

STRATEGIC PLAN / CYNLLUN STRATEGOL: 2011 - 2021



National Botanic
Garden of Wales
Gardd Fotaneg
Genedlaethol Cymru



Llywodraeth Cymru
Welsh Government



<http://www.gardenofwales.org.uk/>

version 40



Colin Baglow

World Class Showcase design in a Parkland Setting
The Great Glasshouse and *Agapanthus*

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1. Foreword

This 10 Year Strategic Plan is written for everyone with an interest in the National Botanic Garden of Wales (the Garden). In it, you will find our vision, our mission statement, the values we will live by and our strategic goals. Through these goals, we explain our ambitions and what we plan to do in the next ten years. We also set out how we expect to achieve each goal through activity which can be measured as time goes by.

This means you will be able to assess our progress, and tell whether we do what we say we are going to do. You will be able to see for yourself whether we are being successful or not.

Each year, the Garden will produce an annual plan which will be the vital link between this Strategic Plan and the annual budget. The annual plan will explain how the 10 Year Plan will be taken forward within the constraints of the available finance for that year, steadily taking the steps towards our goals and ambitions.

When we write formal reports from the Garden, these will be set in the context of this Strategic Plan and its accompanying annual plan.

When you contribute money, time or other resources to the Garden, this Plan will articulate how this is to be applied and tell you what kind of organisation you are supporting.

When you work in the Garden, either as paid staff or as a volunteer, you will be able to see where the part you play fits into the whole.

And finally, for those charged with managing the Garden, this Strategic Plan is the blueprint for the future. It seeks to capture the totality of the Garden's endeavour and aims to serve as a guide to steer us in easy and difficult times.

This Strategic Plan is a living document and will change over time. It will be reviewed and amended to reflect new circumstances as necessary. Change is to be expected; and by setting change within the context of a strategic plan, it can be harnessed to achieve key purposes, and both managed and accommodated with least difficulty.

I commend this Strategic Plan to you. Become familiar with it.

Watch your Garden grow and develop.



Rob Jolliffe
Chairman of Trustees

2. Introduction

The National Botanic Garden of Wales (the Garden) was conceived in the 1990s and opened to the public in May 2000 as one of three millennium projects in Wales supported by the Millennium Commission (now BIG Lottery), the only one outside Cardiff and in a rural area. It comprises a physical estate of some 560 acres of former Regency parkland in the Tywi Valley of Carmarthenshire now developed to include the planted collections of the Garden and the farmland and woodlands of the Waun Las National Nature Reserve. The site features include a necklace of lakes, and a variety of listed buildings restored to new functional purpose, together with recent buildings of international design standard including the iconic largest single span glasshouse in the world designed by Lord Norman Foster. It lies in the western seaboard zone of the UK and Europe, and includes a number of naturally occurring habitats of national and international biodiversity importance. Amongst these the rhos pastures and waxcap meadows are of particular note.

The Garden is a registered charity (number 1036354) and a company limited by guarantee. It has a wholly owned subsidiary company, Middleton Garden Limited, which undertakes the commercial (non-charitable) aspects of the Garden's trading activities. In accord with its charitable purpose, main activities centre on plant conservation and research, education and life-long learning, sustainability and as an important visitor attraction in South Wales which has received over 1.8M visitors in its 11 year history. The Garden raises two-thirds of its income and is unique amongst UK national botanic gardens in achieving this high level of self-generated income. In doing so it makes a substantial contribution to the regional economy and currently employs up to 100 staff in the summer season, equating to 66 full-time-equivalent staff year round. It has an annual turnover of around £2.4M.

HRH Prince Charles is Patron of the Garden and Gareth Edwards its Honorary President. Governance is by means of a Board of Trustees collectively responsible for corporate and strategic oversight. The Garden executive includes a Director together with senior management and commercial management teams who develop strategic proposals and have operational responsibility. Key stakeholder funding partners are the Welsh Government, Carmarthenshire County Council, and the Countryside Council for Wales. In addition the Garden has active relations and partnerships with over 50 collaborating organisations in Wales, the UK, and internationally.

The importance and relevance of the Garden's cross-cutting contributions are increasingly being acknowledged as the critical balance of the world's environment and mankind's reliance on ecosystem services are being recognised. The Garden web site <http://www.gardenofwales.org.uk/> provides an accessible overview of current perspectives, activities, and achievements. Securing and developing the Garden's long-term contribution to this endeavour will be a key outcome of this strategic plan.

3. Vision

Conservation, Education, Inspiration, the National Botanic Garden of Wales will play for Wales on the world stage.

4. Mission

The National Botanic Garden of Wales is dedicated to the research and conservation of biodiversity, to sustainability, lifelong learning and the enjoyment of the visitor.

5. Guiding Principles

As its guiding principles, embedded in the way in which we operate, the Garden will:

- Be collaborative and consultative (internally and externally) and develop meaningful relationships.
- Act sustainably (both financially and environmentally, and in respect of its human resource).
- Communicate our relevance to the widest diversity of audiences and all our stakeholders.
- Work in effective and integrated ways, seeking and responding positively to feedback.
- Aspire to demonstrate best practice, as well as to pioneer and lead improvements.
- Be innovative and creative in our approaches and attitudes.
- Foster a culture of mutual respect amongst trustees, staff, volunteers, members, visitors, and stakeholders.
- Recruit, develop, and retain high calibre people who are dedicated to the Garden's vision and mission
- Acknowledge and safeguard the uniqueness of its cultural and historical context.
- Learn from our experience, and both celebrate and communicate our successes.

6. Overview and Outline

This strategic plan represents a vision for our future growth, development, and delivery. Its time-span takes the Garden up to a milestone 'coming of age' - at 21 years. This will be a landmark in its life and history, almost doubling its existence thus far. As such this plan is a fundamental document, articulating a framework for our future ambitions, steering our energies, and giving parameters to our ongoing endeavours and achievements - and we are indeed convinced we have already achieved a great deal.

The Garden's vision is to take a leading role in terms of conservation, education and inspiration. Such ambition necessarily relates directly to cross-cutting domestic, national and international interests which intersect at different levels with conservation, education, cultural and political policy agendas. The threats to biodiversity, and the prospect of climate change itself, are unquestionably amongst the greatest challenges we all face. The Garden therefore exists not for its own benefit but for the benefit of the communities it serves, and for their future. It is here to deliver the core purpose of a botanic garden for the people of Wales, and to represent Wales on the world stage.

As yet however we are a very young botanic garden in the first to be opened in the new millennium, and like all youngsters we need to mature into our role, and learn how best to meet our purpose.



Hugh Plummer

Conserve historic landscapes
Pont Felin Gat: stabilising erosion using compost socks

To shape our growth we have identified **eight strategic goals** for the coming decade. These consolidate and extend our activities. They focus on our key functions and on providing the context, ethos, and vehicles by which this will be delivered and measured so we are increasingly recognised and referred to as a national institution of worth, respected for our contributions.

Plants, and therefore the Garden's activities, now underpin key national and international objectives – from conservation, education, food security, carbon reduction and sustainability targets, the health and well-being drives, to an increasingly critical range of social agendas and life-enrichments. It is impossible to overestimate the importance of plants, and of conserving and understanding them.

The work of the Garden is characterised by four key roles which inform its aims and ambitions for the future. A core requirement as a botanic garden is active involvement in plant conservation and display. This entails both **holding and growing** exemplar species and increasingly understanding their particular requirements, as well as investigating and unravelling the reasons *why* plants and habitats are endangered, and *how* these challenges can best be addressed. Central to this is conducting rigorous **research** of the highest standard that develops and informs understandings, helping us to aim to conserve biodiversity and increasingly harness the potential of plants for the benefit of human kind. Communicating this knowledge widely is of critical importance, so integrated and embedded formal and informal **education and outreach** that promotes this understanding and makes it both accessible and inspirational is a third strand. Finally, botanic gardens are institutions where the cultural ethos and well-being of a society is reflected and embellished. They are unique environments in which science, education, art and heritage come together to **enrich lives and experience** as well as to drive economic benefit and reputation as a national resource.

Internationally, conservation and sustainable use of biodiversity is encompassed in the Convention on Biological Diversity (CBD). This sets out basic requirements for conservation, promoting human health, and securing sustainability. Through the 2011-2020 Global Strategy for Plant Conservation,



Carl Stringer

Conserve the Welsh Flora
Carum verticillatum whorled caraway



Carl Stringer

**Celebrate Welsh culture and heritage
International Day of Dance**

(GSPC) the Millennium Development Goals agreed by the international community are addressed. In 2010 the Nagoya Protocol amplified and strengthened the impetus for conservation and sustainable use of biodiversity.

In Wales there is special resonance for the Garden in the “One Wales” document and delivery plan and its successor “Programme for Government”. In these the Welsh Government recognises the rich and diverse environment of Wales and accepts its own role and responsibilities for actions to conserve and protect it. These undertakings link directly with strategies and policies under The Government of Wales Act 2006. Amongst key features this places sustainable development at the heart of its responsibilities, making it one of few administrations in the world to have such a statutory duty. The Garden’s present and future work is directly relevant to these objectives, and its funding support from the Welsh Government signifies confidence in the contribution the Garden makes.

At regional and local level the Garden is keenly aware of its important role and contribution. Through its prominent stakeholder funding, Carmarthenshire County Council specifically recognises this. As an active participant in a knowledge-economy enriched by scientific know-how and heavily dependent on tourism income, the Garden helps to fuel the local and regional economy and measurably contributes. It is inextricably part of those communities that genuinely add value to the heritage, health, welfare,



Toby Driver

**Interpret and conserve historic landscapes
Site of Middleton Hall on the NNR**

and well-being of the area. This strategic plan aims specifically to harmonise with, and build on, these strands and relationships.

Being a youthful enterprise has a range of advantages: we are enthusiastic, motivated, and can look at things in new ways. We consider ourselves creative, innovative, enterprising, and entrepreneurial - harnessing new technologies to best advantage. We also expect to gain in confidence and ability, getting better at what we do, strengthening overall as an organisation. Nevertheless we will have to temper our enthusiasm to remain within the resources available to us, whilst retaining a keen awareness of the impact of our actions on the environment itself. Most of all we aim to find the best ways of fulfilling our core roles, and of consulting and connecting with the community, all our stakeholders, our partners, and the wider public, so that the people of Wales can be proud of us. By achieving similar step-change transitions in our second decade to those already achieved, we believe we make remarkable and significant contributions to our goals. This strategic plan sets out, in very practical ways, how we aim achieve this.

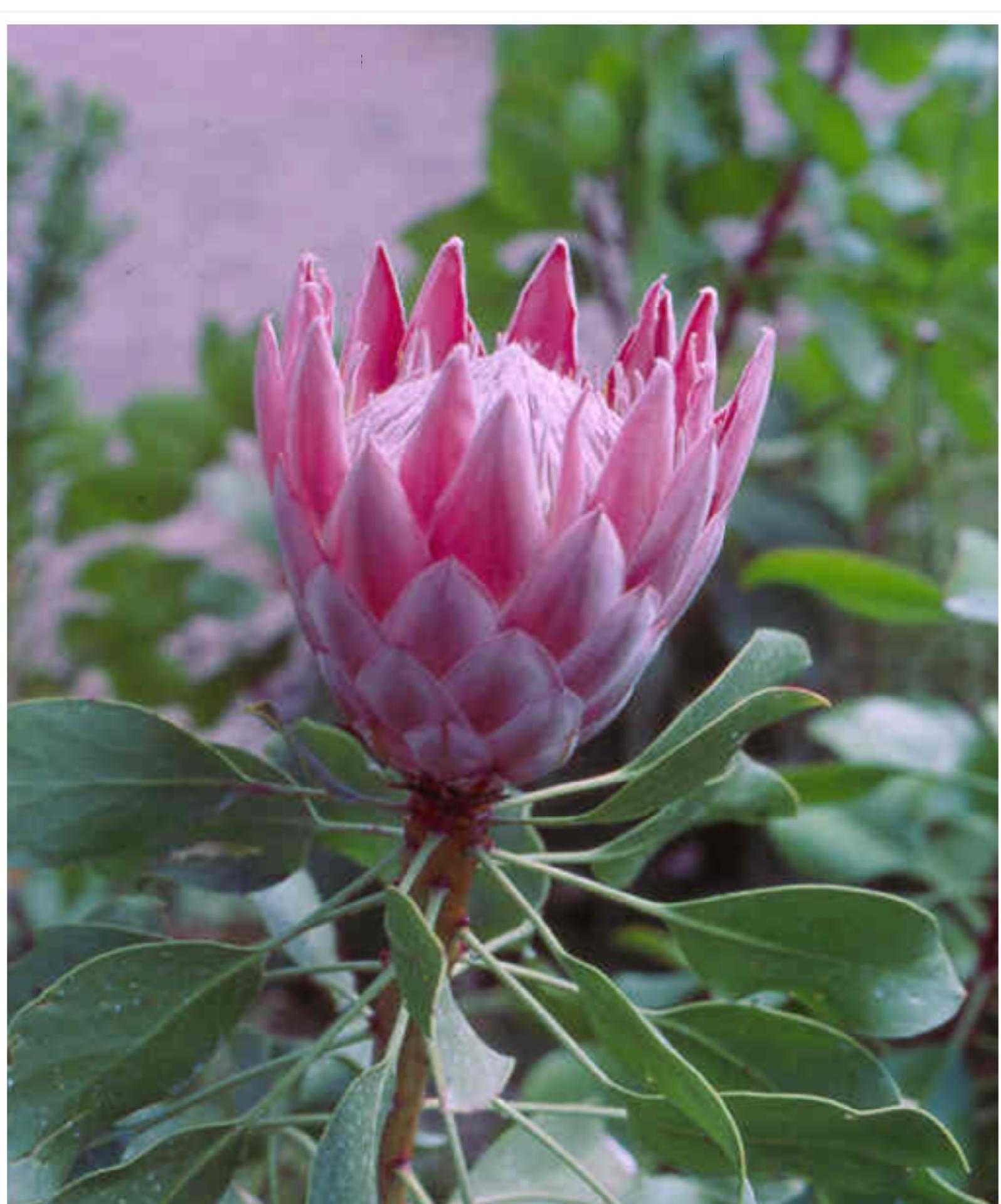
Our eight key strategic goals for the decade are:

