

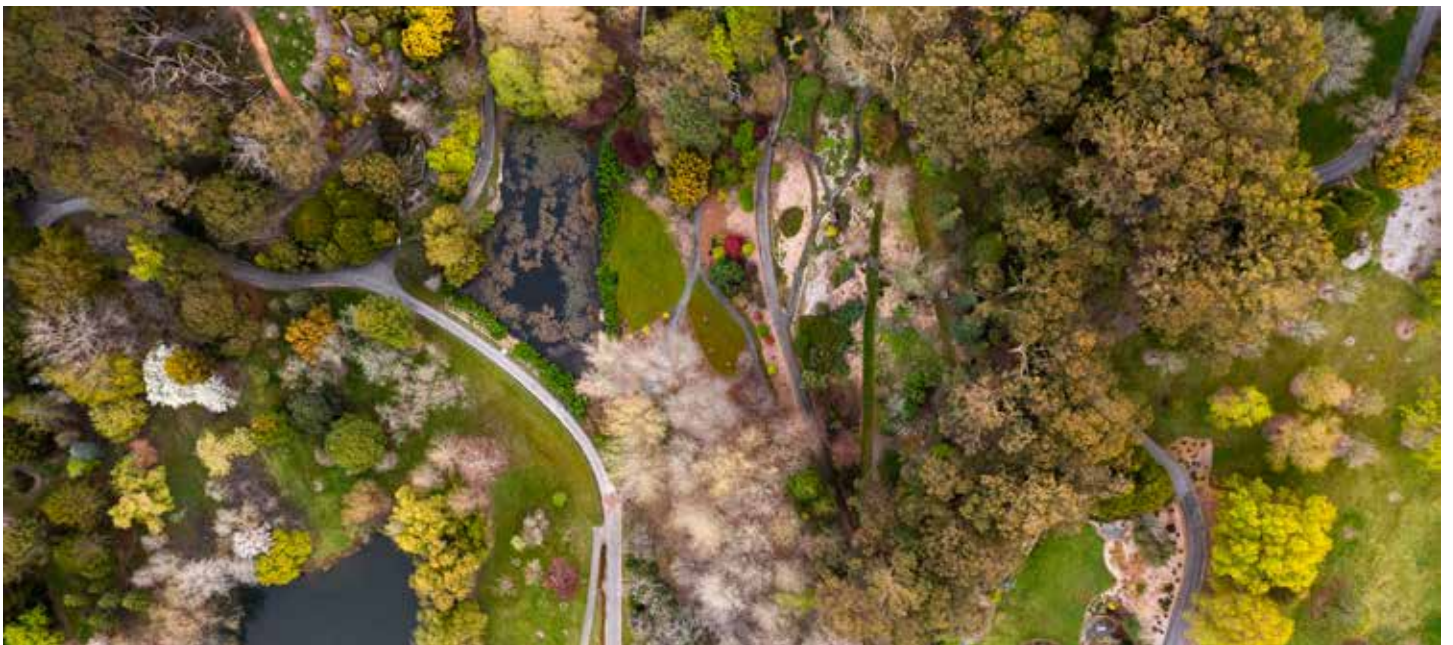


Board of the  
Botanic Gardens and  
State Herbarium



# Annual Plan

## 2022-23







The Botanic Gardens and State Herbarium acknowledges Aboriginal people as the First Peoples and Nations of the lands and waters we live and work upon. We acknowledge and respect the deep spiritual connection and relationship that Aboriginal and Torres Strait Islander people have to their Country.

## Foreword

This plan, adopted by the Board of the Botanic Gardens and State Herbarium (the Board) at its 24 June 2022 meeting, defines six key priority areas for the 2022-23 financial year. These priorities build on last year's achievements, where public visitation to the BGS Herbarium grew substantially, our governance arrangements were updated, and major capital projects were delivered or put in train.

We acknowledge a continued need to focus on increasing visitation and activation of our estates, while also finalising the delivery of our substantial capital upgrade program. The plan seeks to enhance the overall visitor experience, while also emphasising the necessity to work with others to achieve outcomes in research and creative partnerships, and to continue to seek opportunities to augment our State Government funding through commercial and philanthropic activities.

This year, we will also prioritise our critical work in supporting biodiversity conservation through our research and collections, and sharing knowledge through our community education and engagement programs. Staying relevant and front of mind will be instrumental in our ability to deliver on our priorities. To address this, we will develop and start rolling out an Interpretation Plan - a framework which will enable us to better communicate with our visitors about the natural world and the vital role played by plants in supporting both natural ecosystems and human wellbeing.

