

## STRATEGIC PLAN 2021-2026

### INTRODUCTION

The role of the Friends is to support the Australian National Botanic Gardens (ANBG) and to support the interests of the Friends and their activities aimed at the wider community.

The Strategic Plan of the Friends of the 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. Flowing on, the Key Priorities for each year provide further detail for an action plan that is 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
- 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 meetings its goals through close partnership with the ANBG and Friends' special interest groups

Objectives	Strategies
A. Science and research	
1.1 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>
B. Collections and knowledge management	
1.2 Support development of collections and knowledge management by ANBG	<p>Assist with equipment for Seed Bank where possible.</p> <p>Assist Conservatory where possible.</p>
C. Education and appreciation	
1.3 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 Growing Friends, Thursday Talks, Nature Journaling, Photographic and Botanic Art interest groups.</p> <p>Establish sustainable arrangements for operating special interest groups 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 walks for Friends.</p> <p>Support the Botanic Resource Centre</p> <p>Support the provision of education resources</p> <p>Support the ANBG in providing visitor services</p>
1.4 Sustain 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 Memorandum of Understanding between the Friends and Director of National Parks.</p> <p>Provide opportunities for the Friends to contribute to and comment on ANBG management issues and other plans.</p> <p>Foster partnerships between Friends Groups and the ANBG.</p>

<p>1.5 Support the ANBG in provision of volunteers</p>	<p>Support the ANBG in the provision of:</p> <ul style="list-style-type: none"> <li>• Volunteer Guides</li> <li>• Research Volunteers</li> <li>• Botanical Resource Centre Facilitator</li> <li>• Outreach Volunteers (for special events, e.g. Floriade; Arboretum Open Day, etc.)</li> <li>• Seed Bank Volunteers</li> <li>• Seed Collecting Volunteers</li> <li>• Visitor Centre Volunteers</li> <li>• Living Collections (Horticulture) 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> <p>Maintain and operate a database of information to support Volunteer Guides (Guides Web)</p> <p>Contribute to the ANBG with recruitment and training of new volunteer guides every two years or as required.</p> <p>Provide financial support for the provision of Guides' uniforms, equipment and professional development</p>
<p>1.6 Support ANBG events</p>	<p>Partner with the ANBG to provide a wide range of events and functions for Friends and the wider community.</p> <p>Work with the ANBG to promote the Gardens and Friends at events such as Floriade, celebration days or weeks (e.g. Wattle Day), ANBG and Friends anniversaries etc.</p>
<p>D. Business management</p>	
<p>1.7 Support the ANBG in management and planning</p>	<p>Support the implementation of the ANBG Management Plan 2022-32 and subsequent plans where relevant to the Friends.</p> <p>Support new projects as agreed</p>

**GOAL 2. PUBLIC ENGAGEMENT AND COMMUNICATION****To assist effective public engagement and communication for the ANBG and the Friends.**

<b>Objectives</b>	<b>Strategies</b>
2.1 Encourage ongoing government and community support for the Friends and the ANBG	<p>Seek representation where appropriate with the Minister, Director of National Parks and Departmental officers to support the ANBG Management Plan 2022-2032 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 Friends' role and activities including their support for the ANBG	<p>Develop and implement an effective media promotional strategy.</p> <p>Produce video recordings of the Friends activities in the Gardens, including the special interest groups</p>
2.3 Improve, enhance and maintain the Friends' communication structure and systems, and communications	<p>Develop a communication strategy and review regularly</p> <p>Develop an editorial policy that frames all Friends' communication.</p> <p>Ensure all communications are accurate and produced in a timely manner and through the appropriate medium.</p>
2.4 Sustain positive relationships with like-minded organisations	<p>Support the Australian Association of Friends of the Botanic Gardens through its Council and conferences.</p> <p>Support the Australian Network for Plant Conservation (ANPC) and its conferences.</p> <p>Build positive network with like-minded groups in Canberra and interstate to further the objectives of the Friends.</p>
2.5 Work with the ANBG to inform Friends and the public about the value of protecting and growing native plants.	<p>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 Fronds articles</p> <p>Propagate native plants which are grown in the ANBG and make these available for public purchase</p>

**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	<p>Develop and implement a Fund Raising Policy for the Friends.</p> <p>Develop strategies for financing Friends' and ANBG projects.</p> <p>Strengthen the capacity to raise external funding</p> <p>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.</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>Work with Public Fund to implement new arrangements for management of DGR status once details are known from Federal Government (unlikely to happen in 2022, an election year)</p>
3.3 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"><li>• Proceeds from Growing Friends (plant sales); Botanical Art Group Exhibition (commission on sales); Photographic Group Exhibition (commission on sales);</li><li>• Thursday talks;</li><li>• Special Friends Walks</li><li>• Social events;</li><li>• Merchandising, etc.</li></ul>
3.4 Ensure membership fees reflect the ongoing requirements of the Friends	<p>Review and make recommendations:</p> <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 and implement recommendations on the governance program in stages (e.g. Constitution, Manual A, and Manual B rotate over three years).  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 voluntary work by Friends and make recommendations and implement decisions for their inclusion in, or separate module with links to, 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 Friends' individual 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	Enhance mechanisms to recognise various forms of outstanding service by Friends.  Support the ongoing recognition of Life Membership.
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**

<b>Objectives</b>	<b>Strategies</b>
5.1 Strengthen and optimise relationships with members	Foster communication between Council and Friends special interest groups  Request Friends' views on relevant member services and communicate results; e.g.: <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	Continue to support and increase participation in core activities (listed under Schedule 2 of the Memorandum of Understanding between the Friends and Director of National Parks): <ul style="list-style-type: none"> <li>• Botanic Art Group and exhibitions;</li> <li>• Flowers, Fruit and Foliage (previously In Flower this Week).</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> <li>• Nature Journaling and Field Sketching Group</li> <li>• <b>Other Council committees/projects</b></li> </ul> 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.
5.3 Support Friends in providing visitor services for members and fostering new members	Events for new Friends.  Special events for Friends, e.g. special walks  Wake up with the Birds  Support Friends' Lounge
5.4 Provide continuing benefits for Friends	Renegotiate member benefits, e.g. with cafe, bookshop, parking, etc.  Explore discounts and links with other organisations, e.g. travel programs, native plant nurseries.