- GOAL 1 -** Develop and maintain the horticultural and other collections to the highest curatorial and presentational standards.
- GOAL 2 -** Become an internationally recognised centre for plant sciences and biodiversity research.
- GOAL 3 -** Be a centre for integrated plant conservation at a local, national and international level.
- GOAL 4 -** Provide exemplary and innovative formal and informal education and interpretation for all ages and abilities, promoting understanding of the connections between people, plants, the environment and their role in our sustainable future.
- GOAL 5 -** Become an iconic Welsh cultural institution, adding perceptibly and measurably to the status and recognition of Wales.
- GOAL 6 -** Achieve high reputation and success as a leading visitor attraction within the UK, offering outstanding experiences and value for money to the visitor.
- GOAL 7 -** Develop and secure an infrastructure and organisational framework of high standard, meeting the needs of the institution now as well as providing for its future growth and success.
- GOAL 8 -** Create a financially effective and sustainable institution.

7. The Ten Year Plan

This plan identifies key goals, providing each with an introductory context and detail as well as a number of corresponding targets for the coming decade. These targets are specifically linked to elements in the Action Plan (section 8) that will evolve and be articulated and integrated into successive ongoing Annual Plans.

The Risk Management review (section 10) identifies and registers the main areas of potential exposure and encapsulates the mitigating measures that address these appropriately.



NBGW collection

Present and display plant collections to the highest standards
Protea cynaroides in the Great Glasshouse

GOAL 1 - Develop and maintain the horticultural and other collections to the highest curatorial and presentational standards.

The living collection of plants and seeds together with the herbarium, library, archives, images, pharmacy collections and botanical art are the foundations of this institution, as a botanic garden, upon which everything else is built. They are the pivotal resource for scientific research, and education as well as being the medium through which we communicate to our visitors and engage them with the essential role that plants play in sustaining life on earth.

This goal focuses on the curatorial requirements for the Garden's plant horticultural collections and the links between this and the herbarium, library, and archives, as well as the wider estate NNR and the public engagement objectives. The present curator of horticulture has taken up the role relatively recently and in time will review and develop this goal further to include extending the future plans and aspirations for the development of the plant displays and collections, their wider integration with other aspects of the Garden's work and ambitions, and their interpretation in the cultural and historical context.

Horticultural developments will also be innovative, aiming to capitalise on digital and other technologies that can directly link the living collections with the conservation research, DNA barcoding work, and the STEM (science, technology, engineering, mathematics) education effort. At the core will be an emphasis on co-operation and collaboration between staff across the Garden in order to achieve the broad goals of the Garden. Additionally there is potential to develop the commercial opportunities associated with horticulture and woodland, and to extend the areas of the Garden's horticultural holdings that are currently accessible to the public – most notably the nursery facilities and the woods of the world area. Therefore, whilst capitalising on new technologies and ideas, horticultural developments will continue to draw strongly on the original landscape conservation plans and design concepts as well as making exemplar contribution to the forward looking Master Spatial Site Plan and design strategy.

The collections highlight the relationship between plants and climate change; our dependence on plants for food, medicine, shelter, clothing and energy; they emphasise that the knowledge of plant science underpins our ability to create a sustainable future. Our collections need to be accurately and carefully recorded, to take account of the horticultural needs of the plants themselves and support development of our understanding of plants in cultivation whilst responding to conservation imperatives. They also need to be well laid out, generate interest, and have visual impact as well as being beautiful, stimulating and relevant so as to engage and inspire our audiences. They must also be worthy of local, national and international recognition.

Goal 1- Targets

Our targets within this goal are to:

1. Develop, maintain, present and curate the collections to the highest standards.
2. Ensure that development of the different collections is integrated across our mission areas to fulfil the aims and needs of the Garden and its stakeholders.
3. Enhance and understand the conservation and research value of the collections, and capitalise on the commercial potential linked with horticulture.

4. Increase the richness and diversity, as well as scale and scope, of the living collections and display schemes, integrating and linking these with the NNR and within the landscape conservation context of the Grade II listed parkland.
5. Proactively and innovatively link the living with non-living collections (plants for health, herbarium, and library) as well as conservation research and learning agendas.
6. Make the collections as accessible as possible, both physically and intellectually to all audiences whilst concurrently developing ways of harnessing horticulture as a respected route to fulfil the Garden's wider social role and purpose.
7. Maintain the bee garden and apiary as part of an integrated approach to safeguarding pollinators and promoting planting for pollinators in the Garden and NNR.
8. Work independently as well as collaboratively with other organisations to enhance the provision and delivery both of formal and informal horticultural training using the Garden's resource directly and indirectly.
9. Develop a long-term, sustainable planning horizon appropriate to the life expectancy of a botanic garden.
10. Deepen and strengthen partnerships and exchanges with other botanic gardens and centres of horticultural expertise nationally and internationally.



Hugh Plummer

Explain the role and significance of pollinators
A buff-tailed Bumblebee perches on a *Cotoneaster*



Col Ford

Conduct rigorous research of international quality
Barcode Wales DNA extraction in the molecular laboratory

GOAL 2 – Become an internationally-recognised centre for plant sciences and biodiversity research

As the first botanic garden created in the new millennium and representing a unique combination of a Botanic Garden with a National Nature Reserve, the Garden has the opportunity to develop an innovative research programme that extends and works at the interfaces of traditional plant sciences research disciplines. Our plant collections and nature reserve represent a valuable resource which can be used for the Garden's own scientific research and made available to the scientific community throughout Wales and beyond. It can also act as a beacon and exemplar of the very best practice. The development of a botanic garden and nature reserve is a long term commitment and so our resources are particularly relevant to creating and analysing long term datasets.

The broad focus of the Garden's research is in two core themes: biodiversity conservation and utilising plants for human benefit. Delivery of this goal needs to be underpinned by research that aims to extend our knowledge of biodiversity and informs conservation actions. As a national institution the Garden has a responsibility to understand the biodiversity within the nation. Beyond this, the Garden's research can use Wales as a nationwide laboratory to discover how biodiversity is organised and use this to develop general conservation principles. The second theme looks at what plants can do for us and how plants and products derived from them can contribute to human health and create a sustainable future.

Goal 2 - Targets

Our targets within this goal are to:

1. Deliver high impact, open access research of international relevance and reputation.
2. Conduct research that contributes to understanding and conserving biodiversity from genes to whole plants, and from species to populations, communities, and ecosystems.
3. Conduct research on the properties, use, and application of plants for human benefit.
4. Provide research training and experience to foster and develop the next generation of plant scientists.
5. Build capacity by expanding and extending the research team and laboratory resources through targeted funding initiatives and attracting capable researchers.
6. Work closely with others, including the Welsh Government's Chief Scientific Adviser, universities in Wales and beyond, and other partner bodies so as to complement resources and expertise elsewhere.
7. Seek to influence thinking and contribute to the development of policy on science and research.
8. Become a premier organisation for plant sciences public engagement, articulating our activities, providing a showcase for others, and influencing policy makers and environmental leaders.
9. Promote and explore opportunities for enterprise, knowledge transfer and commercialization of relevant research to support the Garden's profile and income as well as the regional economy, and to maximize innovation income derived from informed and sustainable use of plants.

GOAL 3 - Be a centre for integrated plant conservation at a local, national, and international level.

Our world is changing; with more than one third of the world's plant species already under threat from extinction and with an unknown future from climate change, it is now more important than ever to conserve plant species and their habitats. We need plants for their intrinsic value to us for food, medicine, energy, clothing and the pivotal role that they play in controlling the world's climate. We cannot survive without plants and their conservation is one of the fundamental reasons for the Garden's existence.

Plants do not exist in isolation; they are integrated into complex networks with other living things and the physical environment, so our conservation actions must also be integrated. We will consider all levels of biodiversity, from genes to whole plants and from species to ecosystems. We will work using all conservation approaches, both in the wild (*in situ*) and, where appropriate, maintaining viable populations of plants in the Gardens (*ex situ*). The Garden has over 12,500 plant accessions with a significant proportion of known wild origin material, within the Welsh native, Mediterranean climate and temperate woodland collections. An integral part of the Garden is Waun Las National Nature Reserve, a valuable mix of grassland and woodland habitats, managed as an organic farm. Within the NNR grassland management and restoration will be a key area to focus our conservation work. The waxcap meadows of the NNR are considered to be of international importance. In harmony with its established higher plant focus the Garden will increasingly seek to strengthen and build mycology in Wales. This community of interest and expertise has already been stimulated by the exhibition, 'From Another Kingdom' whilst the significant recognised resources of the Garden's library's, incorporating The British Lichen Society Library and world class Stan Hughes mycological collection, provide important foundations.

The Garden must continue to place a strong emphasis on the conservation of Welsh plants and their habitats. Moreover, if we are to be an international botanic garden we need to broaden our conservation activities in line with global priorities and international undertakings. These must also link this effectively with the wider development of the Garden. Significant elements of the Garden's living collection represent global plant conservation priorities and we have a clear responsibility as well as statutory imperatives to help conserve these plants and their habitats.

Goal 3 - Targets

Our targets within this goal are to:

1. Contribute to the long term survival of the most endangered plants throughout Wales through an active and integrated conservation programme. Use Welsh species as case studies to develop plant conservation protocols of wider utility.
2. Manage Waun Las NNR as an example of best practice in agricultural grassland and woodland management and restoration for biodiversity that supports all ecosystem services.
3. Recognising that Wales sits within the bio geographical Atlantic Arc of countries composed of Ireland, western France, Spain and Portugal, ensure that our conservation of the Welsh flora is integrated with, and extends into, this broader area for conservation.

4. Link the relevant elements of the living collection to *in situ* conservation projects, through contributions to existing or developing new conservation programmes.
5. For all of our conservation programmes and actions, consider plants in a broad sense by including all plant groups (flowering plants, conifers, ferns, bryophytes, lycophytes, algae) and fungi.
6. Seek to stimulate, strengthen, and grow interest in fungi and support development of mycological expertise in Wales.
7. Strengthen and grow interest in Welsh native plants associated with agricultural land.
8. Contribute to elucidating the role and importance of pollinators for plant populations and consequently for world health.
9. Network with plant conservation organisations and associated bodies locally, nationally and globally in order to develop effective conservation partnerships.
10. Develop the Garden as a National Asset for engaging the people of Wales with the importance of conserving biodiversity and involving them with actions towards this.



James Davies

**Demonstrate best practice grassland management
Welsh Black cattle on the NNR**



Carl Stringer

**Provide a family-friendly Garden
Enjoying the rill**

GOAL 4 - Provide exemplary and innovative formal and informal education and interpretation for all ages and abilities, promoting understanding of the connections between people, plants, the environment and their role in our sustainable future.