Reconciliation will also be at the forefront of our efforts. The Board has adopted the intent of the Department for Environment and Water's Stretch Reconciliation Action Plan and identified actions we can take that will contribute to a meaningful Reconciliation journey. We will engage with First Nations peoples in delivering on relevant areas of this plan.

The Board remains committed to working with the team leading the Lot Fourteen development to ensure that the very exciting work going on at that site is effectively integrated with our own plans at the Adelaide Botanic Garden to the benefit of both iconic attractions. We will also ensure that visitor activities and our increase in site activation is also underpinned by both our world-class scientific expertise and herbarium and seed bank collections and by the horticultural work in managing the living collections that are at the heart of all public programs.

Our plan for the coming year is aspirational – with not all targets being funded. We acknowledge this, and will address this by seeking other potential funding opportunities in an effort to still deliver on our priorities.

The Board is supported by a highly capable team of staff that are vital to underpinning the delivery of these priorities. Staff will be accountable to the Board and will report on these priorities quarterly.

**Judy Potter**  
Presiding Member

**Michael Harvey**  
Director

June 2022

## 2022-23 priorities

Over the next year, the Botanic Gardens and State Herbarium will focus its efforts on six priority themes:

1. Increasing visitation - through the evolution of our destination gardens
2. Activation - through creative partnerships
3. Research and collections - supporting biodiversity conservation
4. Sharing knowledge - through education and community engagement
5. Capital works and asset management
6. Increasing financial sustainability - through partnerships, fundraising and revenue growth

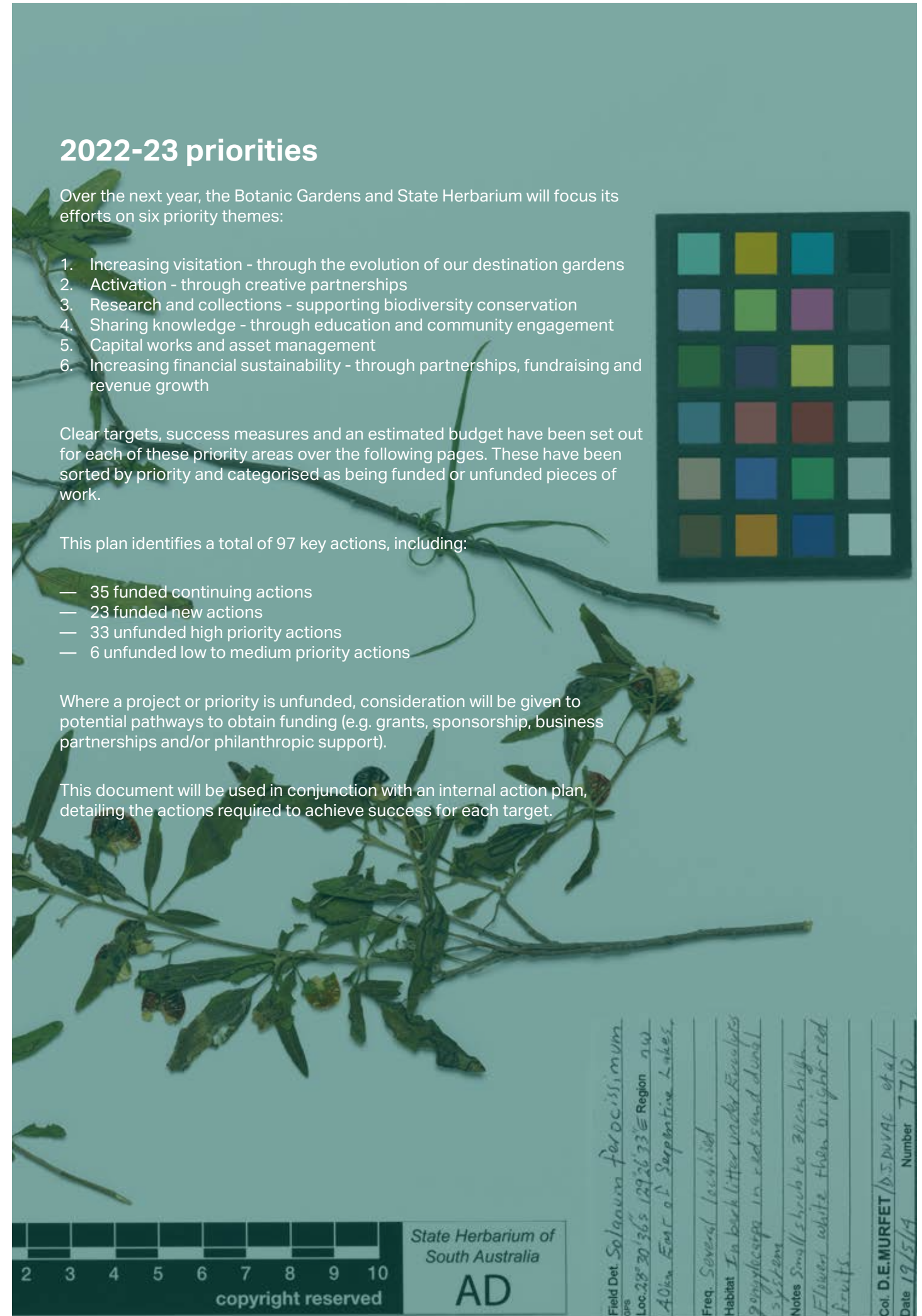
Clear targets, success measures and an estimated budget have been set out for each of these priority areas over the following pages. These have been sorted by priority and categorised as being funded or unfunded pieces of work.

