

APACE WA  
**STRATEGIC PLAN**  
2024-2030







# VISION

Greener Planet. Connected World.

# PURPOSE

To advance environmental sustainability and amplify social cohesion.

Apace WA is a community organisation focused on a greener planet and connected world.

Incorporated in 1985, we began as a small group of local residents and researchers concerned about local engagement, the environment, and appropriate technology. Four decades later, we have become a renowned and respected not-for-profit organisation. We are:

Specialised in native plant propagation & seed management of the Swan Coastal Plain and Darling Scarp.

- Delivering environmental services to accelerate revegetation, protect and restore biodiversity and preserve native plants.
- Strengthening advocacy and action for the protection of planet, plants and people.
- Generating environmental education and training programs and cultural exchange events.
- Providing workplace opportunities for people with differing backgrounds, life experiences or abilities so people feel connected, respected and valued.
- Promoting social cohesion as the collective bond and unity between individuals and communities to catalyse trust and a sense of belonging.
- Providing community gardening opportunities for local residents.

# OUR STRATEGIC APPROACHES

The 2024-2030 Strategic Plan positions a new approach for our organisation. It is exemplified by innovation, diversification, and growth. We will:

- Walk side-by-side with our Aboriginal friends and colleagues.
- Promote our history, knowledge, experience and facilities.
- Champion diversity and inclusion.
- Celebrate volunteerism.
- Maximise partnerships.
- Embrace innovation.
- Expand our scope and connections.
- Diversify income.
- Re-imagine our land use.
- Take a technological leap forward.
- Energise our identity and profile.
- Role model community inspiration.



# VALUES

## Care for Planet, Plants and People is our commitment.

We will act meaningfully on issues for a greener planet. We will safeguard the natural environments and biodiversity of flora. We commit to increasing the empowerment and capacity of Western Australians to be stewards of land and country. Central to this is the respectful acknowledgement of Aboriginal peoples as the Traditional Custodians of this land. We acknowledge their enduring connection to the lands, waterways and communities and pay our respects to Elders past, present and emerging. We will take guidance from Aboriginal people in our communities, respecting and learning from traditional knowledge and culture.

## Community is our foundation.

We celebrate and promote community because it creates a sense of belonging, shared identity and purpose. It catalyses social connection, trust in others and a sense of responsibility to sustaining our piece of the planet.

With unwavering commitment, we will respond to the discourse and concern about climate change and transform it into actionable and practical activities for our community. We will be inspirational in local innovations that contribute to broader, impactful change.

## Diversity and inclusion is celebrated.

We are passionate about diversity and inclusion. We understand diversity is what makes each of us unique, reflecting our backgrounds, personality, life experiences and beliefs. It illuminates how we value difference across ethnicity, gender, race, age, religion, neurodiversity, dis/ability or sexual orientation.<sup>1</sup> Our workplace approach respects an infinite range of individual unique characteristics and experiences, such as communication style, career path, life experience, educational background, geographic location, income level, marital status, parental status and other variables that influence personal perspectives.<sup>2</sup> We connect people to roles that enable them to bring their best selves to jobs that help us reach our goals. Our diversity keeps us open-minded. Our inclusion enables people to feel valued and respected.

## Ethics guide us to make a positive impact through our decisions and actions.

We will demonstrate a standard of ethical conduct within the workplace and with our stakeholders that is fair, just and good for society. Our ethical compass is driven by accountability, transparency, care and respect, honesty and loyalty. We will deliver high quality work and products, maintaining professionalism and respect with all our customers and clients and adherence to policy and law.



1. [www.vic.gov.au/dpc-diversity-and-inclusion-strategy-2019-2021/what-do-we-mean-diversity-and-inclusion](http://www.vic.gov.au/dpc-diversity-and-inclusion-strategy-2019-2021/what-do-we-mean-diversity-and-inclusion)  
2. [humanrights.gov.au/lets-talk-about-equality-and-equity](http://humanrights.gov.au/lets-talk-about-equality-and-equity)





