
VERSION 1.0



SGA STRATEGIC PLAN

2019 - 2023

SGA STRATEGIC PLAN

Established in the late 1990s, Sustainable Gardening Australia (**SGA**) is a not-for-profit organization dedicated to providing education, encouragement and information to home and professional gardeners about gardening sustainably, protecting the natural environment, enabling local healthy food production and building community.

On 4 October 2005, the Sustainable Gardening Australia Foundation (**Foundation**) was entered on the Register of Environmental Organisations (**REO**). Sustainable Gardening Australia Inc is the trustee of the Foundation.

SGA is a registered charity and is endorsed as a Tax Concession Charity (**TCC**) and a Deductible Gift Recipient (**DGR**).

CALL TO ACTION

There is so much negative news in the world that people don't feel that they can control, change or influence. There are social and community challenges, climate and other environmental challenges, economic and political challenges. People are disengaging.

The rise of the internet, digital technologies and social media have increased the amount of time people spend online (and on their devices), and reduced the time they spend interacting face-to-face with family, friends and community. However, although there are more and more 'time-poor' individuals, couples and families, there is also a growing trend to grow food both at home and in community gardens, particularly among those aged 25 – 44.

Whether renting, sharing or buying, gardens are places where everyone can make a difference. They are spaces to take control of and introduce positive changes for individuals, families, communities and the environment.

In 2016 it was estimated that there were 9,000,000 private dwellings in Australia. Each one with a balcony, a courtyard, a front yard, a backyard or a nature strip. That is:

- 9,000,000 potential champions for positive change,
- 9,000,000 stepping stones on the pathway to environmental action, improving community health and engagement,
- 9,000,000 opportunities to reduce environmental impacts of our society; to improve mental and physical health, to recycle organic waste; to grow healthy food, build habitat and strengthen local biodiversity.

There is also growing interest in public parks and gardens with the growth of apartment living.

SGA is part of the solution

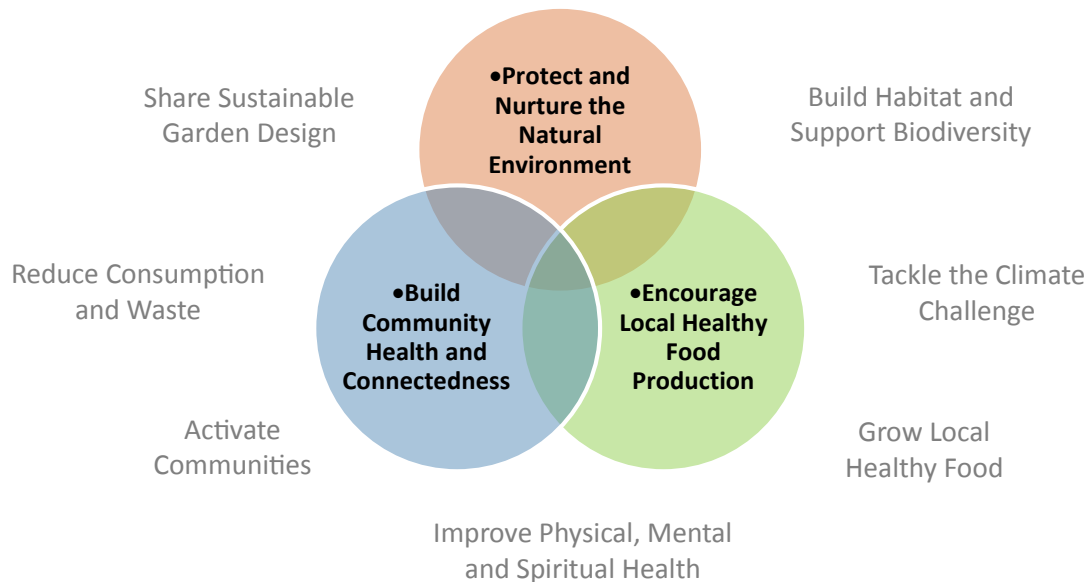
PURPOSE & VISION

Creating vibrant and sustainable communities and a healthy, biodiverse planet, by:

- encouraging, educating and enabling home and professional gardeners to adopt sustainable gardening practices to protect and enhance the natural environment; and
- providing information and education, and carrying on research about, the natural environment.

UNDERTAKING (MISSION)

To inspire, empower and connect individuals, communities and organisations to garden sustainably in order to:



VALUES AND BEHAVIOURS

Commitment, passion and the fundamental importance of nature.

We will do this by:

- **Engaging and connecting the gardening community** - from beginners to experienced gardeners, helping home, community and professional gardeners and groups,
- **Acting with Integrity** – as a professional, ethical and independent body, sharing credible information and gardening practices based on the latest science,
- **Using creativity** - to solve problems and change behaviour,
- **Being a leader in sustainability** – inspiring all gardeners to be environmental champions,
- **Creating caring, welcoming and supportive places for all gardeners**, and
- **Providing practical, sustainable, science-based garden ideas, actions and experiences** - that make gardening fun and benefit the individual, community and environment.