The Garden has a key role in promoting learning for all. Plants form the basis of life on Earth, and humans must live in ways that moderate their impact on plants and the ecosystems they comprise. Sustainable living requires a fundamental knowledge of plants, as well as an understanding of food chains, the cycles of nature, the flow of energy, and interdependence of all living things. Educational and interpretative experiences are two of the most important ways through which the Garden informs and inspires that understanding, and encourages environmentally responsible behaviour among people of all ages.

The Garden attracts some 17,000 learning visits a year, illustrating the significant proportion of visitors who have learning as an explicit objective of coming to the Garden. Our education and interpretation programmes, focussed on a science core and based on understanding of how learning takes place, will provide stimulating and effective learning experiences that enhance people's enjoyment and engender understanding as well as providing them with practical strategies they can apply to promote responsible use of resources.

We aim to create an attitude of learning for all, incorporating an ethos of organisational learning and change in all we do. All education programmes and courses will be designed to enrich the curriculum and the Welsh community, enhance people's appreciation and awareness of the importance of plants and to signify the vital role of the Garden. They will be developed whenever possible in partnership with others, and will harness new thinking and innovative tools and approaches that support and promote learning. We use the whole Garden as a learning space – whether indoors or out.

We will create visibility for our learning activities, and will strive to build ambassadorial links with others to promote engagement, learning, and the understanding of learning. We will continue to use all forms of interpretation (including signage, trails, film, audio, events, webpages, cartoon branding, and guided walks) including testing and evaluating new techniques and technologies. We will aim to showcase progress and build case studies of successful learning initiatives that others can adopt, share, develop, and extend.

Goal 4 - Targets

Our targets within this goal are to:

1. Provide access to learners across Wales through the development and delivery of learning using diverse media, tools, and avenues, and through outreach programmes. Underpinning this will be an active appreciation of the benefits of collaboration with other Welsh institutions and other learning organisations at all levels.
2. Become the premier institution for the development and delivery of plant science programmes for schools, further and higher education groups in Wales.
3. Develop environmental education programmes which are examples of good practice, are active, engaging, innovative, and can be used by other facilitators across Wales and beyond.



Trevor Roach

**Growing the future; encouraging enjoyment and learning
Active involvement on the school allotments**

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4. Become regarded as a showcase organisation in the development and delivery of Education for Sustainable Development in Wales and a respected STEM (science technology, engineering and mathematics) contributor.
5. Develop the NNR as an education and interpretation resource showcase for the Welsh landscape and its ecosystems, explaining and interpreting the inter-relationships between plants, agriculture, and biodiversity.
6. Develop the 'Growing the Future' programmes and facilities to inspire and assist visitors and collaborators in the pursuit of sustainable gardening and food production, linking closely with community groups from across Wales and becoming established as the leading central 'hub' for training and support for the 'Growing the Future' aspirations of Wales.
7. Monitor and evaluate all activities and programmes effectively against suitable qualitative and quantitative criteria for success.
8. Expand Continuing Professional Development training for teachers and others, working with cognate partners towards national standards for its content, delivery and accreditation.
9. Widen the availability of a comprehensive Life Long Learning programme for all ages, abilities and interests, and achieve standing as a centre for wide-ranging and popular life-long learning linked closely with the Garden's core mission.
10. Evidence the highest standards of interpretation, and harness the widest possible range of interpretive media to help every visitor to understand, value, enjoy and engage with, the mission of the Garden.



Carl Stringer

**Provide enjoyable learning experience
The Willow play area**



Carl Stringer

Celebrate and respect Welsh culture and heritage
Young harpists perform in the Great Glasshouse

GOAL 5 - Become an iconic Welsh cultural institution, adding perceptibly and measurably to the status and recognition of Wales.

A national botanic garden is a fundamental part of the infrastructure of a mature nation. As one of Wales' newest institutions the Garden aims to play its part in representing Wales on the world stage, adding to its reputation and standing. Botanic gardens are cultural institutions, places where science, art, and heritage combine to enrich our lives.

The Garden is set in a heritage landscape and historical parkland of national value and significance. As such it has notable synergy with other designed landscapes across the Tywy valley and South West Wales region and beyond throughout Wales. This brings context to its wider contribution to Wales as a whole. Creation of the Garden has added world-class design to this portfolio, epitomised by Sir Norman Foster's Great Glasshouse, the largest single-span glasshouse in the world, together with the acclaimed Broadwalk and Rill conceived by Hal Moggridge, and the international standard Mediterranean displays of the Great Glasshouse. Of Wales' three landmark millennium projects it is the only one outside Cardiff, and the only one in a rural community. The Garden is an iconic institution with particular responsibilities, uniquely blending ancient and modern, bringing historical value and forward looking innovative design together, and contributing to a rural context and community. Amongst priorities in the *One Wales* document, a rich and diverse culture, and a prosperous society, link closely with the Garden's objectives.

In achieving this goal the Garden must firstly ensure that it is an integral and respected member of the local community, and recognise its Welsh language and heritage context. Secondly, it must contribute to the development and delivery of national targets and ambitions (policy, strategy, and action plans) that fall within its remit. Finally, the Garden needs to deliver its core roles to the highest standards so that it becomes a respected exemplar amongst the best botanic gardens in the world; a national institution of which the people of Wales can be proud.

In its future plans the Garden will strive to maintain its position as a centre of excellence for design and for interpreting and respecting Welsh heritage and the Welsh language. It will develop its potential as a venue for the creation and display of all forms of art and seek to capitalise on its historical, rural, and cultural links, developing a narrative to engage and enthuse.

There is considerable potential to contribute even more widely across the spheres of social well-being, community health and welfare, and economic good. By engaging with the community of Welsh and English speakers, developing common goals, and sharing ambitions, the Garden will increasingly seek to extend its contribution to Wales in these spheres.

Goal 5 - Targets

Our targets within this goal are to:

1. Celebrate and positively promote our national identity by ensuring that the Welsh language and culture are embedded in the Garden's ethos, actions, and programmes of events.
2. Ensure that the Garden is closely involved and interactive with the local community and nationally, and that it acts as a custodian of place in terms of this heritage.
3. Contribute to shaping the development, and supporting delivery, of national targets and policy objectives that fall within the Garden's mission and remit.

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4. Extend and enhance the Garden's reputation as a venue for the display and creation of art in all its forms from botanic illustration, contemporary painting and sculpture, through to music, theatre, and live performance.
5. Expect the highest standards of design possible within the resource available, and embed specification of the lowest levels of environmental impact as an integral part of this.
6. Proactively foster and support the integration and mutual respect between arts and science, seeking always to bridge the gap between these and to harness the values and intellect of each to support the achievements of the Garden.
7. Celebrate, promote, research and interpret the wider cultural and historic aspects of the Garden estate to showcase the Welsh heritage and its specific historic landscape, collaborating with others who have that expertise and linking the with other similar historic sites in Wales and the world.



Hugh Plummer

Engage everyone as ambassadors
Hon. President Gareth Edwards



Colin Baglow

Providing venues inside & out for live performance
Taking Flight Theatre Company perform Shakespeare on the Millennium Lawn

GOAL 6 - Achieve high reputation and success as a leading visitor attraction within the UK, offering outstanding experiences and value for money to the visitor.

The Garden has to build its identity and reputation to become highly and widely regarded and respected. It is already a key, iconic, visitor attraction and tourism destination and makes a significant and valuable contribution to the tourist and leisure economy of the local area, and of both the region and nation more generally. It is also starting to develop an international reach. It achieves this profile by providing engaging and rewarding experiences, whether through sought-after, memorable, value-for-money days out or by stimulating deeper and longer-term perceptions that prompt repeat visits. To be successful the Garden must inspire and motivate everyone - as individuals and groups, stimulating enjoyment by diverse audiences. Together with providing education and public engagement in its widest sense, from subliminal and passive pleasure to those proactively seeking information or occupation, it must also provide all the usual services expected at a visitor attraction, and do so in ways that win reputation – at value-for-money, competitive rates and to associated high standards. In delivering this plan we will strive to provide as wide and attractive a range of activities linked to our core remit as possible, ensuring that in doing so we cater for diverse tastes and expectations, and cultivate the desire and enthusiasm for repeat visiting and positive referrals.

A key part of being a leading visitor attraction is to generate income and funding to support fulfilment of core objectives. Particularly in today's economic climate, cultural institutions of all kinds face multiple challenges as they compete for the public's time, attention, and money. To win that attention we will work to ensure we are well-informed about what current and potential audiences want and expect, and be ever more energetic and inventive in serving audiences of all kinds. Our ambition will be to "cause people to want to visit" and to stimulate new audiences, doing so by continually and proactively researching and developing activities, and communities of interest, generating new and ongoing revenue streams, enabling us to achieve and outstrip funding targets. We will evaluate and review our activities, and respond to feedback, so as to direct and develop our efforts and resources effectively. In the longer term, as an institution, we want to contribute to social and economic progress by harnessing and sustainably applying Wales' rich biodiversity capital.

Goal 6 - Targets

Our targets within this goal are to:

1. Deliver consistent and effective marketing and communication that increases awareness of the Garden, its mission, collections, programmes and activities across Wales, the United Kingdom and beyond.
2. Convey messages that the Garden offers a wealth of opportunities that appeal to all segments of target audiences, and assure visitors of a distinctive and memorable experience.
3. Introduce to the Garden's programme related, added-value activities that evidence a holistic approach that is widely inclusive, family-friendly, and promotes access in ways that also seek to encourage disadvantaged communities and under-represented groups.

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4. Produce and promote garden displays, exhibits and events that create interest and command attention from media and public alike and that encourage both repeat and off-peak visiting.
5. Create and embed a rolling calendar and events programme including varied and familiar activities that develop an excellent reputation and both stimulates and sustains individual and collective “brand awareness”.
6. Be accessible to all members of society irrespective of age, gender, social class or disability, with full regard to all legal and best practice health and safety guidelines, always aiming to maximise the pleasure potential of every garden visitor and every visit.
7. Use high standards of interpretation to extend visitor dwell time, increase repeat visits, engender emotional bonds with the Garden, encourage visitors to explore beyond the ‘core’ areas and extend visitors’ perception of the Garden as an all year round visitor attraction.
8. Set and maintain the highest standards of customer service and satisfaction, and both review and evaluate our performance. This should be seen as critical to aims of reputation building, word-of-mouth testimonial and the encouragement of repeat visits.
9. Grow visitor and membership numbers, moving members up the ‘loyalty ladder’ towards legacy and giving.
10. Actively pursue collaborative initiatives and synergies designed to promote sustainable and responsible ecotourism and garden visiting in Wales and beyond.



Colin Baglow

Explore plants for human health

***Echinacea purpurea* and *Agastache foeniculum* in the Wallace Garden**

GOAL 7 – Develop and secure an infrastructure and organisational framework of high standard, meeting the needs of the institution now as well as providing for its future growth and success.

In order to deliver any of the strategic goals the Garden must plan, build, and secure its organisational arrangements and orchestrate them to ensure their effectiveness and sufficiency. This includes the way we act and the things we do - internal governance systems and planning processes, the functional and operational use of resources, the physical and capital estate, and the human resource infrastructure.

Governance and strategic policy of the Garden are the responsibility of the Board of Trustees. Ensuring a Trustee Board with appropriate expertise and of balanced composition and effective operation suited to guiding and safeguarding the development of the organisation, its business purposes, and its future well-being is an important facet of the internal framework.

The Garden staff forms one of its most valuable resources. Staff need to understand what is expected of them, why it is expected, have the confidence and competence to do it well, know when they are doing it well, and be appreciated and rewarded for the work and successes they achieve as well as being provided with training and being able to gain personal satisfaction as a result.

The Garden's paid workforce is enriched by a committed, motivated and enthusiastic team of some 280 volunteers currently providing over 14,000 hours of help and without whom the Garden could not function. Ensuring these diverse individuals are able and supported to understand the role they each play in the Garden's endeavour, and to contribute both individually and collectively to fully meet those needs, is vital. Additionally the Garden will deliver new and diverse opportunities for volunteering and volunteer experience.

When the Garden was first established an overall landscape conservation plan was formulated. The Garden now needs to evolve its Master Spatial Site Plan and design strategy to guide its future spatial allocations and physical infrastructure planning so that it can deliver its core purpose roles in horticulture, conservation, research, education, and visitor enjoyment whilst acting as custodian of its landscape and heritage. The Garden has a considerable estate including Regency landscape and lakes, listed buildings and parkland, and National Nature Reserve with its organic farm, as well as a substantial portfolio of diverse machinery and technical equipment. Importantly the Garden must continue to invest in review and renewal of facilities and equipment to ensure they remain fit for purpose, that routine maintenance is cost-effective enlightened and preventative, and that new technologies and thinking are harnessed to best effect. For everyone the Garden needs to maintain a safe, productive and friendly working environment where all staff and volunteers can flourish and visitors are safe.

