



**Warrnambool  
Community  
Garden**

# **Annual Plan**

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## **2023 – 2024**

We proudly acknowledge Traditional Custodians, their rich cultural diversity and continuing connection to Country and pay our respects to Elders past and present. We recognise and acknowledge the contribution, interests and rights that Traditional Custodians and Aboriginal and Torres Strait Islander communities and organisations have in the stewardship of the land. We value our partnerships with them, for the health of people and country.

## Vision

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Our community can produce its own food, has knowledge, skills, and a passion for sustainable living.

## Aim

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The Warrnambool Community Garden is a place all can come to for:

- Community education and learning about organic gardening and sustainable living.
- Growing and sharing food.
- Community events and gatherings for networking and friends.

## Purpose

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- Develop and maintain a community garden and promote sustainable living in Warrnambool.
- Cultivate a productive, beautiful and financially sustainable community garden.
- Support other community gardens in the region.
- Use organic and sustainable gardening techniques, based on permaculture principles.
- Strive to include all members of the community in activities, including people of diverse ethnic or cultural backgrounds, religion, age, ability or economic circumstances.
- Welcome all members and visitors into the garden, providing them with opportunities to use and enjoy the garden.
- Make the garden available as a place for community feasts, events and celebrations.
- Foster opportunities for different generations and cultures to work together, support and learn from each other.
- Introduce children to the joy of gardening and community.
- Integrate the arts and foster creativity.
- Promote gardening as a means of achieving good health and wellbeing.
- Create opportunities for research, formal and informal learning about gardening, sustainability, healthy foods and co-operative endeavours.
- Contribute to the preservation and improvement of Warrnambool's natural environment.
- Respect and work in harmony with each other and nature.
- Preserve and enhance the biodiversity of indigenous habitat and species.
- Protect and enhance the genetic diversity of our food.
- Advocate for the values expressed in this statement of purpose.

## Overview

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From our high-level strategic planning, we established eight goals spanning three areas: people, place, and projects. Each goal outlines how we'll work towards them over the five-year plan.

Four of these goals center on people, reflecting our shift towards focusing on community connections and well-being, especially in light of our recent evolution during COVID.

Two goals concern the land we lease, and two pertain to specific projects, as outlined in our garden's masterplan.

We appreciate the involvement of both long-term and recent members during the planning day, as it helped create a shared vision for these upcoming projects.

We recognize that achieving these goals hinges on the dedication and contributions of our members, and we're grateful for their significant input in the planning and implementation stages.

## 2023 – 2028 Strategic Goals

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### People

1. We will nurture a strong and inclusive community, creating opportunities for connection and learning between members.
2. We will respect and nurture our members.
3. We will be clear about the opportunities and benefits of membership, and work with members to meet their expectations.
4. We will foster the next generation of leaders and support new members.

### Projects

5. We will strengthen relationships with our partners.
6. We will seek growth and improvements.

### Place

7. We will prioritise site improvements that contribute to our sustainability, increase member and visitor satisfaction and improve the garden experience.
8. We will prioritise financial sustainability.

**1. We will nurture a strong and inclusive community, creating opportunities for connection and learning between members**

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**1.1 Support new members to be involved and feel included in the community in whatever way suits them.**

Actions	Measures
Review induction process, welcome letter and include site tour with map, history, OHS, and schedule of next 6 months of working bees.	Track members who signed up after the changes to see who renews. Induction review embedded in our annual planning cycle.
Schedule inductions in groups on a working bee or market day.	Inductions are mainly being held on working bee days.

**1.2 Help prospective and new members understand what the garden offers and support them to increase member involvement, build pride and strengthen the sense of community.**

Actions	Measures
Refresh visual identity and website layout.	Ask on induction how people heard about the garden to identify the most effective channels.
Attend Warrnambool Show and Volunteer Expo.	Measure the number of enquiries from outreach events.
Complete an audit of communications.	Seek informal feedback on our community presence.

**2. We will respect and nurture our members**

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**2.1 Embed a culture supporting members to choose the ways and extent they contribute.**

Actions	Measures
Complete an audit of jobs required to keep us running sustainably.	Number of people taking on management and administrative activities Count of all members who have contributed when renewing memberships.
Trial micro-volunteering opportunities.	Count micro-volunteering opportunities taken up.

## 2.2 Support those who take on leadership roles and critical responsibilities for income generation to ensure we remain sustainable.

Actions	Measures
Set up quarterly check-ins with area leaders and groups to see what support they need.	At least two reports (quarterly) to the committee.
Create a wishlist for each group and allocate this against the budget.	Record two potential 2IC for each working group.

## 3. We will be clear about the opportunities and benefits of membership, and work with members to meet their expectations

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### 3.1 Review membership types, incentives, benefits and prices

Actions	Measures
Move membership renewal date to end of financial year	Move the membership renewal date and communicate this to all members.
Finalise ability to apply, pay and renew online.	More than half of memberships are paid online.
Expand membership benefits listing to include the community aspect of the garden.	Members who aren't into gardening are joining as written on their membership form.

### 3.2 Promote membership to maximise the number of people making a direct financial contribution.

Actions	Measures
Develop and deploy promotional plan linking with other groups.	Compare enquiries/engagement post 6-month promotion plan.

### 3.3 Clearly communicate the range of membership options to address the perception that you need to have an individual plot to be a member.

Actions	Measures
List the working bee dates with renewal and sign-up information.	Count members attending working bees and activities.
Promote working groups and their activities through social media.	Measure engagement on posts featuring members.

### 3.4 Publish information including FAQs about membership and supporting the garden.

Actions	Measures
Add FAQ to website.	Measure hits on the FAQ page. Number of submissions to the question box on website.
Update policies and guidelines to reflect changes in garden.	Documents are easily available and downloads have increased.