VALUE PROPOSITION

SGA supports home, community and professional gardeners to improve environment and health outcomes through the independent provision of credible science-based information and education services on gardening and gardening practices.

ORGANISATIONAL STRENGTHS

SGA’s organisational strengths have been developed over 20 years through the efforts of committed and passionate volunteers, employees and partners. These strengths are what makes SGA unique and are the basis of its continued relevance in an increasingly crowded and noisy market.



SERVICES

SGA’s services reflect and leverage its undertakings, values and strengths and enable SGA to deliver on its purpose. This is all underpinned by sound governance processes and the need for financial resilience.



AIMS

It is SGA's objective to remain a relevant, independent and credible influencer of individuals and communities encouraging positive environmental and social behavior change. We continually aim to refine and improve the organisation and services in the following ways:

INFORMATION

To maintain and enhance SGA's reputation for providing independent, credible, science-based information and education about sustainable gardening and gardening practices to protect and enhance the natural environment.

To keep up to date with information technology, social media and communication trends to ensure that SGA can successfully communicate with present and future users of its services and influencers.

EXPERIENCES

To evolve SGA's learning experiences so they always reflect changing scientific knowledge, communication technology and meet changing community needs.

To extend the reach of SGA's services:

- using technology such as webinars
- establishing networks or partnerships in regional areas and interstate to extend SGA's on the ground reach.

PARTNERING

To maintain and grow SGA's network of partners so as to amplify the impact off SGA's core strengths and its team of staff and volunteers.

GOVERNANCE AND FINANCIAL RESILIENCE

To place SGA on a sustainable financial footing enabling funding of prioritized projects, critical paid employees and overheads. To ensure fit for purpose infrastructure, governance and operational processes.

EXTERNAL DRIVERS OF CHANGE

A STEEP analysis of external drivers of change identifies the trends and issues that SGA needs to consider and potentially address in delivering its Purpose.

Society	Technology	Economic	Environmental	Political
<ul style="list-style-type: none"> • Changing demographics <ul style="list-style-type: none"> – Ageing – Cultural diversity • Changing cities <ul style="list-style-type: none"> – Renters – Apartments – Infrastructure • Growth in health problems <ul style="list-style-type: none"> – Obesity – Diabetes – Allergies – Heart disease – Mental health – Loneliness • Loss of skills • Food insecurity • Need for action 	<ul style="list-style-type: none"> • Mobile devices • Connectivity and the virtual world • Expanding influence of Social Media • Increased science of plants and the soil food web • Genetic modification of seeds and plants • Renewable energy • Environmental solutions 	<ul style="list-style-type: none"> • Cost of living pressures • Debt pressures • Under employment • Low wage growth • Wealth inequity • Cost of home ownership • Retirees on super/ pension • Organisations picking up on sustainability • Consolidation of seed and chemical companies 	<ul style="list-style-type: none"> • Climate change <ul style="list-style-type: none"> – Mitigation – Adaption – Drought – Heat – Rain events • Pressures on bio-diversity <ul style="list-style-type: none"> – Habitat removal – Climate change – Urbanisation – Access to water • Pollution entering water ways • Water constraints • Waste - recycling / landfill crisis • Loss of food bowl to urbanisation • Soil Degradation 	<ul style="list-style-type: none"> • Election cycle and direction change • Politics of change – e.g. Get up, change.org, social media • Community expectation on climate action • Role of elected independents • Climate wars • Increased regulation

ENVIRONMENTAL SERVICES MARKET

In 2019 there are many individuals, businesses and organisations providing environmental / sustainability advice, products and services. Driven by consumer expectations and government policies, the once niche “Sustainability / Environmental Market” which targeted concerned consumers willing to do some research, change their behavior and pay a premium for low environmental impact products and services, is transitioning to just the way mainstream business markets itself. The transition to mainstreaming of environmental marketing is not smooth. The quality, transparency, verifiability and independence of product, service claims and advice is not consistent across all companies and industries.

The mainstreaming of environmental marketing, combined with the arrival of the digital world, social media and mobile devices has resulted in the proliferation of environmental information and advice available to the public. With this proliferation, it can be hard to know which sources are reliable, verifiable and independent of conflicting motives. There is a lot of white noise and misleading information available.

SGA has a critical role in providing a trusted voice to the public. For SGA to deliver on its Purpose and to be relevant and successful in this dynamic market, it needs to continue focusing on delivering services that draw upon its organizational strengths and cater for the critical STEEP drivers of change.