As well as engaging the visitor the Garden provides a wonderful venue for corporate events, parties, and public activities. However, continued investment is required in the Garden's infrastructure to unlock this earning potential year-round.

The historic landscape and features of the Garden are significant resources that make a valuable contribution to a thriving Welsh environment. This in turn plays a key role in fostering the economic, social well-being, and health of the people of Wales. An ongoing aspiration is to become a leading and exemplar organisation within Wales and more widely, using and applying the Garden's resources, estates, and experience in diverse ways to innovate, share and promote best practice and raise awareness of the issues pertinent to the Garden's core purposes.



Carl Stringer

Encourage repeat visitors and membership
Long term Garden Member, Carrie Thomas, visits frequently

Goal 7 – Targets

Our targets within this goal are to:

1. Ensure governance and internal organisational arrangements that deliver the core mission, add value, and bring sustainability. For a young organisation such as the Garden, policies, procedures, and protocols should be developed that are not only fit for purpose but aspire to best practice.
2. Evolve and refresh the Garden Master Spatial Site Plan and design strategy as a framework for restoration of the heritage landscape and extension of a portfolio of new and iconic projects designed to serve organisational need and aspirations.
3. Generate a rolling plan of capital investment, repair, refurbishment, and replacement to maintain and enhance the physical infrastructure and equipment so as to meet strategic goals.
4. Review and develop a cohesive and objectively-based staff structure and pay reward system as the foundation for maintaining a motivated and enthusiastic workforce of the level and calibre of staff required to deliver the strategic goals. This includes investing in and building staff capability, skills, confidence and competence as individuals and as team members.
5. Develop and grow arrangements for volunteers that recognise and capitalise on the wealth of capabilities and contributions made, channelling this creatively to best effect including a range of new opportunities, whilst ensuring the relationship is one of mutual benefit.
6. Improve and evidence our resource efficiency, reducing waste and minimising our carbon footprint, endeavouring to live sustainably as an organisation and acting as an exemplar promoting sustainability as part of the Garden's core purpose of conservation.
7. Seek to secure and resolve the long-term re-integration of the periphery farmhouse properties currently leased to the Garden through a combination of mutually beneficial social enterprise or upgrading schemes.
8. Engage everyone - Trustees, staff, volunteers, visitors, stakeholders, and partners - in appreciating, delivering, and communicating the mission, goals, and aspirations of the organisation, and acting as its ambassadors.
9. Evidence and articulate the Garden's contribution to key public agendas and the well-being of the region and social economy, and contribute to the development of opinion and policy development in relation to biodiversity.
10. Review and evaluate what we do, reflect, and find qualitative and quantitative ways to drive forward improvements.



Darren Boxer

Promote the Garden as a year round venue
The slate beds in autumn

GOAL 8 - Create a financially effective and sustainable institution.

The Garden needs to ensure that its financial position is both stable and robust enough to withstand short to medium term fluctuations in funding and to provide financial security to enable delivery of its purposes. To do so it will need to be increasingly effective and efficient in its application of resources, and in building relationships and performance that generate continued support from all its current and potential stakeholders and partners.

Future development of the Garden will depend heavily on stimulating investment and capturing interest and external funding. This will involve devising an organisational fundraising strategy that is realistic as well as specifying and delivering projects of varying scope and scale - including capital and revenue activities, mutually aligned with the expectations of donors and grantors. Success in this sphere will demand skilful targeting and bidding for support to individuals and organisations, as well as preparing well thought out and costed proposals which will ensure maximum benefits and avoid unintended costs or obligations that cannot be properly met. Cultivating and stewarding relationships with others, and both generating and raising reputation and profile, are essential strands of this endeavour.

Linked with this, the Garden must develop its commercial activities and opportunities to ensure direct bottom-line benefits and cost recovery. This includes attracting and engaging its visitors to generate increasing admissions footfall, dwell-time, and secondary spend, as well as promoting and stimulating corporate and conference business. Carefully monitoring and managing cost margins and performance across this activity sector, as far as possible aiming for resource efficiencies and responsible procurement, will be essential to delivering budget benefit.

Goal 8 - Targets

Our targets within this goal are to:

1. Maintain and enhance our relationships with key stakeholders, and our wider reputation and profile, in order to ensure continued financial support.
2. Develop and enhance commercial activities, including those of the NNR farm and woodlands, which provide positive financial contribution to the Garden's other activities.
3. Develop and maintain an effective fundraising campaign aimed at a wide range of potential partners including private individuals, industry, trusts and other non-governmental grant giving bodies. Leverage added funding or benefits through match and synergy.
4. Maintain and enhance the return from membership income, rates of gift-aid conversion, and conversion to legacy giving.
5. Seek solutions to reduce the actual and proportional overhead costs of the Garden such as energy and administration costs, in doing so taking responsibility for our contribution to climate change by addressing our own resource use, and moving increasingly towards carbon neutrality.
6. Undertake third party-funded capital enhancements that do not significantly increase the revenue burden on the Garden unless ongoing third party support is available.

7. Organise short term funding, when required, either from earned reserves or through borrowing at levels that can be supported and repaid.
8. Keep under review the wider commercial potential of the site for opportunities that could provide additional income streams without impinging on long-term viability or integrity.
9. Create and maintain controls, processes, and systems that are fit for purpose, effective, and efficient and that feed into management information that informs intelligent decision-making.
10. Ensure levels of independent scrutiny and review, together with project and risk management systems to safeguard the organisation and its resources – present and future.



Owen Jenkins

Visitor enjoyment, satisfaction, and accessibility
Buggy ride in the rain

8. ACTION PLAN

Goal 1	Develop and maintain the horticultural and other collections to the highest curatorial and presentational standards.	
TARGET	ACTION	TIME-FRAME
Target 1	<i>Develop, maintain, present and curate the collections to the highest standards.</i>	
a	Develop and approve a Living Plant Collections Accessions and Management Policy.	2012
b	Secure funding to upgrade the accessions software.	2012 - 2013
c	Migrate the collections records to the new software and link this with the photographic image collection.	2013-2015
d	Review and ensure that all accessions are accurate, and plants are labelled. Work with other organisations and experts to verify the identities of all plants growing in the Garden.	2012 - 2021
e	Develop and approve a Collections Management Policy for the Apothecary Plants for Health and Materia Medica collections and secure donation of those parts of the collections not yet in the Garden ownership.	2012 - 2013
f	Showcase and highlight different areas or aspects of the collections at internal and external events each year.	2012 - 2021
g	Review and refine the plantings of the Double Walled Garden (DWG) to reinvigorate the colour corridors and improve the planting and holdings in the APGIII display beds, ensuring woody species do not outgrow the space to the detriment of other holdings.	2012 - 2014
h	Support continued development of the herbarium using the APGIII system of classification.	2013 - 2016
i	Catalogue the library, herbarium, archives, photographic and image collection, sculpture and botanical art collections. Develop management plans and policies for each of these collections.	2012 - 2015
j	Complete and approve a Tree Management and Safety Policy that is fit for the Garden and the wider NNR Estate, and implement this in a way that enables linkage of the management plan with the CMS records of the NNR.	2012 - 2014

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Target 2	<i>Ensure that development of the different collections is integrated across our mission areas to fulfil the aims and needs of the Garden and its stakeholders.</i>	
a	Review the context and emphasis of the Tropical House to improve its engagement potential and integration with the Garden's story.	2012 - 2014
b	Improve and extend liaison and collaboration with Education through mutual developments including heritage collections, vegetables, and sustainability.	2012 - 2016
c	Generate a calendar of horticultural highlights and regular topics for talks that link with and enhance the marketing and events calendars, and improve visitor opportunities and experience.	2014 - 2016
d	Create links that specifically seek to draw visitors from appreciation of the <i>ex situ</i> plantings towards wider appreciation and engagement with the <i>in situ</i> diversity of the NNR.	2015 - 2021
e	In collaboration with Conservation Research, redesign and replant the Wallace Garden creating an arena for public engagement.	2013 - 2015
Target 3	<i>Enhance and understand the conservation and research value of the collections, and capitalise on the commercial potential linked with horticulture.</i>	
a	Build contacts and cooperate with environment bodies, researchers and others to whom the collections are of potential value for conservation research.	2013 - 2021
b	Collaborate with horticultural growers organisations, the EU funded Rural Development Plan and supply chain projects, and others to extend, promote, and showcase the commercial horticultural industry opportunities in Wales.	2012 - 2018
c	Provide suitable source material for propagation and sale through the Garden retail outlet.	2011 - 2021
d	Inform other institutions of availability of surplus plant material that may be exchanged or sold.	2012 - 2021
e	Build a collection and showcase of Welsh heritage horticulture varieties.	2014 - 2018
Target 4	<i>Increase the richness and diversity, as well as scale and scope, of the living collections and display schemes, integrating and linking these with the NNR and within the landscape conservation context of the Grade II listed parkland.</i>	
a	Lift over-vigorous sections of Broadwalk plantings and introduce greater variety of plants.	2012 - 2021

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b	Continue strategically and tactically to acquire plants that fit within the Garden's accession policy and to extend public interest.	2013 - 2021
c	Instigate a rolling programme to replace sections of the Great Glasshouse (GGH) plantings to ensure they are always looking good; allow the stage to be used to optimum effect; increase number of 'known provenance' plants and to expand educational opportunities.	2011 - 2021
d	Instigate a managed propagation programme of known wild origin material in GGH to provide a resource for replacement planting and for exchange of materials with other gardens.	2014 - 2021
e	Extend the interest of Spring Woods by creating a hardy fern and woodland garden collection.	2015 - 2018
f	Develop a collection of all of the flowering plants of Wales for the purposes of their identification, research and conservation. Produce horticultural protocols for cultivation.	2014 - 2018
g	Develop a Welsh Wood matrix to the Woods of the World, to act in the first instance as a nurse for extending the collections, and subsequently as a potential training, research, and economic resource.	2013 - 2021
h	Incorporate species on the NNR into the living plant collections database.	2016 - 2021
i	In the Welsh Wood and/or other suitable areas of the NNR, develop exemplar areas showing different coppice regimes, biomass interest, and timber use options and encouraging visitors to engage with and evaluate these.	2016 - 2021
Target 5	<i>Proactively and innovatively link the living with non-living collections (plants for health, herbarium, and library) as well as conservation research and learning agendas.</i>	
a	In collaboration with universities working with digital innovation, offer opportunities for projects that will provide tools to enhance links between the living collections and information resources (e.g. QR code projects) both on site and via remote access digital media.	2012 - 2015
b	Maintain and continue to develop the Apothecary's Hall display of plant-based medicinal artefacts and knowledge, and its important links with the traditions, culture, and biodiversity of Wales as well as its continuing relevance to health and future drug discovery.	2011 - 2021
c	Harness creative ways of extending and enhancing links between the Apothecary's Hall collections, the Apothecaries' Garden, and native species of the NNR, with the library collection, and the cultural and literary traditions of the Physicians of Myddfai and of Wales.	2012 - 2014
d	Seek capital funding for a major development to display, explain, and engage the public with plants for health, including the history of plants for medicine, the language and cultural tradition of Wales and the Physicians of Myddfai and present technologies in life	2013 - 2016

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	sciences.	
e	Increasingly incorporate plants of economic importance in Tropical House, noting the scope to harness the sensory potential of fragrant materials to add to the quality of experience.	2013 - 2021
f	Extend the range of biomass species grown and specifically link their relevance, interest, and modes of cultivation with appropriate interpretation and sustainability education agendas.	2012 - 2015
Target 6	<i>Make the collections as accessible as possible, both physically and intellectually to all audiences whilst concurrently developing ways of harnessing horticulture as a respected route to fulfil the Garden's wider social role and purpose.</i>	
a	Review the scope and seek to increase access to 'back areas' including the Nursery Glasshouses.	2015 - 2018
b	Develop a widely engaging sensory plant collection and trail in collaboration with Education to create ready interest for visitors with restricted abilities.	2014 - 2016
c	Provide on-line open access to the database of plants growing in the Garden and harness the scope for digital linkage with collections of other botanic gardens worldwide.	2014 - 2017
d	Link the living plant collection database with the collection of digitised images of plants.	2015 - 2018
e	Ensure that library and herbarium catalogue is online.	2011 - 2014
f	Digitise key publications held in the library increasingly making these available either through our own website or through relevant databases with open access.	2013 - 2016
g	Increasingly extend the opening times and access to the library for staff, volunteers, members and relevant researchers.	2012 - 2021
h	Develop an area to showcase the best of Welsh garden design.	2016 - 2019
i	Extend and partnerships with the Wales Probation Trust and Mencap Cymru, and build additional initiatives to link with hard to reach or comparable groups so as to capitalise on the unique and positive environment of the Garden.	2012 - 2021