This plan identifies a total of 97 key actions, including:

- 35 funded continuing actions
- 23 funded new actions
- 33 unfunded high priority actions
- 6 unfunded low to medium priority actions

Where a project or priority is unfunded, consideration will be given to potential pathways to obtain funding (e.g. grants, sponsorship, business partnerships and/or philanthropic support).

This document will be used in conjunction with an internal action plan, detailing the actions required to achieve success for each target.



# 1. Increasing visitation

through the evolution of our destination gardens

BGSH will seek to increase visitation to all estates by diversifying its public programs to re-engage with the community, while also attracting new visitors. A revitalised horticultural program of seasonal botanical displays, and an annual landscape and collection maintenance program will ensure the botanic gardens estates are destinations for local, national and international visitors.

Funded - continuing    Funded - new    Unfunded - high priority    Unfunded - medium priority

<p>1. Increase overall visitation to Adelaide Botanic Garden by 10% each year (from 815k average)</p> <p><b>Success measure:</b> Visitation increased to 895k in 2022-23, with the aim of achieving one million visits in 2025-26.</p> <p><b>Timeframe:</b> June 2023</p>	<p>2. Increase overall visitation to Mount Lofty Botanic Garden by 5% each year (from 265k average)</p> <p><b>Success measure:</b> Increase in visitation achieved to 278.5k in 2022-23.</p> <p><b>Timeframe:</b> June 2023</p>	<p>3. Increase overall visitation to Wittunga Botanic Garden by 5% each year (from 251k)</p> <p><b>Success measure:</b> Increase in visitation achieved to 263k in 2022-23</p> <p><b>Timeframe:</b> June 2023</p>	<p>10. Upgrade landscapes surrounding the new amenity blocks and kiosk main lake surrounds</p> <p><b>Success measure:</b> Well-presented landscapes adjacent to new public amenities in ABG.</p> <p><b>Timeframe:</b> May 2023</p>	<p>11. Remediate Global Garden raised beds (Horticultural Therapy Garden in ABG)</p> <p><b>Success measure:</b> Improved growing conditions in the raised horticultural therapy garden beds.</p> <p>Plant longevity and diversity increased.</p> <p><b>Timeframe:</b> June 2023</p>	<p>12. Develop a new future-focused vision for the collection and public experience design in the Bicentennial Conservatory</p> <p><b>Success measure:</b> Completion of a concept plan, proposed collection and interpretation/experience plan to build on the engineering assessments already in hand and create a holistic fundraising bid to support the building's future.</p> <p><b>Timeframe:</b> Update in June 2023</p>
<p>4. Deliver horticultural program of seasonal botanical displays</p> <p><b>Success measure:</b> At least two annual colour displays planted per garden per year.</p> <p><b>Timeframe:</b> Seasonal</p>	<p>5. Deliver annual landscape and collection maintenance program</p> <p><b>Success measure:</b> Four estates presented to funded service level.</p> <p><b>Timeframe:</b> Ongoing</p>	<p>6. Complete annual Bushfire Management Plans for MLBG and WBG</p> <p><b>Success measure:</b> BGSH Bushfire Management Plans approved before fire season start (November).</p> <p><b>Timeframe:</b> October 2022</p>	<p>13. Prioritise Masterplan projects</p> <p><b>Success measure:</b> Prioritised projects identified for each garden, with design concept collateral and concept costing completed, to enable funding sourcing.</p> <p><b>Timeframe:</b> June 2023</p>	<p>14. Return to pre-COVID annual attendances in education program (22k)</p> <p><b>Success measure:</b> Attendances greater than 22k by June 2023.</p> <p><b>Timeframe:</b> Dependent on funding availability.</p>	<p>15. Upgrade gate counter system across three estates</p> <p><b>Success measure:</b> Higher quality and more timely analysis of visitor data.</p> <p><b>Timeframe:</b> 4 months from funding confirmation</p>
<p>7. Final implementation of Garden Ranger model</p> <p><b>Success measure:</b> Garden Rangers recruited and inducted, and estates are staffed and safe during regular opening hours.</p> <p><b>Timeframe:</b> Ongoing</p>	<p>8. Deliver BGSH component of the Parks and Garden Expo at the Convention Centre in October 2022</p> <p><b>Success measure:</b> Well-presented exhibition, featuring the work of the BGSH at the Parks and Garden Expo.</p> <p><b>Timeframe:</b> October 2022</p>	<p>9. Installation of the Queen Adelaide Bronze statue</p> <p><b>Success measure:</b> Successful unveiling of statue at the World Congress of Rose Societies</p> <p><b>Timeframe:</b> October 2022</p>	<p>16. Complete ABG Wayfinding project</p> <p><b>Success measure:</b> Modernised wayfinding signage updated installed across ABG.</p> <p><b>Timeframe:</b> Progressive roll out as funding is obtained</p>	<p>17. Rejuvenate the Friends' Gate entrance</p> <p><b>Success measure:</b> Welcoming entrance with improved landscape and plantings in the area, and new seating and entrance signage installed.</p> <p><b>Timeframe:</b> June 2023</p>	<p>18. Improve amenity and event usability of Plane Tree Lawn</p> <p><b>Success measure:</b> Well-presented lawn able to withstand greater event use.</p> <p><b>Timeframe:</b> 6 months from funding approval.</p>