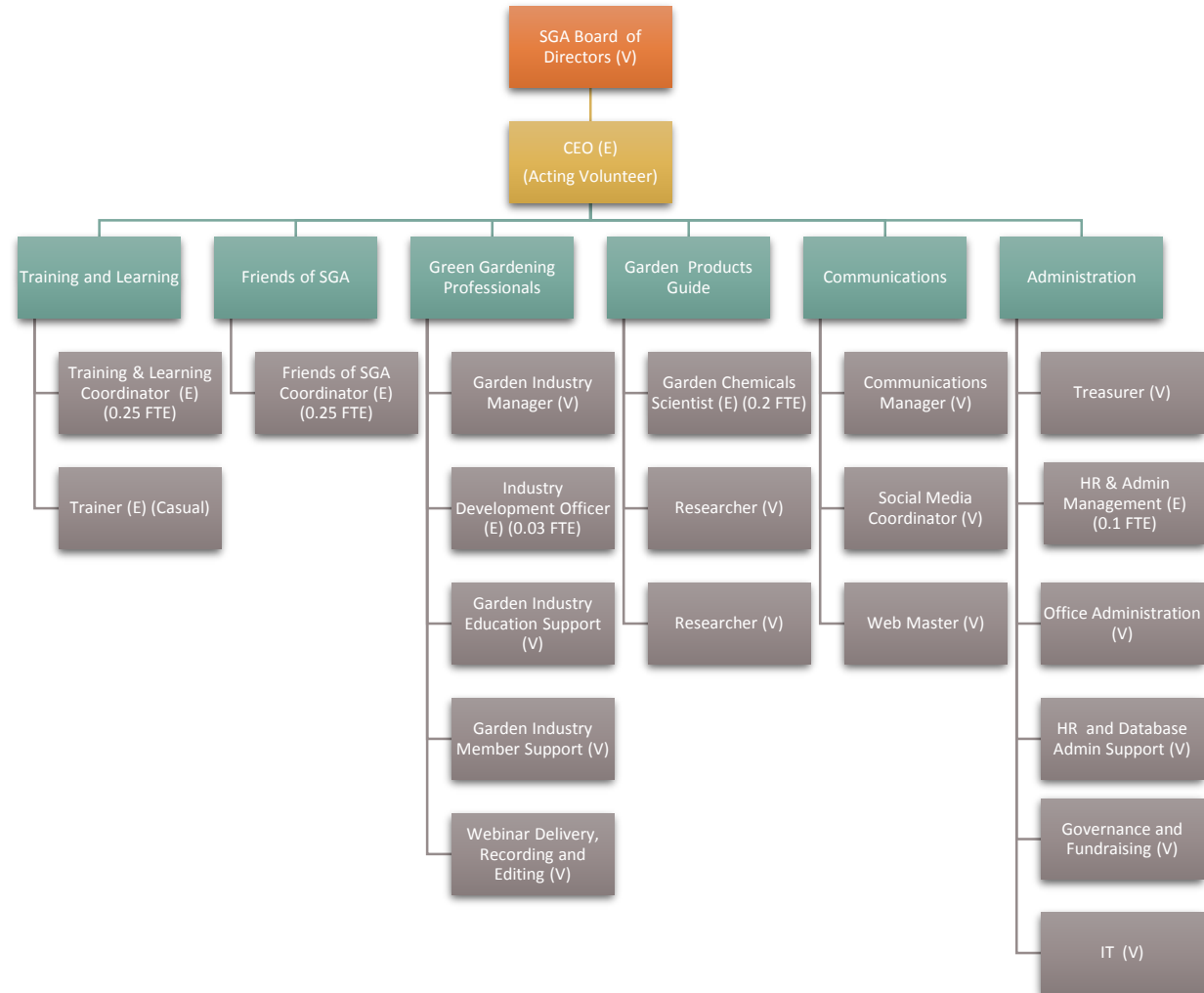
CURRENT AND FUTURE USERS OF SGA’S SERVICES

The primary user of SGA’s services are people trying to improve their environmental impact including gardeners. SGA’s goal is to provide services directly to these groups and individuals. To increase its reach and impact, SGA works with key influencers in the market

Users of Services		
Segment	Size	Services - Current and Proposed (P)
Home owners, renters – beginners to experienced	~9,000,000 dwellings in Australia (2016)	<ul style="list-style-type: none"> • sgaonline website • Newsletter • Social Media • Master class workshops • Volunteering • Friends of SGA (P) • Friends’ gardening forums (P) • Friends’ events (P) • Short courses (P)
Community Gardens	600+ in Australia (per ACF & CGN)	<ul style="list-style-type: none"> • sgaonline website • Community garden manual • Community workshops
Revegetation organisations	12,000 Landcare and Junior Landcare groups in Australia	<ul style="list-style-type: none"> • Propagation workshops • Articles on website • Revegetation short course (P)
Gardening Professionals	Landscapers, gardeners, nurseries ~20,000 small to medium sized businesses (2012) [NGIA submission to the Senate 2012]	<ul style="list-style-type: none"> • Professional development • Newsletter • Networking • Promotion of sustainable practitioners