## GOAL 1: LAND AND COUNTRY

### Safeguard and improve the environmental conditions under which humanity and nature can thrive.

OBJECTIVES	OUTCOMES
<ul style="list-style-type: none"> <li>Respect and engage with Aboriginal Elders, communities and individuals.</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrated engagement with Aboriginal culture and community in Apace communications, publicity, advocacy, practices and decisions.</li> <li>Noongar seasons of Birak, Bunuru, Djeran, Makuru, Djilba and Kambarang visible in our nursery products and communications.</li> </ul>
<ul style="list-style-type: none"> <li>Provide conservation and environmental services to accelerate revegetation, restore biodiversity and preserve threatened native plant species.</li> </ul>	<ul style="list-style-type: none"> <li>Contracts for revegetation services sustained and expanding year-on-year.</li> <li>New partnerships and collaborations bring greater public support and investment for our role in the protection and restoration of land.</li> </ul>
<ul style="list-style-type: none"> <li>Extend support, and advocate for, the preservation of the Biodiversity Hotspot of Southwest WA.</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrated impact from our engagement with partners, environmental groups, networks, specialists and advocacy coalitions</li> </ul>
<ul style="list-style-type: none"> <li>Increase roles in ecological restoration or urban planning projects, including green economies.</li> </ul>	<ul style="list-style-type: none"> <li>Documented participation and measurable impact from our inputs to planning projects or committees.</li> </ul>

We respectfully acknowledge the Whadjuk people of the Noongar nation as the Traditional Custodians of the land we manage in North Fremantle. We will engage with Aboriginal Elders, communities and individuals for wisdom, knowledge, learning and cultural exchange, collaboration and friendship.

We understand that environmental sustainability is the ability to maintain and conserve an ecological balance in our planet's natural environment. Climate change, water scarcity, biosecurity incursions and supply chain threats are global challenges, that equally apply to Apace's sustainability, core business and risk management. 'Human influence on the climate system is now considered unequivocal'<sup>3</sup>. WA is already experiencing the impacts of climate change. It threatens our communities, water, crops and the survival of native flora and fauna. We must prepare and adapt to more frequent and severe droughts, heatwaves, harsher bushfire weather, extreme rainfall events, rising sea levels and coastal flooding.

Apace is committed to improving biodiversity conservation but biodiversity is under threat. The biodiversity we create sustains ecosystems that clean our water, purify our air, maintain healthy soil, regulate the climate and provide us with food and other resources. If the world is to avert the mass extinction of flora and fauna, we must exceed the rate of extinction through revegetation and restoration effectiveness. The extraction of raw materials often has a rapid and devastating impact on biodiversity through the removal of vegetation and the alteration of soil profiles, topography and hydrological regimes and the introduction or spread of plant pests and diseases.

One third of all known Australian plant species is found growing in the southwest of WA. The region has been designated 'Australia's Global Biodiversity Hotspot.' It is one of 34 internationally recognised biodiversity hotspots, which have more than 1500 endemic species of plant and have lost more than 70% of their original habitat. About half of south-west WA's 8,000 plant species are found nowhere else.<sup>4</sup> Perth also has the lowest canopy cover

of all major Australian cities, at 16%. More recently, there has been a rapid loss of existing mature canopy due to the outbreak and consequent infestation of Polyphagous shot-hole borer.<sup>5</sup>

Recognising the threat to biodiversity, Apace will expand our geographical partnerships and collaboration.

Our conservation and revegetation work will continue to emphasise the preservation and restoration of native habitats. We will continue our specialisation in the plants of the WA Swan Coastal Plain and Darling Scarp, and the locally occurring rushes and sedges for wetland revegetation. We will protect the diversity of species and ecosystems. This includes the collection and maintenance of viable native seed supplies and storage. Our services will identify risk management and threat mitigation to environments and their natural species.

We will contribute to plans, reports, policies and strategies for environmental sustainability. This includes:

- (i) The '2020 Western Australian Climate Policy'<sup>6</sup> which sets out the State Government's plan for a climate-resilient community and a prosperous low-carbon future.
- (ii) The 'Western Australian Climate Adaptation Strategy 2022'<sup>7</sup> which aims to ensure our communities, environment and economy are resilient to future climate change.
- (iii) The 'UN Decade on Ecosystem Restoration'<sup>8</sup> which aims to prevent, halt and reverse the degradation of ecosystems on every continent and in every ocean.

Locally, we acknowledge Fremantle is growing and changing. Beyond just an urban renewal plan, the 50-year vision for the 'Future of Fremantle' is repositioning us geo-politically from being the most remote city in the world to one of the world's great port cities. Our advisory and implementation roles for ecological restoration and urban planning will increase, initially through engagement with the City of Fremantle's projects.