## 2. Site activation

### through creative partnerships

BGSH estates are world-renowned, prolific visitor destinations. BGSH will seek to activate the Gardens and facilities for public enjoyment and benefit. Public and education programs will be expanded, event and exhibition opportunities will be canvassed and every opportunity to increase the use and relevance of the gardens will be explored.

Funded - continuing    Funded - new    Unfunded - high priority    Unfunded - medium priority

<p>19. Increase visitation and profile of Museum of Economic Botany</p> <p><b>Success measure:</b> 20% increase visitation on 2020-21 (baseline 30k). Revenue earned from ticket sales.</p> <p><b>Timeframe:</b> April 2023</p>	<p>20. Continue partner organisation horticultural maintenance support programs</p> <p><b>Success measure:</b> Ayers House grounds and Waymouth St indoor plants are maintained inline with MoAAs.</p> <p><b>Timeframe:</b> Ongoing</p>	<p>21. Deliver floral display for City of Adelaide Flower Day</p> <p><b>Success measure:</b> Abundant floral displays in ABG on Flower Day, supporting event program.</p> <p><b>Timeframe:</b> Ongoing</p>	<p>24. Propose and develop activation program in association with City of Adelaide to support city businesses</p> <p><b>Success measure:</b> Pilot programs, funded, developed and evaluated.</p> <p><b>Timeframe:</b> June 2023</p>	<p>25. Return to 7-day opening for Museum of Economic Botany</p> <p><b>Success measure:</b> Museum is open 7 days per week by the end of 2022-23.</p> <p><b>Timeframe:</b> December 2022</p>	<p>26. Develop business model for ongoing therapeutic horticulture program</p> <p><b>Success measure:</b> Program attracts at least 200 pax per annum on a cost recovery basis. Partnership/s to support access to program for low income/isolated group.</p> <p><b>Timeframe:</b> TBA</p>
<p>22. Complete BGSH Interpretation Plan – messaging framework and include diverse voices, including First Nations history and stories</p> <p><b>Success measure:</b> Agreed media and messaging informs any new interpretive signage and programming across 3 gardens sites.</p> <p>Communicate First Nations' history and stories through improved interpretation, social media, place naming on wayfinding signage, maps and feature signage as appropriate.</p> <p><b>Timeframe:</b> March 2023</p>	<p>23. Revitalise volunteer program and increase overall volunteer numbers to return to pre-COVID volunteer hours (~45k hours)</p> <p><b>Success measure:</b> Full time volunteer coordinator (AS04) recruited and commenced (August 2022). Volunteer strategy/framework developed (August 2022). 2 x Corporates engaged in volunteering (December 2022).</p> <p><b>Timeframe:</b> December 2022</p>	<p>27. Develop quality programs and experiences to attract diverse audiences</p> <p><b>Success measure:</b> New partnerships created and revised program achieves attendance of 10k target.</p> <p><b>Timeframe:</b> March 2023</p>	<p>28. Find new lessees to take over food and beverage offerings at MLBG and WBG</p> <p><b>Success measure:</b> New lessees in place, delivering appropriate food and service offerings at MLBG and WBG.</p> <p><b>Timeframe:</b> August 2022</p>	<p>29. Develop a concept plan and costings for a new Children's/ Family Garden</p> <p><b>Success measure:</b> A costed proposal that effectively conveys the scope of the project and is fit for purpose for engaging Foundations and potential donors.</p> <p><b>Timeframe:</b> May 2023</p>	

### 3. Research and collections supporting biodiversity conservation

Diversifying and strengthening partnerships will enable BGSB to attract additional expertise and resources. This will extend the work and reach the institution towards becoming a global destination for science, horticulture, research and public programs. Expanding research and education will rely on partnerships with universities and other scientific and cultural institutions. This will enable us to guide future decision-making and policy. Our collections will be maintained in the best possible way for the long-term, allowing future generations to make the most of them.

