in the government and community sectors.</p> <p>Seek representation where appropriate with the Minister, Director of National Parks and Departmental officers to support the <i>ANBG Management Plan 2012-2022</i> and the Gardens.</p> <p>Support liaison and networking opportunities by the ANBG and Friends with key groups in the community.</p> <p>Liaise with the media and release press releases on important issues to support the Gardens, and create opportunities for the Friends' President to make comment to the media.</p>
2.2 Increase community awareness of the ANBG's scientific, educational, conservation and recreation functions and the contribution of Friends	<p>Proactively support and promote the ANBG and Friends in official launches, (e.g. exhibitions, new projects, Friends' funded projects, etc), and community awareness campaigns.</p>
2.3 Develop and employ a proactive capacity to promote the ANBG and the Friends through the media	<p>Develop and implement an effective media promotional strategy.</p>
2.4 Improve, enhance	<p>Review, evaluate and report on the current Friends' communication</p>

and maintain the Friends' communication structure and systems and communications	<p>structure which includes <i>Fronds</i>, broadcast email, website, brochures, etc.</p> <p>Develop a communication strategy from the outcomes of the above mentioned review and ensure that the strategy includes social media.</p> <p>Develop an editorial policy that frames all Friends' communication.</p> <p>Continue to support and improve all forms of Friends' communication.</p> <p>Ensure all communications are accurate and produced in a timely manner and through the appropriate medium.</p>
2.5 Develop positive relationships with like-minded organisations	<p>Support the Australian Association of Friends of the Botanic Gardens through its Council and conferences.</p> <p>Build positive network with like-minded groups in Canberra and interstate to further the objectives of the Friends.</p>

3. Funding

To enhance and strengthen funding opportunities

Objective	Strategies
3.1 Strengthen the Friends' fund raising capacity to support the Friends and the ANBG	<p>Develop and implement a Fund Raising Policy for the Friends.</p> <p>Develop strategies for supporting Friends and ANBG projects.</p>
3.2 Strengthen the Public Funds' capacity to raise tax-deductible donations	<p>Work with the Public Fund Management Committee to consider and facilitate tax-deductible fund raising initiatives.</p> <p>Publicise and promote the Friends' Public Fund to maximise the receipt of tax-deductible donations.</p> <p>Public Fund Management Committee to:</p> <ul style="list-style-type: none"> • manage the funds of the Public Fund; • consider suitable ANBG projects for funding; and • ensure appropriate acknowledgement.
3.3 Strengthen the Friends' capacity to raise external funding	<p>Develop a process to obtain donations, sponsorship and grants from organisations, businesses and Government – to further the development of ANBG and Friends' activities and initiatives.</p>
3.4 Strengthen and support fund raising initiatives of Friends' groups	<p>Support, review and assess pricing of activities undertaken by Friends groups:</p> <ul style="list-style-type: none"> • Summer concerts; • Thursday talks; • Guides booked walks; • Proceeds from Growing Friends (plant sales); Botanical Art Group Exhibition (commission on sales); Photographic Group Exhibition (commission on sales); • Social events; • Merchandising, etc.
3.5 Ensure membership fees reflect the ongoing requirements of the Friends	<p>Review and make recommendations:</p> <ul style="list-style-type: none"> • on membership fees annually; • current annual cycle for receipt of membership.

4. Governance and management

To provide effective governance and management

Objectives	Strategies
4.1 Strengthen the governance program of the Friends	<p>Review and make recommendations on the governance program.</p> <p>Implement recommendations from the review of the governance program.</p> <p>Communicate key governance positions to relevant Friends/Friends' groups.</p> <p>Ensure compliance program is in place.</p> <p>Promote succession planning for Council and Friends' committees.</p>
4.2 Strengthen the management capability and capacity of the Friends	<p>Review, make recommendations and implement decisions on upgrades to the:</p> <ul style="list-style-type: none"> • membership database • financial system • computing system • office records <p>that meet the ongoing requirements of the Friends.</p> <p>Undertake a review of volunteer contributions by Friends and make recommendations for their inclusion in the membership database.</p> <p>Ensure archival and retention document systems are in place.</p> <p>Explore feasibility of employing an administrative officer.</p>
4.3 Strengthen the Friends' membership base	<p>Assess current membership information and develop ways to increase membership of the Friends.</p>
4.4 Promote the inclusion of members' views in planning and management	<p>Provide opportunities for consultation with Friends on governance and management issues.</p>
4.5 Support recognition of outstanding service by Friends	<p>Support the ongoing recognition of Life Membership.</p> <p>Develop mechanisms to recognise various forms of outstanding service by Friends.</p>
4.6 Regularly review all activities across the five goals and create annual action plans.	<p>Establish action plan annually.</p> <p>Review and report progress against annual action plans regularly.</p>