3. [www.iucn.org/our-work/topic/climate-change-impacts-on-nature](http://www.iucn.org/our-work/topic/climate-change-impacts-on-nature)

4. [www.uwap.uwa.edu.au/products/the-southwest-australias-biodiversity-hotspot](http://www.uwap.uwa.edu.au/products/the-southwest-australias-biodiversity-hotspot)

5. [www.watca.org.au/pages/perth-tree-canopy-target](http://www.watca.org.au/pages/perth-tree-canopy-target)

6. [www.wa.gov.au/government/publications/western-australian-climate-policy](http://www.wa.gov.au/government/publications/western-australian-climate-policy)

7. [www.wa.gov.au/service/environment/environment-information-services/climate-adaptation-strategy](http://www.wa.gov.au/service/environment/environment-information-services/climate-adaptation-strategy)

8. [www.decadeonrestoration.org/](http://www.decadeonrestoration.org/)





## GOAL 2: PLANTS AND SEEDS

**Produce, promote and increase the distribution of native flora of WA, with a specialisation in the seeds and plants of the Swan Coastal Plain and Darling Scarp.**

OBJECTIVES	OUTCOMES
<ul style="list-style-type: none"> <li>Operate a high quality, reputable retail and wholesale nursery business.</li> </ul>	<ul style="list-style-type: none"> <li>Plant sales confirm nursery is fit-for-purpose.</li> <li>Infrastructure is upgraded.</li> <li>New construction utilises appropriate technology.</li> <li>Plant Subsidy Scheme and orders expand.</li> <li>Income increases year-on-year.</li> </ul>
<ul style="list-style-type: none"> <li>Expand our partnerships and geographical reach for wider Swan Coastal Plain and Darling Scarp plant distribution and planting biodiversity.</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrated and publicly recognised best practice in resilient native plant selection and propagation.</li> <li>Adaptation to nursery retail seasons and opening hours increases sales.</li> <li>Aboriginal land/flora seasons represented and promoted.</li> </ul>
<ul style="list-style-type: none"> <li>Upgrade and deliver specialised seed collection, seed banking and plant propagation linked to provenance.</li> </ul>	<ul style="list-style-type: none"> <li>Evidence that seed collection and processing maintains the best quality seeds through adapted processing, handling, and storage technology.</li> <li>Infrastructure is upgraded.</li> <li>Provenance client base increases.</li> </ul>
<ul style="list-style-type: none"> <li>Promote and deliver horticultural and environmental education and training.</li> </ul>	<ul style="list-style-type: none"> <li>Annual training calendar developed, publicised and booked to capacity.</li> <li>Workshop materials updated and applying flexible learning techniques.</li> <li>Income stream from training is profitable.</li> </ul>
<ul style="list-style-type: none"> <li>Disseminate plant and seed information to accelerate native plant uptake and application.</li> </ul>	<ul style="list-style-type: none"> <li>Specialist planting and revegetation guides, catalogues and fact sheets are updated, promoted and in demand.</li> <li>Communications materials are contemporary and consistently distributed.</li> <li>Increased profile and support through media and communications.</li> </ul>

Native plants have grown and adapted to Australia's challenging climate and soil conditions since the continent formed. Australian native plants provide habitat for local wildlife - especially birds, frogs, native bees, reptiles, and a wide variety of other insects and mammals. They are hardy, low-maintenance, drought resistant and generally don't require inorganic fertilisers and pesticides to survive.<sup>9</sup>

Apace's values, programs and practices have always emphasised connecting Australians with nature. We know that healthy ecosystems help to mitigate climate change and add to climate resiliency and adaptation. When engagement with nature flourishes, it lifts the health and wellbeing of current and future generations. We want to strengthen community cohesion, resilience and adaptation in the face of climate change.

We specialise in growing the native plants specific to our geographical and provenance areas. The Swan Coastal Plain and Darling Scarp comprises a mixture of fragmented and elongated parks and reserves that protect highly valued habitats and remnant vegetation including tuart woodlands, heath, wetlands, estuaries, river systems and coastal plain with high levels of diversity of flora and fauna.

