



## **BUSINESS PLAN**

**2019-2021**

# **GARDEN ORGANIC - BUSINESS PLAN – 2019-2021**

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## **VISION**

*Our Vision is of a healthy and sustainable world that has embraced organic growing*

## **MISSION**

*Our Mission is to promote and advance the use of organic growing with its benefits for plants, people and communities*

## **PURPOSE**

*Our Purpose is to get more people growing organically*

## **STRATEGIC AIMS**

The Board of Trustees considered and agreed the strategic aims for the charity over a 5 year period from 2019 – 2023 at their meeting in May 2018. These were:

1. We will extend access to organic horticultural knowledge and best practice to the maximum number of people across the whole of the UK.
2. We will protect and share heritage plant genetic resources and promote improved biodiversity through organic practice.
3. We will promote and support research in organic growing.
4. We will be a recognised leader in developing policy for organic growing in the UK.
5. We will manage the charity as efficiently and effectively as possible.

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**a. WE WILL EXTEND ACCESS TO ORGANIC HORTICULTURAL KNOWLEDGE AND BEST PRACTICE TO THE MAXIMUM NUMBER OF PEOPLE ACROSS THE WHOLE OF THE UK.**

*By 2023, there will be Garden Organic networks of local organic groups, organic demonstration gardens, education and training events, projects and programmes, and Ambassadors/Trustees throughout the UK.*

## **Regional Structure**

- Develop 2 regional hubs by 2021
- As part of the regional agenda, create a network of partner/recommended demonstration gardens showing organic practice open to the public with a minimum of 4 gardens by the end of 2021
- Build and actively manage an organic demonstration/training garden at GO head office to showcase the Principles of Organic Gardening (POGs), which is open to the public, members and course attendees
- Maintain and build relationships with existing local groups and support sustainable development to ensure continued regional/local support for organic growing
- Empower regional and local support for relevant events and activities in support of core charitable aims across each of the defined regions and trial in 2021

## **Organic Advice, Training and guidance**

- Implement an effective online communications plan to engage with the general public across all regions.
- Continue to develop and successfully deliver a suite of 5 organic training courses across 6 locations by 2021
- Deliver organic knowledge/training to 1000 beneficiaries through programmes and projects across the UK each year within multiple settings – from 2020
- Refine and execute the process to regularly review organic information to ensure we continue to provide current advice and information in all relevant formats.
- Develop 3 innovative projects and programmes within a variety of settings that provide organic gardening information, guidance, advice and training by 2021

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## **b. WE WILL PROTECT AND SHARE HERITAGE PLANT GENETIC RESOURCES AND PROMOTE IMPROVED BIODIVERSITY THROUGH ORGANIC PRACTICE.**

*By 2023, Garden Organic will be part of a UK-wide network working together to support and promote plant gene biodiversity, with a particular emphasis on organic heritage and heirloom seed/plant provision*

- Review, refine and execute the process of continuing assessment of varieties supported by the Heritage Seed Library (HSL) to ensure those varieties most at risk are preserved
- Develop a model for showcasing local HSL varieties from the regions and pilot the model in one UK region by end of 2021
- Manage plan for delivery of required seed quantities to POGs standards, using a combination of direct growing, contract growing and seed guardians
- Achieve a growth in HSL memberships from 2018 base to 6,500 current memberships by 2021, in line with seed stock and fulfilment abilities.
- Maintain strong collaborative relationship with other genetic resource organisations in order to maintain up to date information and knowledge.
- Review existing facilities and resources within HSL to ensure that they meet long term demand for seed production, storage and distribution of the collection
- Action all the findings of the HSL review by 2021
- Integrate HSL into all of the organisational operational activities

## **c. WE WILL PROMOTE AND SUPPORT RESEARCH IN ORGANIC GROWING.**

*By 2023, Garden Organic will have improved understanding of organic practice, by continuing to develop and deliver members' experiments; actively promoting citizen science around organic growing issues; using demonstration gardens to expand and update organic growing knowledge; and disseminating best organic growing practice through training modules, multiple communication channels and project/programme activity.*

- Develop and manage innovative members' experiments each year to build and test new and existing relevant and appropriate knowledge, with a 5% growth in active participants by 2021

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- Improve the communication of results of members experiments and the implications, where appropriate, in The Organic Way, website and social/traditional media to a wider audience
- Identify potential sources of funding and collaborate on at least one example of independent organic research by 2021

### **d. WE WILL BE A RECOGNISED LEADER IN DEVELOPING POLICY FOR ORGANIC GROWING IN THE UK.**

*By 2023, Garden Organic will proactively contribute to policy specifically focused on non-commercial organic growing*

- Establish and maintain external relationships with experts and specialists
- Instigate an ongoing review of Garden Organic's Positions Statements relating to organic gardening and other related environmental policy areas
- Collaborate with other organisations to influence government policy as opportunities arise
- Engage our members and supporters where appropriate, to add their voice to our activities.
- Deliver campaigns either directly or in collaboration with other likeminded organisations as appropriate, engaging with members, supporters and the general public
- Engage with horticultural trade and consumer growing/gardening press to secure an average of one significant press release published per month.

### **e. WE WILL MANAGE THE CHARITY AS EFFICIENTLY AND EFFECTIVELY AS POSSIBLE.**

*Garden Organic will continue to be an exemplar of good practice in all areas including finances, governance, employment, volunteer management and customer/member service, fulfilling all statutory and legal requirements*

- Review and refine fundraising strategies for both restricted and unrestricted funding across all charitable and trading activities
- Manage an engaged and increasing membership base to act as advocates and supporters of organic growing

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- Manage annual budgets to a break-even position by the end of 2021
- Continue to develop and seek to improve management and development of good practice for employees and volunteers
- Benchmark employee salaries internally and externally at least once in the three years
- Manage disposal of Ryton Organic Gardens Site to ensure the best long-term outcome for the charity
- Update and maintain suite of GO internal policies and procedures to meet all relevant legal, financial and regulatory frameworks, following agreed timelines for ongoing review
- Complete thorough review of data handling practices and ensure best practice procedures established continue to be followed.
- Complete thorough review of Safeguarding policy and procedures by end of 2019
- Review and consider updating Memorandum and Articles
- Review and, where necessary, improve Governance practices throughout the organisation
- Undertake fundraising activities in accordance with the Fundraising Regulator code of practice