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Target 7	<i>Maintain the bee garden and apiary as part of an integrated approach to safeguarding pollinators and promoting planting for pollinators in the Garden and NNR.</i>	
a	Establish a Memorandum of Understanding to secure the current bee garden arrangements in perpetuity.	2012 - 2013
b	In collaboration with Royal Botanic Garden Edinburgh, pursue funding to design and mount an exhibition about pollinators.	2012 - 2014
c	Raise funds to increase the number of hives in the Garden and develop a series of hives for practical instruction in bee keeping.	2013 - 2018
d	Extend practical, collaborative, and research relationships with others interested in pollinators.	2014 - 2021
e	Support implementation of the Welsh Government 'Planting for Pollinators' policy, applying it as appropriate within the Garden.	2011 - 2021
Target 8	<i>Work independently as well as collaboratively with other organisations to enhance the provision and delivery both of formal and informal horticultural training using the Garden's resource directly and indirectly.</i>	
a	Develop the partnership with Coleg Sir Gar for delivery of land-based (horticulture and NNR) training.	2012 - 2014
b	Develop a range of practitioner horticulture programmes and qualifications and establish the National Botanic Garden of Wales Diploma in Horticulture (see Goal 4 Target 6).	2015 - 2021
c	Contribute to initiating, designing, and delivery of Master's level courses in Horticulture and Sustainability.	2015 - 2021
d	Develop demonstration areas for the cultivation of fruit and vegetables for visitor engagement and teaching purposes, and review potential for trial allotments.	2013 - 2015
Target 9	<i>Develop a long-term, sustainable planning horizon appropriate to the life expectancy of a botanic garden.</i>	
a	Develop a rolling plan and calendar of horticultural operations and renewal priorities.	2012 - 2013
b	Develop a horticultural master plan that integrates with the Master Spatial Site Plan, incorporates inspirational design, and aligns with the access and engagement goals of the Garden.	2013 - 2014
c	Implement the horticultural master plan to generate a rolling scheme of horticultural projects that will add to the visitor experience.	2014 - 2021

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d	Grow the number of horticulture placement and traineeships to at least six per annum.	2015 - 2021
Target 10	<i>Deepen and strengthen partnerships and exchanges with other botanic gardens and centres of horticultural expertise nationally and internationally.</i>	
a	Continue subscriptions and participate in active membership of Botanical Gardens Conservation International and Plant Network. Curator and members of the Horticulture staff to attend conferences and meetings as resources allow.	2011 - 2021
b	Collaborate with, and partner, other gardens in the region and across Wales and beyond (through MOU and BGCI relationships) instigating and engaging in exchange visits, and staff training opportunities.	2012 - 2021
c	Liaise with other institutions in UK and overseas to acquire and exchange 'known provenance' material as seed or plants.	2011 - 2021
d	Participate in overseas plant collecting trips in conjunction with botanic gardens in UK and host countries to extend and improve the collections.	2016 - 2021

Goal 2	Become an internationally recognised centre for plant sciences and biodiversity research	
Target 1	<i>Deliver high impact, open access research of international relevance and reputation.</i>	
a	For each member of the Garden's research staff, aim to produce a minimum of two peer-reviewed publications per year with an emphasis on papers that are available 'Open Access' to the widest possible audiences.	2011 - 2021
b	Collaborate with relevant scientists and organisations, nationally and internationally to deliver high quality research programmes.	2011 - 2021
c	Facilitate the use of the Garden and Waun Las NNR and their collections, as a resource for the scientific community.	2011 - 2021
d	Develop a robust funding strategy from diverse and multiple income streams to ensure that the Garden's research is self-sustaining.	2011 - 2021
Target 2	<i>Conduct research that contributes to understanding and conserving biodiversity from genes to whole plants, and from species to populations, communities, and ecosystems.</i>	
a	Develop the Garden as an international centre for plant DNA barcoding and its applications.	2011 - 2021
b	Complete DNA barcoding the non-native flowering plants and conifers of the UK, concentrating on invasive species. In collaboration with NMW and RBG Edinburgh.	2012 - 2014
c	Supervise PhD on the development of bioinformatic tools for DNA barcoding and its applications. In collaboration with Glamorgan University.	2011 - 2014
d	Develop research on the use of DNA barcoding for ecological surveying, including below ground surveys using root samples. In collaboration with the University of the West of England.	2012 - 2016
e	Develop research on the use of DNA barcoding to understand pollinator services.	2012 - 2016
f	Develop research on DNA barcoding for landscape reconstruction. In collaboration with Swansea University.	2012 - 2016
g	Develop research on DNA barcoding to understand the diets and habitat requirements of endangered species, for example dormice. In collaboration with the Whitley Wildlife Conservation Trust.	2012 - 2016
h	Conduct research that examines the relationships between the different levels of biodiversity, from genes, species, populations and	2011 - 2021

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	communities to ecosystems in order to understand how changes in one level affect the others.	
i	Use DNA barcode sequence data to assemble a national phylogeny of the flowering plants of the UK. In collaboration with the National Museum Wales (NMW) and the Royal Botanic Garden (RBG) Edinburgh.	2012 - 2014
j	Develop projects that use the UK national phylogeny of flowering plants to understand community ecology. In collaboration with RBG Edinburgh.	2012 - 2016
k	Use the Welsh Rare Plants Project to extend our scientific knowledge on how to conserve endangered plant species and the genetic diversity within them.	2011 - 2021
l	Complete project on the conservation genetics of <i>Campanula patula</i> including investigating past levels of genetic diversity using herbarium specimens (Funded by the Countryside Council for Wales (CCW) and Natural England).	2012 - 2014
m	Supervise PhD research on evolution of endemic <i>Sorbus</i> species. In collaboration with Exeter University and the Whitley Wildlife Conservation Trust.	2011 - 2015
n	Develop a rolling programme of conservation genetics research on threatened plant species within the UK concentrating on the research requirements of the UK Biodiversity Action Plan and Interagency Conservation Genetics Working Group.	2011 - 2021
o	Develop Waun Las National Nature Reserve (NNR) as a centre for grassland management and restoration, with emphasis on the establishment of long term studies and trials.	2011 - 2021
p	Develop research projects that relate to, and are informed by, our international collections and will contribute to plant conservation programmes overseas.	2013 - 2021
Target 3	<i>Conduct research on the properties, use, and application of plants for human benefit.</i>	
a	Develop projects on the applications of DNA barcoding for human benefit.	2011 - 2021
b	Supervise PhD on DNA barcoding and the anti-microbial properties of honey. In collaboration with the School of Pharmacy, Cardiff University.	2011 - 2014
c	Develop research programmes on the utilisation of plants for human health.	2011 - 2021

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d	Supervise PhD on the anti-microbial properties of tea. In collaboration with the School of Pharmacy, Cardiff University.	2011 - 2013
e	Develop projects on the use of plant products for sustainable development.	2011 - 2021
f	Develop partnerships with commerce, industry, and universities on uses of plants for human benefit.	2012 - 2021
Target 4	<i>Provide research training and experience to foster and develop the next generation of plant scientists.</i>	
a	Provide research training supervision and work experience for A-level, undergraduate, and post-graduate students.	2011 - 2021
b	Working with partners throughout the UK promote plant sciences at A-level, undergraduate and post-graduate level.	2011 - 2021
Target 5	<i>Build capacity by expanding and extending the research team and laboratory resources through targeted funding initiatives and attracting capable researchers.</i>	
a	Secure funding for PhD students and post-doctoral researchers to be based at the Garden.	2011 - 2021
c	Make targeted funding bids for research equipment and laboratory resources.	2011 - 2021
d	Grow the number of research staff by securing or attracting funding for their support.	2015 - 2021
e	Develop the medicinal plant display to engage our visitors about the value of plant research for human health.	2013 - 2015
Target 6	<i>Work closely with others, including the Welsh Government's Chief Scientific Adviser (CSAW), universities in Wales and beyond, and other partner bodies so as to complement resources and expertise elsewhere.</i>	
a	Keep the CSAW, partner bodies and key collaborators regularly updated and informed of progress with the research at the Garden.	2011 - 2021
Target 7	<i>Seek to influence thinking and contribute to the development of policy on science and research.</i>	
a	Contribute to consultation exercises by key bodies.	2011 - 2021
Target 8	<i>Become a premier organisation for plant sciences public engagement, articulating our activities, providing a showcase for others, and influencing policy makers and environmental leaders.</i>	
a	In collaboration with the Curator develop the Wallace Garden as an innovative showcase for the plant sciences research carried out at	2013 - 2015

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	the Garden especially conservation genetics and DNA barcoding.	
b	Develop the medicinal plant display to engage our visitors about the value of plant research for human health.	2013 - 2015
c	Stimulate and prompt visits to the Garden's research labs by environmental leaders, members of the scientific community from within and beyond Wales, key policy and decision-makers, and engage in a programme of similar outgoing visits.	2011 - 2021
d	Continue to develop the Garden's arts-science programme as an innovative means of public engagement and vehicle for multi-disciplinary research.	2011 - 2021
e	Present the scientific work of the Garden to the widest possible audience through talks, presentations, events and activities both within the Garden and at national and international venues.	2011 - 2021
f	Use online resources and social networking to engage diverse audiences with the Garden's research programme.	2011 - 2021
g	Produce articles, reports and features that describe the Garden's research activities.	2011 - 2021
h	Work with the marketing and communication department to prepare press releases about the Garden's science activities and work with all forms of media to describe and engage the public with the Garden's research programme.	2011 - 2021
Target 9	<i>Promote and explore opportunities for enterprise, knowledge transfer and commercialization of relevant research to support the Garden's profile and income as well as the regional economy, and to maximize innovation income derived from informed and sustainable use of plants.</i>	
a	With the Director develop intellectual property protocols suited to the Garden's needs.	2012 - 2013
b	Build a network of commercial contacts with interests in applications, and through pilot-scale projects develop effective resource and funding instruments to exploit commercial potential.	2013 - 2016
c	Investigate the commercial applications of DNA barcoding including the identification of root and pollen samples.	2012 - 2016

Goal 3	Be a centre for integrated plant conservation at a local, national, and international level.	
Target 1	<i>Contribute to the long term survival of the most endangered plants throughout Wales through an active and integrated conservation programme. Use Welsh species as case studies to develop plant conservation protocols of wider utility.</i>	
a	Develop the Welsh Rare Plants Project so that, in consultation with CCW, it has a significant conservation impact on the threatened plant species found throughout Wales.	2011 - 2021
b	Use the Welsh Rare Plants Project to develop models and protocols for plant species conservation by publishing scientific papers and reports that discuss the wider conservation implications of our conservation research.	2011 - 2021
c	Continue research and reintroduction programme for <i>Salvia pratensis</i> , a species currently extinct within Wales. In conjunction with CWW, Treborth Botanic Garden and Bristol Zoo.	2012 - 2014
d	Continue conservation research on endemic <i>Sorbus</i> species, including implementation of process-based action plans. In conjunction with NMW, CCW, Whitley Wildlife Conservation Trust and Exeter University.	2012 - 2015
e	Continue to advise and support the reintroduction programme for <i>Cotoneaster cambricus</i> on the Great Orme, Llandudno.	2011 -2021
f	Develop the Welsh plant species collection held at the Garden for the purposes of education, research and public display.	2011 - 2021
g	Contribute to the Interagency Conservation Genetics Working Group through attending meetings and developing joint projects.	2011 - 2021
Target 2	<i>Manage Waun Las NNR as an example of best practice in agricultural grassland and woodland management and restoration for biodiversity that supports ecosystems services.</i>	
a	Complete and develop the Waun Las NNR management plan (CMS) in order to maximise the effectiveness of biodiversity conservation, as well as information and knowledge management.	2012 - 2021
b	Implement landscape scale grassland restoration within Waun Las to increase the size and connectivity of grasslands with high conservation value.	2011 - 2021
c	Develop Waun Las as a key site for the delivery of local, regional and national Biodiversity Action Plan targets.	2012 - 2021