Influencer of Service Use		
Local Government	79 in Victoria 537 in Australia (P)	<ul style="list-style-type: none"> • Newsletter • Community workshops • Sustainable gardening booklets • Sustainable gardening fact sheets • SGA community partner program
Libraries		<ul style="list-style-type: none"> • Community workshops • Newsletter (P)
Neighbourhood and Community Houses		<ul style="list-style-type: none"> • Community Workshops
Gardening Professionals	Landscapers, gardeners, nurseries ~20,000 small to medium sized businesses (2012) [NGIA submission to the Senate 2012]	<ul style="list-style-type: none"> • Professional development • Newsletter • Networking

ORGANISATIONAL STRUCTURE



(E) - employee

(V) - volunteer

OFFICE SPACE AND TRAINING FACILITIES

SGA requires a small office to accommodate up to 10 staff (volunteers and paid employees) at any one time. The office needs to be close to public transport and have adequate car parking. SGA currently operates from a small office at 6 Manningham Road West, Bulleen, Victoria.

SGA also requires access to training facilities to run sustainability workshops and events. Partnerships have been developed to access suitable facilities around Melbourne.

FACILITY PARTNERSHIPS

Facility	Suburb	Partnership description
Edendale Community Environmental Farm	Eltham	SGA has a partnership MOU with Nillumbik Council http://www.edendale.vic.gov.au/Home
Port Phillip Eco Centre	St Kilda	SGA is an Affiliated member of the Eco Centre https://ecocentre.com
Westgate Biodiversity: Bili Nursery & Landcare	Port Melbourne	SGA runs workshops with the organisation's staff and uses their facilities below the Westgate bridge https://westgatebiodiversity.org.au
Footscray City College: Environmental Science Centre	Footscray	SGA has developed an informal partnership with the school to use the facility on weekends. http://www.footscray.vic.edu.au/science-technology/

SGA also has access to other training venues through community partners which are primarily local government bodies in greater Melbourne.

5 YEAR GOALS – 2019 TO 2023

GOVERNANCE AND FINANCIAL RESILIENCE

Aim - To place SGA on a sustainable financial footing enabling funding of prioritized projects, critical paid employees and overheads. To ensure fit for purpose infrastructure, governance and operational processes.

Organisation Foundations

- Establish a permanent SGA base with an office, training facilities and demonstration gardens by 2023
- Employ a paid CEO (0.5 FTE)
- Continue to monitor IT developments and trends, and organisational needs
- Increase the employment of staff to develop and deliver critical services.

Financial sustainability

- Generate a sustainable surplus over operational costs for reinvestment into new projects
- Deliver on existing grants
- Obtain at least one grant to support relevant activities each year.

SERVICES

Information Services

Aim - To maintain and enhance SGA's reputation for providing independent, credible, science-based information and education about sustainable gardening and gardening practices to protect and enhance the natural environment.

To keep up to date with information technology, social media and communication trends to ensure that SGA can successfully communicate with present and future users of its services and influencers.

- Publish the first edition of the Garden Products Guide by Mid FY 2020
- Increase awareness of SGA and increase visits to SGA website by 10% per annum
- Increase newsletter readership by 10 % per annum

Experience Services

Aim - To evolve SGA's learning experiences so they always reflect changing scientific knowledge, communication technology and meet changing community needs.

- 10% increase (or greater) year on year in number of community workshops booked
- Pilot a program of sustainable gardening webinars by end FY2021 to extend workshop experiences beyond Melbourne
- Develop a hands-on revegetation short course by end FY 2021
- Develop a hands-on growing veggie growing short course by end FY 2022
- Develop a hands-on home orchard short course by end FY 2023
- Develop a hands-on urban farming short course by end FY2024
- Deliver regular special events for Friends of SGA by end FY 2020
- Hold at least one Friends of SGA event/workshop in a state other than Victoria each year by FY2022
- Extend the Green Gardening Professionals program of webinars/videos to provide more than 6 per year by FY2022

Partnering Services

Aim - To maintain and grow SGA's network of partners amplifying the impact of SGA's core strengths, services and its team of staff and volunteers

- Add new Friends – targeting 200 by the end of FY 2020, and 200 new members each year in 2021 and 2022 (600 Friends by the end of FY 2022, generating income of \$15,000 per annum by 2022 assuming no increase in membership fees)
- Establish a network of partnerships in regional areas and interstate to extend SGA's on the ground reach
- Achieve 300 members of the Green Gardening Professionals program by end FY 2021
- Lock in 2 SGA Sponsors by end FY 2020