Funded - continuing	Funded - new	Unfunded - high priority	Unfunded - medium priority		
<p>30. Deliver the BGSB Science Plan actions – Conserving our flora</p> <p><b>Success measure:</b> On ground actions with community partners nursery development and planting species.</p> <p><b>Timeframe:</b> September 2022</p>	<p>31. Deliver the BGSB Science Plan actions – Biodiversity research</p> <p><b>Success measure:</b> Publications, scientific and general, on the existing biodiversity of our flora including plants, fungi and bryophytes.</p> <p><b>Timeframe:</b> June 2023</p>	<p>32. Deliver the BGSB Science Plan actions – Indigenous flora</p> <p><b>Success measure:</b> Completed program of weeds surveillance in collaboration with PIRSA and Landscape Boards in 2022/23.</p> <p><b>Est. budget:</b> Salary costs and external research grants.</p> <p><b>Timeframe:</b> June 2023</p>	<p>42. Implement new technology to improve horticultural operations efficiency and collection compliance</p> <p><b>Success measure:</b> Improved lawn and collections maintenance. New software selected and purchased, and business case / funding bid developed. I pads set up, staff trained and using in the field.</p> <p><b>Timeframe:</b> December 2022</p>	<p>43. Determine BG-Base replacement for living collections database</p> <p><b>Success measure:</b> New software trialled and business case / funding bid developed.</p> <p><b>Timeframe:</b> March 2023</p>	<p>44. Deliver research externally funding projects.</p> <p><b>Success measure:</b> Projects are delivered according to funded agreements and on time.</p> <p><b>Timeframe:</b> June 2023</p>
<p>33. Deliver the BGSB Science Plan actions – Science activation</p> <p><b>Success measure:</b> An increase in the number of tours, workshops and presentations.</p> <p><b>Timeframe:</b> June 2023</p>	<p>34. Deliver the BGSB Science Plan actions – Science Core Activities</p> <p><b>Success measure:</b> Annual fungi poisonings advice service delivered to SA Health.</p> <p><b>Timeframe:</b> June 2023</p>	<p>35. Complete International Rose Garden revitalisation</p> <p><b>Success measure:</b> Delivery of agreed revitalisation components of the IRG. Ready site for the World Federation of Rose Societies Congress visit and accreditation awarded.</p> <p><b>Timeframe:</b> October 2022</p>	<p>45. Develop a business case for a joint appointment – Threatened species and conservation, with DEW Threatened Species Unit</p> <p><b>Success measure:</b> Business case completed and pathways for recruitment of joint appointment mapped out.</p> <p><b>Timeframe:</b> TBD</p>	<p>46. Establish BGSB as a leading institution in supporting South Australia's plant conservation and climate adaptation initiatives–Climate Futures Initiative</p> <p><b>Success measure:</b> Position description created and business proposition developed (business case by June next year with potential funding streams identified).</p> <p><b>Timeframe:</b> TBD</p>	<p>47. Replace BG-Base for living collections database</p> <p><b>Success measure:</b> New database selected, dependent on supplier timeframes for supply and time for data transfer.</p> <p><b>Timeframe:</b> 6 months from receipt of funding</p>
<p>36. Deliver Mediterranean Garden revitalisation</p> <p><b>Success measure:</b> Delivery of funded revitalisation components of the Mediterranean Garden and launch.</p> <p><b>Timeframe:</b> June 2023</p>	<p>37. Deliver upgraded Rhododendron Gully living collection</p> <p><b>Success measure:</b> Increased diversity in collection and increased public amenity.</p> <p><b>Timeframe:</b> December 2022</p>	<p>38. Improve plant label making processes</p> <p><b>Success measure:</b> Ability to make 60 plant labels a week. Volunteers assisting with label making.</p> <p><b>Timeframe:</b> December 2022</p>	<p>48. Complete Tree Risk Assessments at MLBG</p> <p><b>Success measure:</b> Approved and resourced plan implemented (tranche 2, after completion of works in 2021/22). Board support for this work will be sought.</p> <p><b>Timeframe:</b> June 2023</p>	<p>49. Complete Tree Risk Assessments at ABG</p> <p><b>Success measure:</b> Approved and resourced plan implemented. Board support for this work will be sought.</p> <p><b>Timeframe:</b> June 2023</p>	<p>50. Undertake activities to build new pathways for knowledge sharing and engagement with Traditional Owners</p> <p><b>Success measure:</b> Establish working groups to build priority shared actions. Initiation of knowledge sharing pathways following working group pathways.</p> <p><b>Timeframe:</b> June 2023</p>
<p>39. Prioritise Living Collection Development, in conjunction with Masterplan priorities</p> <p><b>Success measure:</b> Prioritised living collection and landscape projects identified for each garden, with design concept collateral and concept costing completed, to enable funding sourcing.</p> <p><b>Timeframe:</b> April 2023</p>	<p>40. Revitalise specialised living collections in accordance with grant requirements: Orchid and Bromeliads</p> <p><b>Success measure:</b> Increased diversity in collection and increased public amenity.</p> <p><b>Timeframe:</b> April 2023</p>	<p>41. Progress Data management reform for Science and Conservation priority data sets</p> <p><b>Success measure:</b> Roadmap developed. Data delivery for ADHERB records to AVH utilised routinely. eFlora data sets are extracted from current (unsupported) system for delivery to potential (new) data delivery platform.</p> <p><b>Timeframe:</b> June 2023</p>	<p>51. Revitalise Plant Selector + website and resources</p> <p><b>Success measure:</b> Project funded through funding partners and initiated.</p> <p><b>Timeframe:</b> TBD</p>	<p>52. Undertake survey to understand new ways the community can use our science</p> <p><b>Success measure:</b> Survey results compiled to recommend priority actions.</p> <p><b>Timeframe:</b> March 2023</p>	