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d	Complete and develop the NNR interpretation and access plans with the aim of increasing and improving public engagement.	2013 - 2016
Target 3	<i>Recognising that Wales sits within the biogeographical Atlantic Arc of countries composed of Ireland, western France, Spain and Portugal, ensure that our conservation of the Welsh flora is integrated with, and extends into, this broader area for conservation.</i>	
a	Develop collaborative conservation projects with Atlantic Arc countries and ensure that the Garden's conservation work aligns with European conservation priorities.	2013 - 2021
Target 4	<i>Link the relevant elements of the living collection to in situ conservation projects, through contributions to existing or developing new conservation programmes.</i>	
a	Establish links and contribute to plant conservation in the wild for the regions represented in the Great Glasshouse Mediterranean plant collection (South Africa, Mediterranean basin, California, Australia, Chile).	2011 - 2021
b	Develop the Garden's temperate woodlands arboretum 'Woods of the World' so that it contributes to the conservation of temperate woodlands in the wild.	2012 - 2020
c	Develop a medicinal plants conservation programme.	2015 - 2021
Target 5	<i>For all of our conservation programmes and actions, take an ecosystems approach and consider plants in a broad sense by including all plant groups (flowering plants, conifers, ferns, bryophytes, lycophytes, algae) and fungi.</i>	
a	Extend the Welsh Rare Plants Project to include lower and higher plants.	2013 - 2021
b	Develop a plan for how the Garden can contribute to the conservation of lower plants and fungi. With particular reference to the Strategy and Action Plan for the Conservation of Lower Plants and Fungi in Wales 2009 – 2015.	2011 - 2013
c	Continue to host the British Lichen Society Library.	2011 - 2021
d	Develop the Garden's library and herbarium resource on algae and raise public awareness of these organisms through events within the Garden.	2011 - 2021
Target 6	<i>Seek to stimulate, strengthen, and grow interest in fungi and mycological expertise in Wales.</i>	
a	In partnership with others in the Garden and beyond, use the NNR wax cap meadows as a focus for annual autumn forays. Promote the	2011 - 2021

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	Garden as a venue for meetings, learning, and events linked with lichens and mycology.	
b	Establish and promote Wales Fungus Day as a regular calendar event and stimulate its adoption and support.	2012 - 2021
c	Continue to digitise the Dr Stan Hughes mycological collection and make it available to the international mycological community.	2011 - 2021
d	Collaborate with Dr David Minter, principal scientist with CABI, to establish and secure a mirror server for the major global resource of <i>Cybertruffle</i> digital open-access resources.	2013 - 2016
Target 7	Strengthen and grow interest in Welsh native plants associated with agricultural land.	
a	Establish and develop a volunteer biodiversity group whose role would be to raise awareness of biodiversity on the NNR and to measure, record, monitor, and report biodiversity of this area.	2013 - 2021
b	In partnership with CCW, as part of the NNR management plan, develop interpretation to improve public familiarity with native species.	2012 - 2015
Target 8	Contribute to elucidating the role and importance of pollinators for plant populations and consequently for world health.	
a	In collaboration with others use the bee garden to promote the role and importance of pollinators thus developing and extending the displays , interpretation, exhibition and publicity opportunities arising from this.	2011 - 2014
b	Develop research on DNA barcoding to understand pollinators and the ecosystem services that they provide.	2011 - 2015
Target 9	Network with plant conservation organisations and cognate bodies locally, nationally and globally in order to develop effective conservation partnerships.	
a	Develop the Garden as a hub for plant conservation in Wales by developing key partnerships with all organisations involved with conserving Welsh plants.	2011 - 2021
b	Act as a portal within Wales for overseas plant conservation.	2012 - 2020
c	Ensure that the Garden contributes to the development and delivery of local, national and international plant conservation agenda.	2011 - 2021
d	Contribute to consultations and actions arising from the Science Strategy for Wales, and the work of the CSAW to promote the achievements and calibre of Welsh science.	2011 - 2015

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e	Develop and implement simple actions drawing on the MoUs with South Korea and with Chongqing Nanshan Botanic Garden to mutual benefit.	2012 - 2015
Target 10	<i>Develop the Garden as a National Asset for engaging the people of Wales with the importance of conserving biodiversity and involving them with actions towards this.</i>	
a	Develop strategies and interpretation for the NNR to engage and inspire visitors about the most important habitats found in Wales (see Goal 4).	2011 - 2015
b	Develop the Welsh native plant area to provide a 'behind the scenes' venue for guided talks on the Welsh flora and its conservation.	2013 - 2014
c	Use our plant collections as ambassadors to engage volunteers, members, and visitors with the conservation issues facing those species and habitats in the wild.	2011 - 2021

Goal 4	Provide exemplary and innovative formal and informal education and interpretation for all ages and abilities, promoting understanding of the connections between people, plants, the environment and their role in our sustainable future.	
Target 1	<i>Provide access to learners across Wales through the development and delivery of learning using diverse media, tools, and avenues, and through outreach programmes. Underpinning this will be an active appreciation of the benefits of collaboration with other Welsh institutions and other learning organisations at all levels.</i>	
a	Design and implement three new programmes and resource them.	2012 - 2015
b	Devise and start to implement a cohesive programme of outreach to selected target areas/regions around Wales involving both direct visits and indirect means of harnessing digital media routes to enable and support this as appropriate.	2013 - 2015
c	Develop an annual programme of outreach visits providing Continuing Professional Development (CPD) programmes to train staff from other institutions enabling them to offer these further on behalf of the Garden.	2014 - 2021
d	Support and promote the use and development of sensory gardens.	2014 - 2019
Target 2	<i>Become the premier institution for the development and delivery of plant science programmes for schools, further and higher education groups in Wales.</i>	
a	Grow the team of secondary qualified science staff to at least two full-time staff.	2015 - 2021
b	Develop plants physiology programmes for A level pupils (this will require further laboratory facilities).	2015 - 2020
c	Continue to advertise and promote programmes and adapt them to fit changing curriculum requirements.	Ongoing
d	Develop an MSc in plant conservation to be run jointly between the Garden and a relevant university.	2013 - 2021
e	Contribute to development, design, and delivery of horticultural training (see Goal 1, Target 8).	2014 - 2016
f	Continue to devise and deliver guidance, training and CPD to promote the use of plants for classroom teaching, encourage establishment and develop childrens' life-skills.	2011 - 2021

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Target 3	<i>Develop environmental education programmes which are examples of good practice, are active, engaging, innovative, and can be used by other facilitators across Wales and beyond.</i>	
a	Develop and write up Mud Pies as a programme and seek sponsorship to be able to package it for distribution/sale to other providers and establishments.	2015 - 2020
b	Develop two other programmes that can be packaged, branded, and marketed.	2015 - 2020
Target 4	<i>Become regarded as a showcase organisation in the development and delivery of Education for Sustainable Development in Wales and a respected science, technology, engineering, and mathematics, (STEM) contributor.</i>	
a	Develop and further our sustainability programmes and trails in order to show case our good practice and become an exemplar for micro renewable technologies.	2013 - 2016
b	Expand and extend involvement with delivery of STEM discipline learning both in the curriculum and in wider public outreach and life-long learning.	2013 -2016
c	Engage with the STEM-related professional bodies to share and develop STEM courses, trails, and engagement activities and to improve collaboration and harmonisation of calendar events so as to raise profile and delivery opportunities.	2012 - 2015
d	Contribute to the National STEM Alliance, support the CSAW and the Minister for Education in the goal of improving STEM engagement and impact in Wales.	2011 - 2021
e	Develop arrangements to secure the potential installation of the Swansea Astronomical Society 20" Shafer-Maksutov catadioptric telescope as a learning and public engagement resource for the Garden.	2013 - 2017
f	Host a sustainable development youth conference for Wales.	2013 - 2015
g	Collaborate with others in design and delivery of Masters level programmes in sustainability linked with horticulture (see Goal 1 Target 8).	2015 - 2017

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Target 5	<i>Develop the Waun Las NNR as an education and interpretation resource showcase for the Welsh landscape and its ecosystems, explaining and interpreting the inter-relationships between plants, agriculture, and biodiversity.</i>	
a	Continue and complete works on Waun Las access to Pont Felin Gat and wax cap meadows area and promote their use.	2012 - 2015
b	Develop a year round range of opportunities for community groups and the public to engage with the countryside via the NNR eg. plant identification, wax cap walks, grassland management and restoration, and demonstration events.	2012 - 2015
c	Create an adapted trailer suitable for 'farm safaris' group use and schedule this into the regular Garden activities calendar to promote and enable visitor access and wider appreciation of the NNR.	2012 - 2014
d	Together with Coleg Sir Gar and/or other organisations develop countryside skills and land-based training using the NNR.	2014 - 2021
Target 6	<i>Develop the Growing the Future programmes and facilities to inspire and assist visitors and collaborators in the pursuit of sustainable gardening and food production, linking closely with community groups from across Wales and becoming established as the leading central 'hub' for training and support for the Growing the Future aspirations of Wales.</i>	
a	Integrate and delivery of food growing into the practitioner horticultural courses (Goal 3 target 8) and the National Botanic Garden of Wales diploma in horticulture.	2015 - 2021
b	Continue with the CPD courses for teachers on growing food.	2011 - 2021
c	Design and develop the Growing the Future project site in collaboration with the Permaculture Association.	2012 - 2014
d	Establish courses for schools, community groups and individuals on sustainable living and food production.	2013 - 2015
e	Create food growing areas accessible to visitors that serve for demonstration with plots available for use by staff, volunteers, members, and interest groups.	2014 - 2017
f	Become accredited for delivery of Permaculture Design and Diploma courses in-house and establish other accredited courses for teachers, community groups and the public that align with the NBGW Diploma and horticulture practitioner courses (Goal 1 Target 8).	2015 - 2020

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Target 7	<i>Monitor and evaluate all activities and programmes effectively against suitable qualitative and quantitative criteria for success.</i>	
a	Establish regular one to one sessions with staff, and expect all staff to observe others teaching at least once a term to provide mutual feedback and development suggestions.	2011 - 2021
b	Schedule regular staff training days in house to ensure all staff are happy with new programmes as they are introduced and that knowledge about different subjects is improved eg, sustainability and plants in medicine.	Ongoing
c	Improve and establish formal and informal systems for gathering feedback from visiting schools and groups, and collate and review comments on a regular basis against suitable benchmarks and to prompt improvements.	2013 - 2015
d	Develop an annual cycle of exchange and informal external review in collaboration with similar organisations so as to improve networking, provide benchmarks, and share best practice.	2014 - 2021
Target 8	<i>Expand Continuing Professional Development (CPD) training for teachers and others, working with cognate partners towards national standards for its content, delivery and accreditation.</i>	
a	Work through the Botanic Garden Education Network (BGEN), Farming & Countryside Education (FACE) and with the National Museum Wales (NMW) to establish standards for CPD training and delivery.	2012 -2015
b	Achieve BGEN accreditation for CPD courses.	2015 - 2020
Target 9	<i>Widen the availability of a comprehensive Life Long Learning programme for all ages, abilities and interests, and achieve standing as a centre for wide-ranging and popular lifelong learning linked closely with the Garden's core mission.</i>	
a	Conduct a desk-based review of CPD and training provided by comparable others in Wales, and the UK, and other botanic gardens world-wide to provide a context for further developments at the Garden.	2013
b	Gather feedback and review the Life-long learning courses on an annual basis to assess popularity and cost-effectiveness and explore what else can be added to provide a comprehensive range of courses for all ages and abilities.	2013 - 2021

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Target 10	<i>Evidence the highest standards of interpretation, and harness the widest possible range of interpretive media to help our visitors - whatever their race, age, ability or gender - to understand, value, enjoy and engage with the mission of the Garden.</i>	
a	Develop a rolling programme to complete interpretation on partially interpreted areas, specifically the NNR, DWG and Wallace Garden.	2011 - 2014
b	Establish a regular programme of introduction and training for new volunteer tour guides, and develop a system that will ensure a regular high quality programme of guided walks around the formal gardens and NNR.	2011 - 2014
c	Develop new technology interfaces to link sites and interpretation around the Garden, via the web and digital media, with existing and new resources such as the living plant collections database, the library resources and database, and additional information beyond the Garden.	2013 - 2016
d	Improve and extend the web resources, using focus group feedback and objective analysis to inform changes.	2013 - 2021
e	Develop a methodology and system for rolling review of signage and interpretation, supported by a regular plan of review, updating, and replacement of old signage.	2014 - 2016
f	Seek funding to enact long term interpretation needs identified in new interpretation strategy.	2014 - 2018
g	Review and improve the effectiveness of interpretation for visitors with a disability, aiming towards exemplar SENDA (Special Educational Needs and Disability Act) standards.	2014 - 2017