We understand that the best way to maximise and maintain genetic diversity is to propagate from seed. Seed is an integral part of the natural food chain and by connection an important part of

the overall ecology. In 1999, Apace set up Perth's first Community Seedbank, the 'Swan Regional Seedbank'. Apace will offer a complete seed service including provenance (the place or origin or earliest known history) seed collection, processing, recording and cool storage. We will continue to design and implement direct seeding programmes, including appropriate pre-treatment of seed and sowing using a wide variety of techniques suitable for the prevailing site conditions. We will grow-to-order for site, with our popular provenance propagation service.

Apace will adapt and upgrade our nursery and seed collection operations from 2024-2030. Responding to the Aboriginal seasons, climate adaptation and resilience, we will modify our stock and growing seasons. Addressing the increasing demand for our plants, we will re-imagine our land use. We will adjust our retail trading hours to increase sales, awareness and community connections. Renewed infrastructure will bring production efficiencies to the nursery. Innovation will refresh and renew our retail nursery presentation and Indigenous seasonal representations.

Education and training programs will be annually scheduled. This will include verge conversion, seed collection and provenance, plant propagation, and bush regeneration workshops. Contemporary planting and revegetation guides, catalogues and fact sheets will be distributed and promoted. This will be supported with creative communications and networking.

9. [www.dbca.wa.gov.au/media/1373/download](http://www.dbca.wa.gov.au/media/1373/download)



## GOAL 3: COMMUNITY AND CONNECTION

### Champion and advocate for social cohesion to build a society that values equality and inclusion.

OBJECTIVES	OUTCOMES
<ul style="list-style-type: none"><li>Strengthen community engagement to promote nature and wellbeing.</li></ul>	<ul style="list-style-type: none"><li>Apace's contribution to the North Fremantle community is valued and respected.</li><li>Expanding connection with councils, Landcare and Friends groups increases investment in environmental projects.</li></ul>
<ul style="list-style-type: none"><li>Champion diversity, inclusion and wellbeing in the workplace so people feel connected, respected and valued for who they are as an individual or group.</li></ul>	<ul style="list-style-type: none"><li>Continuous improvement to work health, safety and wellbeing practices evident.</li><li>Events and communications timed to promote International Days and cultural diversity.</li></ul>
<ul style="list-style-type: none"><li>Increase productive social interactions, experiential learning and exchange through events, open days and celebrations.</li></ul>	<ul style="list-style-type: none"><li>Friendship, social capital, publicity and profit are generated from events and venue hire.</li><li>Annual reports and communication platforms capture new collaborative civic engagement.</li><li>Re-vitalised Apace library showcases and shares our unique history and resources.</li></ul>
<ul style="list-style-type: none"><li>Re-imagine land use, facilities and gardens to attract new supporters, expand environmental awareness, and diversify revenue.</li></ul>	<ul style="list-style-type: none"><li>Community consultation and evaluation generates the future vision for a dynamic and open community garden.</li><li>Increased supporters and training partners.</li><li>Increased venue utilisation.</li><li>Income streams diversified.</li></ul>
<ul style="list-style-type: none"><li>Celebrate and attract volunteers, including work placements and internships.</li></ul>	<ul style="list-style-type: none"><li>Volunteerism increases in opportunity and quality.</li><li>Volunteer coordination and communications attracts new people and institutional links.</li><li>Our reputation is enhanced and profile raised.</li></ul>
<ul style="list-style-type: none"><li>Create a new purpose and motivation for Apace Membership.</li></ul>	<ul style="list-style-type: none"><li>Membership increases and flourishes.</li></ul>

Our organisation exists to create and maintain the conditions under which humans and nature can exist in productive harmony to support present and future generations. From our first day, Apace has celebrated and promoted community because it creates a sense of belonging, shared identity and purpose. It catalyses social connection, trust in others and a sense of responsibility to sustaining our piece of the planet. We look out for each other, show one another respect and know that human rights are equal rights.

'Thinking Globally, Acting Locally' was the grassroots of Apace's inception over 40 years ago. Today, acting locally is a global concept of immense importance. It resonates with corporations, companies, governments, non-governments organisations, education systems and religious institutions. Connection matters.

Re-imagining the Apace land use, facilities and gardens will attract new supporters, investors and broaden cultural connections. Revitalising the Apace grounds will enable us to think more laterally about community engagement. We will facilitate external groups or teams, to help us implement new ideas or social enterprises. Current suggestions from our staff, volunteers, peers and community, include market days; open learning days; adapting the community garden model; movie nights; concerts; café and gift shop; art installations; demonstration and exhibition gardens; weekend community activities day or night; picnic spaces; bush tucker walks; link to WA tourism attractions and day trip ideas; patron/s; and joining open garden schemes.