Goal 5 – Member services

To provide member services that meet the needs of the Friends

Objectives	Strategies
5.1 Strengthen and optimise relationships with members	Request Friends' views on relevant member services, e.g.: <ul style="list-style-type: none"> • participation rates • expectations of the Friends • views on events, activities and services, and communicate results.
5.2 Strengthen and improve member participation through a range of activities	Continue to support and increase participation in core activities (listed under Schedule 2 of the <i>Memorandum of Understanding between the Friends and Director of National Parks</i>): <ul style="list-style-type: none"> • Guided tours • Growing Friends and plant sales • Botanical Art Group and exhibitions • Photographic Group and exhibitions • Project Committee • Social Events and Activities Committee • Summer concerts and other activities • Student Photographic Competition • Public and Thursday Talks • Newsletter and Publications Committee • Website Committee • Information and Technology Coordinator • Membership Committee • Outreach Groups • Plant Science Group • In Flower This Week (Flowers, Fruit and Foliage) Maintain and enhance member participation in occasional activities, e.g. tours/walks, talks, annual dinner, visit to other organisations, etc. Explore with ANBG management further volunteering possibilities in the Gardens.
Objective 5.3 Provide continuing benefits for Friends	Renegotiate member benefits, e.g. with cafe, bookshop, parking, etc. Explore discounts/links with other organisations, e.g. travel programs.

SWOT ANALYSES

(Strengths, Weaknesses, Opportunities and Threats)

Strengths	Weaknesses
<p>ANBG</p> <ul style="list-style-type: none"> In partnership with a well respected national institution <p>Membership/Volunteers</p> <ul style="list-style-type: none"> Medium sized Friends' organisation Diversified and competent volunteer base with a broad range of professional and technical skills Volunteers predominantly retired with time to contribute <p>Governance</p> <ul style="list-style-type: none"> Developing system Diverse membership for recruitment <p>Funding</p> <ul style="list-style-type: none"> Good membership base Public Fund for tax deductibility <p>Communication</p> <ul style="list-style-type: none"> Ready access to members 	<p>ANBG</p> <ul style="list-style-type: none"> Subject to Commonwealth budgetary pressures No formal mechanism for obtaining independent advice on major issues and developments Absence of clear strategy to input into ANBG planning and seeking community comment <p>Membership/Volunteers</p> <ul style="list-style-type: none"> Mainly ageing membership Few young volunteers Competing with other national institutions and organisations Ageing membership database <p>Governance</p> <ul style="list-style-type: none"> Absence of a strategy for recruiting, rewarding and retaining volunteers Absence of part-time paid secretariat <p>Funding</p> <ul style="list-style-type: none"> Competing with many other national and community organisations for funding <p>Communication</p> <ul style="list-style-type: none"> Reliant on voluntary contribution Limited access to modern media, i.e. social media
Opportunities	Threats
<p>ANBG</p> <ul style="list-style-type: none"> Well organised organisation with excellent Management Plan and fund raising capacity <p>Membership</p> <ul style="list-style-type: none"> Membership growth possible Tree house gazebo will engage children/younger people Increased public interest through the <i>Management Plan 2012-2022</i> <p>Funding</p> <ul style="list-style-type: none"> Streamline funding opportunities, sponsorship, Public Fund <p>Communication</p> <ul style="list-style-type: none"> Develop additional communication methods <p>Links</p> <ul style="list-style-type: none"> Potential links with other national institutions, botanic gardens and association of guides 	<p>ANBG</p> <ul style="list-style-type: none"> Funding reduced (government efficiencies) and need for increased funding by Friends Unused land Bushland Precinct needs to be protected from possible loss <p>Membership</p> <ul style="list-style-type: none"> High competition from other organisations for membership No longer the only major botanically focused institution in Canberra <p>Funding</p> <ul style="list-style-type: none"> Changing priorities for funding organisations, dependent on state of economy <p>Communication</p> <ul style="list-style-type: none"> Reliant on voluntary information technology support <p>Management</p> <ul style="list-style-type: none"> Problems with current membership database