## 4. We will foster the next generation of leaders and support new members

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### 4.1 Talk openly about what it takes to keep us sustainable and the importance of growing new leaders.

Actions	Measures
Consolidate file storage to improve and streamline record keeping so it's easy to use.	Files are in one location and there is clarity on who is accessing what.
Implement ideas box to seek suggestions from members, how they will be assessed and be supported step up to implement their idea.	The ideas box has submissions from members to increase member participation

### 4.2 Commit to succession planning and invest in building the capacity and knowledge of emerging leaders.

Actions	Measures
Leadership role audit to determine who is responsible for what.	Succession plan discussions have started.
Develop position descriptions for each leadership role.	Position descriptions endorsed by committee.

## 5. We will strengthen relationships with our partners

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### 5.1 Nurture strategic partnerships that provide the resources, skills and capacity to ensure we can continue to grow our impact.

Actions	Measures
Keep a list of tours/activities we run and ask for feedback to improve this.	Create database of all the people who have visited the garden in the last few years.
Complete stakeholder mapping and analysis, develop procedure on tracking this.	Key stakeholders identified and a way to track interactions with them.

Establish an events group to advise and coordinate use of site, host a trial event in the quarry and develop process and guidelines for event hire	Hosted an event in the quarry to see how it functions and progress planning for it's future use.
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**5.2 Ensure we have strong, healthy relationships with partner agencies and organisations to add value to what we are able to achieve.**

Actions	Measures
Collate history and develop partner database	All key stakeholders are thanked on social media, and newsletter and sent an annual report.
Invite stakeholders to key events, note them in annual reports and send them a copy, highlight relationships on social media	

**6. We will seek growth and improvements**

**6.1 Maintain an ongoing site manager role.**

Actions	Measures
Complete financial audit and develop annual budget.	Budget regularly reviewed and finance committee supporting treasurer.
Determine what is critical for this role, and what can be delegated.	Determine what is critical to this role and update position description.
Review what is taking up a month of hours to look for efficiencies.	Progress planning and review to identify how we can better support this role.

**6.2 Assess decisions to increase activities or implement new initiatives on their cost of delivery and the human resources required to sustain them.**

Actions	Measures
Support the Fruit Rescue project in collaboration with Permaculture Southwest Victoria.	Fruit Rescue supported and project implemented.
Investigate processor for olives for community picking in 2024.	Trial of olive pressing complete and reviewed.
Remaining actions allocated to a year of the strategic plan.	



## 7. We will prioritise site improvements which contribute to our sustainability, increase member and visitor satisfaction and improve the garden experience

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### 7.1 Implement the masterplan, prioritising key projects based on the extent to which they contribute to the garden's vision, mission and goals of this plan.

Actions	Measures
Finalise: <ul style="list-style-type: none"> <li>- site signage to make site easy to navigate</li> <li>- west boundary plantings</li> <li>- outline and costings for the remaining stages of the quarry</li> <li>- labels for all of the fruit trees</li> <li>- plan for the additional toilet facilities with funding outlines</li> <li>- plan for the all-abilities access to the quarry with funding outlines.</li> </ul>	Completed site signage and wayfinding project.
Investigate costing for <ul style="list-style-type: none"> <li>- the tractor and shed</li> <li>- all-abilities area corral area</li> <li>- car park area in conjunction with council.</li> </ul>	Progress the remaining actions and allocate a year for completion over the strategic plan period.
Create a list of site projects ready for grant funding when there is the opportunity.	Start project plan for each area, check ins and better budget oversight with monthly reporting structure to committee.

### 7.2 Undertake a basic feasibility assessment of proposed projects to fully understand the initial and ongoing costs required to deliver and maintain them.

Actions	Measures
Develop the assessment document from the strategic planning process, promote this to members.	All existing projects have assessments reviewed by the committee.
Assessments reviewed by committee and members are supported to propose new projects.	At least one new project has been proposed by someone not on the committee.

## 8. We will prioritise financial sustainability

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### 8.1 Review our financial sustainability plan.

Actions	Measures
Update our financial sustainability plan and determine what is required to support ongoing site manager.	Updated financial sustainability plan circulated to all members.



Outline a one-page action plan for achieving tax deductibility and investigate using My cause – donation portal.	Start actions towards achieving tax deductibility.
Develop a list of grants and donors.	List up to date and list of potential projects started.

## 8.2 Focus on consolidating the role of the market as the major generator of income, visitors and new members.

Actions	Measures
Complete market review in time for spring season.	Market review tabled to committee and key actions determined for financial and volunteer sustainability.
Expand the number of stall holders, rotating stall holders to keep it fresh with activities and workshops running in conjunction with market times.	New people are coming through regularly, measured by quarterly survey.

## 8.3 Create a business plan for the market for the next 3-5 years.

Actions	Measures
Determine who is leading this, timeline for plan, ensure it's measurable.	Market business plan is finalised, in place with an annual review.

### Priorities that are funded

- Stage two of the quarry
- Wayfinding project including entrance signage
- Toilets for the quarry
- All abilities access to the quarry is partly funded, but it still requires a budget and costings plan

### Priorities that are not funded

- Tractor and shed to assist in on-going maintenance
- Sheoak forest & vehicle access for maintenance

### Other activities and projects that are not funded and have no priority identified

Headings on the map described as the "Masterplan"

- Hub extension & office
- Future hot house
- Enclosing of HUB verandah
- Future power to the shelter
- West boundary plantings
- New childrens' garden hub, BBQ and playspace
- Renovation of all-abilities corral area