## 4. Share knowledge

### through education and community engagement

BGSH is committed to delivering lifelong learning and engagement opportunities for all ages. The institution will facilitate connections between people and the botanical and natural world. This plan seeks to expand public programs to communicate BGSH's work in horticulture, science and research.

Funded - continuing

Funded - new

Unfunded - high priority

Unfunded - medium priority

<p>53. Enhance Science and Conservation Education and Learning opportunities</p> <p><b>Success measure:</b> Minimum of 2 internships engaged with. Contribute to Botany and Plant ID undergraduate teaching through Uni of Adelaide. Support undergraduate research and higher degree students and postdocs.</p> <p><b>Timeframe:</b> Ongoing</p>	<p>54. Implement new digital school education resources</p> <p><b>Success measure:</b> New digital schools' resources ready for developed and uploaded, by June 2023.</p> <p><b>Timeframe:</b> June 2023</p>	<p>55. Implement new adult education workshop program</p> <p><b>Success measure:</b> New masterclass model in market and effectively promoted.</p> <p><b>Timeframe:</b> June 2023</p>	<p>62. Enact BGSH Reconciliation Actions supporting the DEW Reconciliation Action Plan</p> <p><b>Success measure:</b> First Nations engagement plan created in consultation with Kurna and Peramangk representatives. Appropriate First Nations history and cultural awareness training delivered to BGSH staff and volunteers. Appropriate First Nations programs and storytelling presented for public audiences .</p> <p><b>Timeframe:</b> June 2023</p>	<p>63. Complete new Aboriginal Program in collaboration with SA Museum</p> <p><b>Success measure:</b> Joint program delivered.</p> <p><b>Timeframe:</b> Agreement in place in July 2022</p>	<p>64. Enable BGSH representation at International Botanic Gardens Congress</p> <p><b>Success measure:</b> BGSH staff in attendance. Presentation of learnings and experiences at staff forums upon return. Note: horticulture staff supported by Bursary.</p> <p><b>Timeframe:</b> October 2022</p>
<p>56. Launch Space Botany education program</p> <p><b>Success measure:</b> Completed design and development of new program, launched for Term 3, 2022.</p> <p><b>Timeframe:</b> September 2022</p>	<p>57. Deliver Science and Conservation publications, maintaining an international profile</p> <p><b>Success measure:</b> Publish the updated Outback Flora of SA book (Sept 2022). Produce Annual issue/s of Swainsona Journal and share with global partners (June 2022). Publish the Fungi of KI book (Dec 2022).</p> <p><b>Timeframe:</b> June 2023</p>	<p>58. Deliver BGSH staff and content focussed activities available to the community</p> <p><b>Success measure:</b> Major festivals and science/environment focussed programs have BGSH staff delivering content in activities.</p> <p><b>Timeframe:</b> Ongoing</p>	<p>65. Complete interpretation of Rhododendron Collection at MLBG</p> <p><b>Success measure:</b> Signage and other interpretive devices accessible by the public.</p> <p><b>Timeframe:</b> June 2023</p>	<p>66. Commence First Nations dual naming of BGSH estates</p> <p><b>Success measure:</b> Consultation, in support of naming process for BGSH estates commences.</p> <p><b>Timeframe:</b> June 2023</p>	<p>67. Develop and implement a BGSH Science communications strategy</p> <p><b>Success measure:</b> Science communicator appointed to minimum role.</p> <p><b>Timeframe:</b> TBD</p>
<p>59. Support Certificate III Horticultural Trainee program</p> <p><b>Success measure:</b> 10 trainees/staff placed at BGSH estates.</p> <p><b>Timeframe:</b> Ongoing</p>	<p>60. Represent BGSH at community events and festivals</p> <p><b>Success measure:</b> BGSH well represented in appropriate community festivals with appropriate activities marketed to target audiences.</p> <p><b>Timeframe:</b> Ongoing</p>	<p>61. Support Friends Garden Guides Garden Tours to enable increased attendance</p> <p><b>Success measure:</b> Regular well attended tours of the four estates by well-educated Garden Guides.</p> <p><b>Timeframe:</b> Ongoing</p>	<p>68. Identify alternative Master Plan project that delivers on intentions of 'Teaching Glasshouse' function.</p> <p><b>Success measure:</b> Revised build plans to meet needs of agreed public programs. Foundation and donors support revised project. New targets identified and new campaign launched.</p> <p><b>Timeframe:</b> December 2022</p>		