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Goal 5	Become an iconic Welsh cultural institution, adding perceptibly and measurably to the status and recognition of Wales.	
Target 1	<i>Celebrate and positively promote our national identity by ensuring that the Welsh language and culture are embedded in the Garden's ethos, actions, and programmes of events.</i>	
a	Consider, positively promote, develop and integrate the national identity in the ethos, approaches, developments, and activities of the Garden.	2011 - 2021
b	Develop, agree, and have approved a Voluntary Welsh Language Scheme with the Welsh Language Board, and align this into an updated Welsh Language Policy.	2012 - 2013
c	Implement and monitor effective operation of the Voluntary Welsh Language Scheme and Policy across all activities, in particular communication, staff development and commercial services.	2013 - 2021
d	In line with the Welsh Language Scheme ensure published and press materials in and distributed from the Garden are bilingual or available bilingually.	2011 - 2021
e	Whenever possible, ensure front of house staff, especially at the gatehouse, reception, and greeters at events are bilingual speakers.	2012 - 2021
f	Ensure all telephone extensions and e-mail out-of-office carry a bilingual message.	2013 - 2015
g	Encourage and support all staff and volunteers to use the Welsh language and provide informal opportunities that facilitate and enable learning and use of Welsh.	2011 - 2021
h	Always, when recruiting new staff, include Welsh language skills amongst the selection criteria (as either essential or desirable as appropriate) and take account of this in the selection process.	2012 - 2021
i	Develop activities to celebrate specific Welsh Cultural Festivals e.g. Calan Mai, Calan Gaeaf, Santes Dwynwen, and to highlight historical or topical Welsh prowess and achievements, and include these in the rolling calendar of events.	2011 - 2021
j	Assess the potential benefits of developing specific closer collaborations and co-operation, or project-specific working, with other iconic national institutions and organisations, e.g. the National Library of Wales, the National Museum Wales, and the National Orchestra, and consider how best to establish and secure such relationships to optimum mutual and national benefit.	2012 - 2015

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k	Where appropriate develop agreed Memoranda of Understandings on co-operative working between the Garden and such iconic or partner institutions.	2012 - 2015
Target 2	<i>Ensure that the Garden is closely involved and interactive with the local community and nationally, and that it acts as a custodian of place in terms of this heritage.</i>	
a	Establish the Garden as a venue for local communities and organisations with regular community events.	2012 - 2021
b	Reach out to local communities by participating in and holding events at local venues.	2012 - 2021
c	Establish regular and meaningful contact with local community groups by contributing to local issues and ensuring that the local community is consulted about the development of the Garden and is regularly engaged with it.	2012 - 2021
d	Seek ways to extend and expand the recognition and contribution of the Garden estate to the interpretation, understanding, and value of Wales' landscape heritage. In doing so secure collaborative and supportive relationships with organisations with interests in historic landscapes including Dyfed Archaeology, Welsh Historic Monuments (CADW), Royal Commission for Ancient and Historic Monuments, and Historic Gardens Trust.	2012 - 2015
e	Continue to strengthen and build links with other organisations or communities of interest that particularly operate through the medium of Welsh (such as Urdd, Cymdeithas Edward Llwyd, Wales Young Farmers, Merched Y Wawr) and with advisory resources and expertise such as that at University of Wales Trinity St David, the Commissioner for Welsh Language, Cardiff University School of Welsh.	2013 - 2014
f	Strive to contribute to and maintain the position of the Garden as a valuable economic driver for the local community.	2011 - 2021
Target 3	<i>Contribute to shaping the development, and supporting delivery, of national targets and policy objectives that fall within the Garden's mission and remit.</i>	
a	Be aware of national strategies and policies and consider how the Garden can best contribute to their delivery.	2012 - 2021
b	Where appropriate contribute to consultations at national level and to the development of national policies.	2012 - 2021
c	Seek to reflect both national interests and global concerns in specific developments and services.	2012 - 2021

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Target 4	<i>Extend and enhance the Garden's reputation as a venue for the display and creation of art in all its forms from botanic illustration, contemporary painting and sculpture, through to music, theatre, and live performance.</i>	
a	Revisit, review, and redefine the Garden's arts strategy.	2013 - 2014
b	Review and refine operational and facilities protocols and guidelines for use of the site by different user groups to ensure they are optimal for purpose – including the Exhibitors' Agreement (for events), Exhibition Agreement (for art display and loans) and terms for use for film, TV, and other media organisations.	2012 - 2014
c	Work locally and nationally with Welsh arts and media colleges to encourage use of the Garden as a venue and to develop collaborative and cultural projects.	2011 - 2021
d	Seek out and build mutually effective partnerships with creative arts organisations in doing so paying particular attention to disability, hard-to-reach, and community involvement.	2012 - 2021
e	Develop collaborative arts and cultural activities and project with local and regional agencies/ institutions.	2013 - 2021
f	Establish a design sub-committee to ensure that high and consistent design standards are set in the development of the Garden. Use this forum to develop the Garden's design brief.	2012
Target 5	<i>Expect the highest standards of design possible within the resource available, and embed specification of the lowest levels of environmental impact as an integral part of this.</i>	
a	Foster an attitude and expectation of excellence in specification and design for any major new construction, seek to engage Welsh designers and artisans in delivery, and take account of these standards and parameters in considering and approving any other smaller installations or fixed developments on site (see Goal 7, Target 2).	2011 - 2021
Target 6	<i>Proactively foster and support the integration and mutual respect between arts and science, seeking always to bridge the gap between these and to harness the values and intellect of each to support the achievements of the Garden.</i>	
a	Seek opportunities and funding for artist in residence, poet in residence, community art and similar engagement and interpretation projects.	2013 - 2016
b	In partnership with Sculpture Cymru and other practicing artists, develop and extend the sculpture garden, expanding this into a sculpture trail across the site which is linked with regular events bringing practicing artists into the Garden to demonstrate their craft.	2014 - 2018

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c	Integrate arts and science events into the calendar, and continue to support and promote such activities as the International Day of Dance and other similar international arts events.	2011 - 2021
Target 7	<i>Celebrate, promote, research and interpret the wider cultural and historic aspects of the Garden estate to showcase the Welsh heritage and its specific historic landscape, collaborating with others who have that expertise and linking with other similar historic sites in Wales and the world.</i>	
a	Ensure future developments reflect / respect important established historical features.	2011 - 2021
b	Extend the Heritage Lottery funded exploration, discovery and interpretation of the Middleton Estate, collaborating with academic experts and involving volunteers and the community.	2012 - 2016
c	Consider the potential for establishing the Garden as a hub and focus for landscape studies in Wales.	2015 - 2018

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Goal 6	Achieve high reputation and success as a leading visitor attraction within the UK, offering outstanding experiences and value for money to the visitor.	
Target 1	<i>Deliver consistent and effective marketing and communication that increases awareness of the Garden, its mission, collections, programmes and activities across Wales, the United Kingdom and beyond.</i>	
a	Increase visitor numbers to 140,000 by establishing a calendar of “must attend events” that become fixtures in the spring, summer and autumn seasons. Additionally, broaden the range of experiences on offer to maximise the attraction across age and gender.	2015 - 2021
b	Revisit and redefine consistent branding, styling, and messaging from the Garden and ensure all staff are aware and use this.	2013 - 2016
c	Regularly provide portfolio selections of high-quality enticing images to media contacts and tourist operators to ensure any visual images of the Garden that are used in other publications and web sites are vibrant and recent.	2012 - 2021
d	Maintain excellent relations with key local, regional and national media. Make personal contact with their representatives at least once per year.	2012 - 2021
e	Promote the Garden as a media ‘venue’ in order to develop alternative and additional revenue streams.	2013 - 2021
f	Promote the Garden to film and production companies for revenue potential as well as added, “no cost”, exposure of the Garden as a destination.	2013 - 2021
g	In liaison with the conferencing /commercial team promote the Garden as a sought-after ‘launch venue’ for local, regional and national organisations.	2012 - 2021
h	Maintain high standards in all forms of communication from the Garden. Monitor and measure media coverage (articles written, column inches, broadcast exposures etc.). Aim for profile via at least six national level media vehicles each year.	2011 - 2021
i	Monitor visitor opinion via research and formulate new and additional activities on the basis of this evidence. Monitor and evaluate the activity of competitor and peer attractions and implement best practice where relevant and appropriate.	2012 - 2021
J	Co-ordinate production of high quality twice-a-year events/ listings/ courses etc. Garden booklet.	2012
k	Develop and enhance the new, interactive, commercial, bi-lingual website. Ensure that the website supports all of the goals of the	2012 - 2021

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	Garden.	
l	Harness and bring forward new and innovative technological offerings as appropriate (currently capitalising on Twitter and Facebook).	2012 - 2021
m	Assess effectiveness of website by regular analysis of stats/report on site usage. Instigate ongoing review and refinement on the basis of analysis.	2012 - 2021
Target 2	<i>Convey messages that the Garden offers a wealth of opportunities that appeal to all segments of target audiences, and assure visitors of a distinctive and memorable experience.</i>	
a	Ensure high-quality and effective 'Garden' presence at relevant shows and events eg RHS Cardiff, Royal Welsh, Eisteddfod, Urdd, Malvern.	2011 - 2021
b	Commission high-quality presentation material and stand for external events.	2013 - 2015
c	Develop linked marketing, trails and events with partner attractions.	2012 - 2016
d	Prepare and provide guidance, training, and suitable materials to ensure staff and volunteers giving talks to external bodies convey the appropriate messages and in appropriate ways.	2013 - 2016
Target 3	<i>Introduce to the Garden's programme, related, added-value activities that evidence a holistic approach that is widely inclusive, family friendly, and promotes access in ways that also seek to encourage disadvantaged communities and under-represented groups.</i>	
a	Deliberately target and partner outside organisations to develop 'added value' events that use the Garden as a venue, are organised by others, and draw in different audience groups.	2011 - 2021
b	Continue to operate a number of free entry days and events, particularly during the low visitor season, that will enable and encourage visits from those who might not otherwise afford it.	2011 - 2021
c	Positively collaborate with Carmarthen County Council and others in mounting events that bring disadvantaged and under-represented groups to the Garden.	2013 - 2017
d	Provide Kids Go Free offers to selected school groups to encourage and incentivise visits from those who may be less well off.	2012 - 2015

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Target 4	<i>Produce and promote garden displays, exhibits and events that create interest and command attention from media and public alike and that encourage both repeat and off-peak visiting.</i>	
a	Maintain and improve standards as recorded in the Visitor Attraction Quality Assurance Service (VAQAS) report, high-levels of customer satisfaction as recorded in the annual market research survey, and visitor feedback systems.	2011 - 2021
Target 5	<i>Create and embed a rolling calendar and events programme including varied and familiar activities that develop an excellent reputation and both stimulates and sustains individual and collective "brand awareness".</i>	
a	Take careful account of all forms of analysis, feedback, and suggestions in drawing up the Garden's calendar of events.	2011 - 2021
b	Co-ordinate and schedule activities in liaison with other local attractions to avoid clashes, and with other cognate bodies to coincide events where there is advantage in doing so.	2011 - 2021
Target 6	<i>Be accessible to all members of society irrespective of age, gender, social class or disability, with full regard to all legal and best practice health and safety guidelines, always aiming to maximise the pleasure potential of every garden visitor and every visit.</i>	
a	All new buildings and attractions constructed with full physical accessibility in accordance with our existing access statement.	2011 - 2021
b	Encourage periodic inspections by local government Health and Safety Officers and Insurers to provide a healthy and safe environment for all of our visitors. Act on any advice given.	2011 - 2021
c	Promote the Garden's accessibility and relevance to all members of society and maintain high-standards as measured by the annual VAQAS access survey.	2011 - 2021
Target 7	<i>Use high standards of interpretation to extend visitor dwell time, increase repeat visits, engender emotional bonds with the Garden, encourage visitors to explore beyond the 'core' areas and extend visitors' perception of the Garden as an all year round visitor attraction.</i>	
a	Improve the design, accessibility and functionality of the website, keeping up to date with current best practice in the charity sector and new technology developments so as to motivate and encourage visitors.	2013 - 2021
b	Specifically target events and groups who will particularly use the wider area of the Garden estate - bird watchers, walkers, orienteers, campers, sculpture trail and land-art.	2014 - 2016