We are renowned and respected for our sincerity on diversity and inclusion. It is a strength of our organisation.

Apace always was and always will be a friendly and welcoming place where everyone can experience a sense of belonging, can feel that they matter, and can contribute. We understand that diversity is also about recognising, respecting and valuing difference. Apace will continue to provide work experience pathways that bring wellness, inclusion and greater independence for people living with complex backgrounds, disabilities or barriers.

Our work will be guided by, and will contribute to (i) 'Australia's Strategy for Nature 2019-2030'<sup>10</sup> and 'Australia's Disability Strategy 2021-2031'<sup>11</sup>

We embrace the inspiration and diversity that volunteers bring to our organisation. Our volunteers enjoy participation in nature and have choice and voice in our workplace. We recognise that our volunteers (and in many cases, their carers or support workers) help us reach our goals, including building a kind, inclusive and resilient community. Our nursery and 'Keep Apace Beautiful' team will bring opportunities for people to be involved in productive activities that are environmentally sound and socially meaningful.

Membership is a motivating model for community support and engagement. Revising our membership model will help us sustain long-term relationships that are fun and purposeful. Membership will become energising and give individuals a sense of value and connection in helping us to implement our strategic plan. The terms and conditions of membership will reflect current societal models that are equitable and empowering.



## GOAL 4: SUSTAINABILITY AND INNOVATION

**Ensure our organisation is flourishing, respected, resilient and financially prosperous.**

OBJECTIVES	OUTCOMES
<ul style="list-style-type: none"> <li>Contribute to global, national and state sustainability goals.</li> </ul>	<ul style="list-style-type: none"> <li>Achieve a carbon neutral footprint as a minimum outcome at Apace.</li> <li>Demonstrated application of sustainability guidelines and plans.</li> <li>Data and information shared with authorised reporting bodies.</li> <li>Multi-sector engagement brings new access to technology support.</li> <li>Annual energy and water audits inform performance.</li> </ul>
<ul style="list-style-type: none"> <li>Ensure our people thrive and flourish.</li> </ul>	<ul style="list-style-type: none"> <li>Human resource management and professional development processes generate respect, motivation, high performance, safety, wellbeing and mutual accountability.</li> <li>Structure and staffing processes align with the strategic plan.</li> </ul>
<ul style="list-style-type: none"> <li>Make new connections from innovation initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>Innovation activities attract more people for involvement and action.</li> <li>Innovation activities attract new investors and sponsors.</li> </ul>
<ul style="list-style-type: none"> <li>Attract new funding sources and diversify income streams.</li> </ul>	<ul style="list-style-type: none"> <li>Fundraising Plan brings new financial support and investment.</li> <li>New engagement and collaboration generates additional income.</li> </ul>
<ul style="list-style-type: none"> <li>Energise our brand and profile.</li> </ul>	<ul style="list-style-type: none"> <li>Apace identity rises in prominence and influence.</li> <li>Communications/Marketing Plan increases visibility, investment, and partnerships.</li> <li>Brand is refreshed and culturally meaningful.</li> </ul>
<ul style="list-style-type: none"> <li>Maintain exemplary governance and management.</li> </ul>	<ul style="list-style-type: none"> <li>Leadership sets a positive example of appropriate decision making, attitude and behaviour.</li> <li>Board monitors performance against the strategic plan.</li> <li>Board enables adequate resourcing to achieve the strategic plan.</li> <li>Board ensures compliance processes are appropriate.</li> <li>Evaluation systems generate data for accountability, transparency, strategic analysis and impact reporting.</li> <li>Risk management is robust and transparent.</li> <li>Financial oversight and management ensures viability.</li> </ul>

Creating a world that is fair and sustainable for everyone is up to all of us. Contributing to the implementation and success of globally agreed goals and commitments is everyone's responsibility. 'The 2030 Agenda for Sustainable Development', adopted by all United Nations Member States in 2015 is the global roadmap for peace and prosperity for people and the planet, now and into the future. Across the 17 Sustainable Development Goals (SDGs), Apace's goals most closely align with, and will contribute to:

**Goal 11:** Sustainable Cities & Communities<sup>12</sup>, **Goal 13:** Climate Action<sup>13</sup>, **Goal 15:** Life on Land<sup>14</sup>, **Goal 16:** Peace, Justice & strong Institutions.<sup>15</sup>

Our future finance and management systems will reduce risk and vulnerabilities and identify cost savings linked to reducing energy, cutting waste and minimising inefficiencies and hazards. This will assist us as we reach for a carbon positive environmental footprint by 2030 and support Australia's efforts to reach net zero emissions according to 'The Paris Agreement'<sup>16</sup>, a legally binding international treaty on climate change.