## 5. Capital works and asset management

This is the year BGSB will finalise the delivery of the \$12.2m capital investment program in Adelaide and Mount Lofty Botanic Gardens. BGSB will also continue its improvement of Asset data capture systems, and further the development of an Asset Management Plans across the botanic gardens estates (noting this will require investment over the next few financial years).

Funded - continuing

Funded - new

Unfunded - high priority

Unfunded - medium priority

69. Successful delivery of the \$12.2M capital works projects on time and to budget

**Success measure:** Completion of ABG amenities, Tram Barn and Goodman Building works, and Botanic Park Irrigation works. Completion of MLBG lower amenities block and MLBG wayfinding project. Completion of ABG lighting project (dependent on ABG amenities meeting budget).

**Timeframe:** June 2023

70. Deliver annual asset repair and replacement program

**Success measure:** Ongoing maintenance of assets (BiCon) and all other regular maintenance.

**Timeframe:** June 2023

71. Continue ABG irrigation trial using water from the First Creek Wetland Aquifer Recovery and Storage System

**Success measure:** Reduction in annual potable water bill for ABG.

**Timeframe:** April 2023

73. Engage consultant to audit BGSB capital assets and update data in ARAMIS

**Success measure:** ARAMIS data updated and current.

**Timeframe:** Staged delivery upon funding approval

74. Remediate Duck Pond at MLBG

**Success measure:** Clean and functioning water body.

**Timeframe:** TBD - Funding dependent

75. Restore boundary fencing at MLBG

**Success measure:** Continuous fencing preventing the entry of people and feral pests.

**Timeframe:** TBD - Funding dependent

72. Deliver minor capital works program

**Success measure:** Deliver MLBG Irrigation tank replacement.

**Timeframe:** June 2023

76. Create Public Art plan for BGSB sites

**Success measure:** Public Art plan created. Existing damaged public art conserved or removed.

**Timeframe:** Plan developed by March 2023. Conservation works ongoing

77. Develop full Science and Conservation minor and major assets list

**Success measure:** Assets currently not registered and managed are identified and a plan for their maintenance developed.

**Timeframe:** TBD - Funding dependent

78. Seek resources for minor capital works

**Success measure:** Seek funding to deliver Nth Lodge renovations, P&E replacement program, Nelumbo Pond repairs and MLBG Potable water extension.

**Timeframe:** TBD - Funding dependent

79. Engage consultant to prepare BGSB Strategic Asset Management Plans

**Success measure:** Contractor engaged to develop Asset Management Plans for each of the asset classes.

**Timeframe:** June 2023



## 6. Increasing financial sustainability

through partnerships, fundraising and revenue growth

BGSH will continue evolving its business model to enable greater security in the longer term. New revenue streams will be explored and sought by developing effective commercial activities related to the BGSH core focus of botany, ecology, and the public use of and access to BGSH parks, gardens, buildings and collections.

