



## STRATEGIC PLAN 2020-2025

### INTRODUCTION

The Friends of the Australian National Botanic Gardens (ANBG) 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 have 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 with the ANBG and Friends' special interest groups. including Friends' Council of 9 members.

#### 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 with the ANBG and Friends' special interest groups.

Objectives	Strategies
1.1 Strengthen the relationship between the Friends and the ANBG	<p>Conduct regular meetings between the Friends' Council and the ANBG Executive Director and General Manager.</p> <p>In consultation with ANBG Management review every three years the <i>Memorandum of Understanding between the Friends and Director of National Parks</i>.</p> <p>Provide 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> and subsequent plans 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 each year that the Friends can fund or participate in, including .</p> <p>Support establishment of a Ph D scholarship.</p> <p>Build a pool of volunteers to assist with research projects.</p> <p>Facilitate participation in citizen science projects</p> <p>Support activities by the Friends' Plant Science Group.</p> <p>Support the Student Internship Program.</p>
1.4 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>Support the ANBG by providing facilitators for the provision of:</p> <ul style="list-style-type: none"> <li>• Volunteer Guides</li> <li>• Research Volunteer</li> <li>• Botanical Resource Centre Facilitator</li> <li>• Alpine Collecting Project Volunteer</li> <li>• Outreach Volunteers (for special events, e.g. Floriade; Arboretum Open Day, etc.);</li> <li>• Seed Bank Volunteer</li> <li>• Seed Collecting Volunteers</li> <li>• Visitor Centre Volunteers</li> <li>• Orchid Volunteers;</li> <li>• and other similar activities</li> </ul> <p>Review the function and coordination of the Botanical Resource Centre on a regular basis.</p>
1.5 Support ANBG in providing visitor	Support ANBG and Friends' marketing initiatives for routine walks, rostered themed walks and Flora Tours.

<b>Objectives</b>	<b>Strategies</b>
services, including guided walks, Flora tours and booked walks	
1.6 Foster partnerships between Friends Groups and ANBG	<p>Provide regular reports from Friends Groups to Council.</p> <p>Support Friends in providing visitor services for its membership, and fostering new members (e.g. New Friends walks, Walks for special Friends events, Wake up with the Birds)</p>
1.7 Optimise a sustainable Volunteer Guides' Program	<p>Maintain and operate a database of information to support guides</p> <p>Operate a range of communication systems amongst guides, including regular meetings.</p> <p>Document and review key components of the guides' program, including key roles, walks and Flora participant numbers</p> <p>Form work groups to develop guidance on new walks or improved services</p> <p>Continue links with other Friends and volunteer guide groups across Australasian botanic gardens.</p> <p>Monitor guides' contributions and maintain collaborative and motivated cohort of volunteers.</p> <p>Support, encourage and conduct ongoing professional development activities, including excursions.</p> <p>Contribute to the ANBG with recruitment and training of new volunteer guides every two years or as required.</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 of ANBG anniversaries, etc.</p> <p>Assist volunteer guides to share knowledge and expertise with Friends and community groups</p> <p>Assist ANBG with education programs, e.g. conducting and promoting photographic competitions for schools and colleges.</p>

## Goal 2. Public engagement and communication

To assist 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>Establish and operate a range of special interest groups and visitor services, including a Volunteer Guides program, Growing Friends, Thursday Talks, and art and photography interest groups.</p> <p>Establish sustainable arrangements for operating the special interest groups and Guides program, in partnership with ANBG</p> <p>Promote ANBG and Friends through a range of special events and services, including support for launches of new exhibitions, gardens and conducting special guided walks for Friends.</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 and maintain the Friends' communication structure and systems, and communications	<p>Review, evaluate and report on the current Friends' communication 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 review 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>

	Assist Eurobodalla in its hosting of AAFBG Conference
2.6 Work with the ANBG to inform Friends and the public about the value of protecting and growing native plants.	Inform Friends and the public of the value of protecting, preserving and growing native plants, e.g. through the activities of various Friends' groups and Friends articles Propagating native plants which are grown in the ANBG and making these available for public purchase

**Goal 3. Funding**  
**To enhance and strengthen funding opportunities**

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

**Goal 4. Governance and management**  
**To provide effective governance and management**

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

## 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	<p>Foster communication between Council and Friends special interest groups</p> <p>Request Friends' views on relevant member services and communicate results; e.g:</p> <ul style="list-style-type: none"> <li>• participation rates;</li> <li>• expectations of the Friends;</li> <li>• views on events, activities and services.</li> </ul>
5.2 Strengthen and improve member participation through a range of activities	<p>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>):</p> <ul style="list-style-type: none"> <li>• Botanical Art Group and exhibitions;</li> <li>• Flowers, Fruit and Foliage (previously In Flower this Week).</li> <li>• Guided tours;</li> <li>• Growing Friends and plant sales;</li> <li>• Information and Technology Coordinator;</li> <li>• Membership Committee;</li> <li>• Newsletter and Publications Committee;</li> <li>• Outreach Groups;</li> <li>• Photographic Group and exhibitions;</li> <li>• Project Committee;</li> <li>• Plant Science Group;</li> <li>• Public and Thursday Talks;</li> <li>• Social Events and Activities Committee;</li> <li>• Student Photographic Competition;</li> <li>• Summer concerts and other activities;</li> <li>• Website Committee;</li> </ul> <p>Maintain and enhance member participation in occasional activities, e.g. tours/walks, talks, annual dinner, visit to other organisations, etc.</p> <p>Explore with ANBG management further volunteering possibilities in the Gardens.</p>
5.3 Support Friends in providing visitor services for its membership and fostering new members	<p>New Friends events.</p> <p>Special events for Friends, e.g special walks</p> <p>Wake up with the Birds</p>
5.4 Provide continuing benefits for Friends	<p>Renegotiate member benefits, e.g. with cafe, bookshop, parking, etc.</p> <p>Explore discounts/links with other organisations, e.g. travel programs, native plant nurseries.</p>