Our people are our inspiration. Engagement at Apace means living by our values and contributing to the success of the strategic plan. Our future human resource management practices will focus on: attracting the best people; developing skills and expertise; motivating great performance; and creating an environment of trust and continuous learning. Our management principles ensure everyone can participate in decision-making and problem-solving processes that affect them. We will integrate technology to streamline management systems and data analysis. We will be open-minded to the future applications of AI.

Innovation introduces change, new ideas or ways of doing something. It is the key to adaptability. As we embrace innovation, more courage and willingness to take risks will be necessary. Each year we will bring in new ideas, methods, products, services or solutions. This will have a positive impact on our relevance and sustainability. It will help us to create new value. Innovation initiatives will expand our models for partnership and collaboration. Issue-based events will increase our contribution to the WA movements, NGO's, alliances or coalitions that advocate for a greener planet.

Income diversification is key to our sustainability. Businesses are seeking expertise and/or green credentials from organisations like ours. Customers want environmentally minded products and services. They are accountable to Environmental, Social and Governance (ESG) and Corporate Social Responsibility (CSR) criteria. New collaborations, including the private sector, will bring us operational efficiencies. We will attract new partnerships to increase mutually beneficial resources exchange. This includes access to technology, pro-bono services, financial sponsorship or investment. We will connect our skills, products and experience with NGOs, government, business, companies, NDIS service providers, universities and schools to leverage grant funding for mutual gain. By 2030, community-driven social enterprises will be central to our dynamism. Refreshing our brand and profile will attract more people for action and involvement. We will apply contemporary information and communications technology (ICT) to a new marketing and communications plan. Continuous improvement will be our driving principle for governance to ensure Apace is a resilient and relevant organisation.

12. [www.vic.gov.au/dpc-diversity-and-inclusion-strategy-2019-2021/what-do-we-mean-diversity-and-inclusion](http://www.vic.gov.au/dpc-diversity-and-inclusion-strategy-2019-2021/what-do-we-mean-diversity-and-inclusion)

13. [humanrights.gov.au/lets-talk-about-equality-and-equity](http://humanrights.gov.au/lets-talk-about-equality-and-equity)

14. [www.vic.gov.au/dpc-diversity-and-inclusion-strategy-2019-2021/what-do-we-mean-diversity-and-inclusion](http://www.vic.gov.au/dpc-diversity-and-inclusion-strategy-2019-2021/what-do-we-mean-diversity-and-inclusion)

15. [humanrights.gov.au/lets-talk-about-equality-and-equity](http://humanrights.gov.au/lets-talk-about-equality-and-equity)

16. [www.un.org/en/climatechange/paris-agreement](http://www.un.org/en/climatechange/paris-agreement)



# OUR STRATEGIC PLANNING PROCESS

Apace's 2024-2030 Strategic Plan was developed through a five-month process of consultation and intelligence gathering. The Board and Coordination team set the process and timelines.

We developed a Strategic Intelligence Paper to inform our discussions. It consolidated global strategies relevant to our purpose, and the last 15-years of organisational reviews, lessons learned, SWOT analyses and consultant recommendations. We circulated a questionnaire to assess our employee's perceptions of the organisation using the 'Baldrige Criteria for Excellence Framework' and establish a data baseline to help us improve performance and measure progress in future.

We conducted two workshops, beginning with big picture thinking. Through participatory sessions with colleagues, peers and external stakeholders, we completed a PESTEL analysis (political, economic, sociocultural, technological, environmental and legal). We took the time to consider the multitude of external changes that could take place that would impact our plan and identified the major challenges Apace faces now. We then took a goals-based planning approach, to begin drafting the plan. This involved the Apace Board, staff, volunteers, members, community gardeners, local residents and friendly provocateurs.

Four drafts of the Strategic Plan 2024-2030 were circulated to participants across the process, including indigenous and non-indigenous independent readers. Board approval was signed off in April 2024.