Funded - continuing    Funded - new    Unfunded - high priority    Unfunded - medium priority

<p>80. Develop and implement a BGSH marketing and communications strategy</p> <p><b>Success measure:</b> Marketing and communications strategy completed.</p> <p><b>Timeframe:</b> April 2023</p>	<p>81. Deliver a BGSH costing model</p> <p><b>Success measure:</b> Costing model applied to new grants. Scope broader costing model, institution-wide.</p> <p><b>Timeframe:</b> December 2022</p>	<p>82. Develop new models of deliver for school holiday program</p> <p><b>Success measure:</b> School holiday program profit increased by 10% by June 2023.</p> <p><b>Timeframe:</b> June 2023</p>	<p>89. Develop and implement a sustainable commercial strategy for school programs</p> <p><b>Success measure:</b> Schools program operating on an effective fee for service model.</p> <p><b>Timeframe:</b> January 2023</p>	<p>90. Facilitate Aboriginal culture tours</p> <p><b>Success measure:</b> Aboriginal culture tours underway and revenue generated.</p> <p><b>Timeframe:</b> June 2023</p>	<p>91. Develop and advocate for effective connection between Lot Fourteen and ABG</p> <p><b>Success measure:</b> Funding secured for Francis Arbour redevelopment. Boundary and North Tce entrance issues resolved. Landscape and collections plan approved and resourced.</p> <p><b>Timeframe:</b> TBD - funding dependent</p>
<p>83. Implement entertainment industry benchmark booking procedures for commercial bookings</p> <p><b>Success measure:</b> Update event booking procedures and contracts by end 2022-23.</p> <p>Botanic Park promoted as a venue for appropriate community events and concerts and used regularly for appropriate events. .</p> <p><b>Timeframe:</b> June 2023</p>	<p>84. Develop Strategic Plan 2023-27</p> <p><b>Success measure:</b> Endorsed Strategic Plan finalised and enacted by Board and staff.</p> <p><b>Timeframe:</b> December 2022</p>	<p>85. Develop and implement a BGSH Corporate Partnerships Strategy</p> <p><b>Success measures:</b> Aligned to Strategic Plan 2023-27 Partnership Strategy completed and implemented.</p> <p><b>Timeframe:</b> December 2022</p>	<p>92. Implement integrated, single source of truth (SSOT) enterprise-wide solution for stakeholder engagement and associated data management</p> <p><b>Success measure:</b> Co-funding arrangement with Foundation established. CRM procured and implemented. Organisation-wide staff training undertaken.</p> <p><b>Timeframe:</b> TBD - funding dependent</p>	<p>93. Remove barriers to giving by improving the online donor/ sponsor experience and giving facility</p> <p><b>Success measure:</b> New Giving microsite developed and deployed. New online giving facility implemented.</p> <p><b>Timeframe:</b> May 2023</p>	<p>94. Conservation and biodiversity funding to secure sub-team leader established</p> <p><b>Success measure:</b> Appointee (PO3 Manager Scientific Coordinator/ ASO6) able to be awarded a 3-5 year contract.</p> <p><b>Timeframe:</b> TBD - funding dependent</p>
<p>86. Renew philanthropic gift management enterprise-wide</p> <p><b>Success measure:</b> Philanthropy (Foundation + BGSH) 5-year business plan developed – aligned to the Strategic Plan 23-27 - Recommendation for Endowed Fund strategy delivered.</p> <p><b>Timeframe:</b> December 2022</p>	<p>87. Complete market revaluations of existing commercial leases</p> <p><b>Success measure:</b> Revaluations completed and new rates implemented with lessees.</p> <p><b>Timeframe:</b> May 2023</p>	<p>88. Licencing of water for Mount Lofty Spring Water</p> <p><b>Success measure:</b> Sale of excess spring water at market rates.</p> <p><b>Timeframe:</b> December 2022</p>	<p>95. Develop and implement a sustainable commercial strategy</p> <p><b>Success measure:</b> Revenue earned from the sale of BGSH books and merchandise, without the current loss of 40% wholesale discount. On line shopping available and new lines of merchandise available, for BGSH all areas.</p> <p><b>Timeframe:</b> Aug 2022</p>	<p>96. Upgrade Wittunga Botanic Garden for increased activation (e.g. café or gallery at Wittunga House)</p> <p><b>Success measure:</b> Wittunga House refurbished and fit for leasing. Car park refurbished.</p> <p><b>Timeframe:</b> TBD - funding dependent</p>	<p>97. Develop and implement a sustainable commercial strategy for events</p> <p><b>Success measure:</b> Event frameworks developed and implemented by end 2022-23.</p> <p><b>Timeframe:</b> TBD - funding dependent</p>





Board of the  
Botanic Gardens and  
State Herbarium



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The Botanic Gardens and State Herbarium is dedicated to building an understanding and appreciation of the botanical world. It relies on support for its horticulture, science, conservation and education programmes. Please help us with our work today, and in the future. The Board has deductible gift recipient status (items 1 & 4), and our work is also supported by fundraising efforts of The Trustee for Adelaide Botanic Gardens Foundation Fund, which has deductible gift recipient status (item 2).