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c	Introduce different, novel and engaging ways of interpreting the site's plantings, history, and landscape (for example through story, dressing up, community art projects, and new technology media) that will encourage extended dwell time.	2012 - 2021
Target 8	<i>Set and maintain the highest standards of customer service and satisfaction, and both review and evaluate our performance. This should be seen as critical to aims of reputation building, word-of-mouth testimonial and the encouragement of repeat visits.</i>	
a	Review and respond to informal and formal visitor feedback.	2011 - 2021
b	Collaborate with and draw on Visit Wales' tourism expertise and training to develop customer service skills amongst the front-line team. Benchmark and share best practice with other tourism providers.	2013 - 2015
Target 9	<i>Grow visitor and membership numbers, moving members up the 'loyalty ladder' towards legacy and giving.</i>	
a	Seek to increase membership annually rising to 5% per annum.	2015 - 2021
b	Refine and re-launch the Garden's legacy scheme and engagement process.	2012 - 2014
c	Continue to produce a high-quality members' magazine through the year.	2011 - 2021
d	Establish a series of member events, encouraging and enabling contact with trustees, senior managers, and staff.	2012
Target 10	<i>Actively pursue collaborative initiatives and synergies designed to promote sustainable and responsible ecotourism and garden visiting in Wales and beyond.</i>	
a	Secure Eco Alliance arrangements with agreed partner organisations.	2012

Goal 7	Develop and secure an infrastructure and organisational framework of high standard, meeting the needs of the institution now as well as providing for its future growth and success.	
Target 1	<i>Ensure governance and internal organisational arrangements that deliver the core mission, add value, and bring sustainability. For a young organisation such as the Garden, policies, procedures, and protocols should be developed that are not only fit for purpose but aspire to best practice.</i>	
a	Review existing Garden policies, benchmark against appropriately mature best practice elsewhere, and update accordingly.	2013 - 2015
b	Only introduce new policies, procedures, and protocols that are easily understood, practical to implement, and add value. Seek out and use best practice models as a starting point.	2012 - 2021
c	Provide professional and effective information and co-ordination for Trustee Board meetings.	2011 - 2021
d	Aim to enable and support the Trustee Board members to be aware of and meet their responsibilities under the relevant statutory and compliance instruments (currently Companies Act 2006 and Charities Act 2006). Arrange suitable training as required.	2011 - 2021
Target 2	<i>Evolve and refresh the Garden Master Spatial Site Plan and design strategy to guide direction as a framework for restoration of the heritage landscape and extension of a portfolio of new and iconic projects designed to serve organisational need and aspirations.</i>	
a	Review and draw on the existing landscape conservation plan and extend this through a series of coordinated and consultative design charrettes, into a revised Garden Master Spatial Site Plan and design strategy that envisages and prepares for future developments of the site and buildings for the coming 10 – 20 years.	2012 - 2014
b	On the basis of the design strategy, develop guidelines for the Garden, and an implementation plan, and priority list for major strategic developments, and a rolling process of review and updating every 5 years.	2012 - 2015
c	Initiate discussion and plans for restoration of the lakes, those areas of the listed parkland landscape, and the areas and structures of the DWG not yet restored (west side) that are suitable.	2012 - 2016
d	Liaise with CADW to draw up designs for extension and embedding of the Woods of the World that are sympathetic and in harmony with the designated listed parkland.	2012 - 2014

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e	Raise funds to create a suitable observatory for the Swansea Astronomical Society 20" Shafer-Maksutov catadioptric telescope developing this as a year-round visitor attraction and STEM learning resource.	2013 - 2016
Target 3	<i>Generate a rolling plan of capital investment, repair, refurbishment, and replacement to maintain and enhance the physical infrastructure and equipment so as to meet strategic goals.</i>	
a	Monitor and reduce energy usage from overall cost of £200k annually to £100k annually, continue to invest in one renewable form of energy each year.	2012 - 2021
b	Continue regular grant applications for building and infrastructure repairs.	2012 - 2021
c	Target new sponsors to develop third parties relationships for adoption or development of specific buildings or facilities.	2015 - 2021
d	Develop and implement an effective environmental management strategy.	2012 - 2021
e	Develop the necessary facilities to properly accommodate the horticultural staff (Goal 1).	By 2016
f	Develop the necessary facilities to accommodate a growing education demand to include new classrooms and the Learning Gate entrance for school parties (Goal 4).	By 2015
g	Extend the lab and office capacity within the conservation and research department at the Garden to accommodate research groups working within each of the Garden's research themes (Goal 2).	2015 - 2021
h	Invest in the Garden's catering and corporate facilities to ensure that this income stream is maximised and customer satisfaction is high.	2012 - 2021
i	Review the capital assets register, including equipment and machinery for landscape and farm, and develop a rolling and prioritised plan for repair and replacement.	2013 - 2015
j	Fundraise for fencing, equipment, and machinery to improve conservation work on the NNR (Goal 2) and livestock housing for over wintering.	2011 - 2021
k	Develop the Garden's commercial outlets, including an improved retail offering within the Gatehouse complex, and on-line sales facilities for events-related tickets.	2013 - 2017

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Target 4	<i>Review and develop a cohesive and objectively-based staff structure and pay reward system as the foundation for maintaining a motivated and enthusiastic workforce of the level and calibre of staff required to deliver the strategic goals. This includes investing in and building staff capability, skills, confidence and competence as individuals and as team members.</i>	
a	Revise recruitment and appointment processes to ensure clear role and job specification, objective criterion based and transparent appointments are made.	2011 - 2012
b	Carry out a review of the staff structure and ensure it is appropriate for the future development of the Garden. Include a consistently based and objective job evaluation and role profiling exercise.	By 2012
c	Benchmark staffing arrangements against meaningful, relevant, and appropriate comparators in the industry and the area.	2012 - 2013
d	Develop and embark on a phased implementation plan in response to the organisational review (recognising that budget constraints are likely to require an extended phasing).	2012 - 2016
e	Review and devise in consultation with staff, an effective performance management system across the organisation.	2013 - 2015
f	Carry out and start to implement a training needs analysis, and devise a targeted and prioritised training plan in line with best practice and Investors in People standards.	2013 - 2014
Target 5	<i>Develop and grow arrangements for volunteers that recognise and capitalise on the wealth of capabilities and contributions made, channelling this creatively to best effect including a range of new opportunities, whilst ensuring the relationship is one of mutual benefit.</i>	
a	Appoint a member of the Trustee Board to have special interest in Volunteers and volunteering.	2011
b	Develop and start to implement a staged plan to achieve and maintain the 'Investing in Volunteers' accreditation standard.	2012 - 2014
c	Strengthen liaison with other organisations with strong volunteer representation so as to evidence and share best practice.	2013 - 2015
d	Provide opportunities for volunteers to gain new and diverse ranges of experience and skills (including for example restoration of lakeland and bird habitats, to interpretation of astronomy and sustainable woodland management).	2014 - 2017

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Target 6	<i>Improve and evidence our resource efficiency, reducing waste and minimising our carbon footprint, endeavouring to live sustainably as an organisation and acting as an exemplar promoting sustainability as part of the Garden's core purpose of conservation.</i>	
a	Initiate procedures and seek to achieve Green Dragon or gain ISO 14001 accreditation (Environmental Management System standards)	2013 - 2017
b	Use micro-renewable energy generation methods as additional components for sustainability trail and public engagement demonstration and 'honest broking' to reinforce the role the Garden is playing in terms of sustainability.	2012 - 2021
c	Create an area to compost green waste materials on site to provide compost, reduce carbon footprint, and act as an exemplar (Goal 3).	By 2013
Target 7	<i>Seek to secure and resolve the long-term re-integration of the periphery farmhouse properties currently leased to the Garden through a combination of mutually beneficial social enterprise or upgrading schemes.</i>	
a	Develop collaborative project discussions with Carmarthen County Council (CCC) to capitalise on the potential of Gorswen for mutual benefit.	2012 - 2014
b	Review options for upgrading or development of the buildings at each of the periphery farmhouses.	2012 - 2014
Target 8	<i>Engage everyone – Trustees, staff, volunteers, visitors, stakeholders, and partners in appreciating, delivering, and communicating the mission, goals, and aspirations of the organisation, and acting as its ambassadors.</i>	
a	Regularly present and promote the achievements and success of the Garden, reiterate its purpose and mission, and actively evidence its ambitions in ways that are engaging for different audiences.	2011 - 2021
b	Make Strategic Plans, Annual Business Plans, and comparable documents readily available and accessible via the web site. Write them in language and style that is accessible, and in a format that is clear and engaging.	2012 - 2021
c	Co-ordinate meetings and events with different communities of interest that are lively and interesting and stimulate enthusiasm and participation.	2011 - 2021

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Target 9	<i>Evidence and articulate the Garden's contribution to key public agendas and the well-being of the region and social economy, and contribute to the development of opinion and policy development in relation to biodiversity.</i>	
a	Prompt frequent visits and engagements (on-site and off-site) by national and local politicians, advisers, horticultural experts, biodiversity and sustainability body representatives, commercial and business partners, opinion formers, media, personalities, and others so as to widely communicate and promote the Gardens contribution and achievements.	2011 - 2021
b	Collect and collate qualitative and quantitative performance indicators and promote or present these regularly in appropriate ways.	2011 - 2021
Target 10	<i>Review and evaluate what we do, reflect, and find qualitative and quantitative ways to drive forward improvements.</i>	
a	Input feedback into the visitor comments database. Review this on a regular basis.	2011 - 2021
b	Make at least two trips per year to other organisations specifically with the purpose of reflecting on and reviewing their operation in relation to the Garden's performance.	2013 - 2021
c	Explore novel approaches and avenues for using the Garden's facilities, resources and infrastructure for income generation.	2014 - 2021

Goal 8	Create a financially effective and sustainable institution.	
Target 1	<i>Maintain and enhance our relationships with key stakeholders, and our wider reputation and profile, in order to ensure continued financial support.</i>	
a	Ensure continued revenue support from Welsh Government with increases in line with inflation and continued funding of at least 45% of overheads (£700k by 2011).	2011 - 2021
b	Continue to deepen and build positive relations and wide collaboration with Carmarthenshire County Council, and by evidencing the Garden's contribution to the local economy, securing and meriting ongoing financial support.	2011 - 2021
c	Ensure opportunities to secure capital funding are maximised to improve the Garden's infrastructure and visitor offering, and fund opportunities for education, science and research.	2011 - 2021
d	Deepen relationship with CCW to secure collaborative grant investment supporting conservation science and the NNR, and seek to both extend to, and expand a similar relationship with the new environment body in Wales.	2011 - 2021
e	Ensure effective ongoing contact and relationships with key stakeholders, developing a regular pattern of liaison and consultative meetings collectively and individually. Regularly create opportunities for key stakeholder to visit the Garden, and /or meet with Garden staff and collaborate on agendas of mutual interest.	2011 - 2021
f	Include key stakeholders as regular recipients of core information, invitations to events, and both press and events releases.	2011 - 2021
g	Identify at least one new core stakeholder partner with whom to develop a major funding relationship.	By 2017
Target 2	<i>Develop and enhance commercial activities, including those of the NNR farm, which provide positive financial contribution to the Garden's other activities.</i>	
a	Increase visitor numbers to 140,000 generating a contribution to overheads in excess of £500k pa (33%). This will be supported by innovative annual marketing and event plans and the constant optimisation of commercial offerings to support increasing footfall.	By 2021
b	Increase gift aid conversion rate at gatehouse to 50% of all paying visitors, through on-going training and on site marketing.	By 2021

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c	Increase secondary spend contribution to £300k (20% of fixed overheads). This will require capital expenditure and investment into facilities and the increase of commercial outlets, including an improved retail offering within the Gatehouse complex, and a significant increase in catering capacity.	By 2021
d	Maintain material margins in line with industry averages.	2011 - 2021
e	Use meat sales to create an income stream from the NNR.	2011 - 2021
f	Seek additional sources of income from farm activities e.g. wool products, wild flower seed.	By 2015
Target 3	<i>Develop and maintain an effective fundraising campaign aimed at a wide range of potential partners including private individuals, industry, trusts and other non-governmental grant giving bodies. Leverage added funding or benefits through match and synergy.</i>	
a	Increase annual fundraising to at least £100k per annum.	2021
b	Secure regular financial commitment from at least two core sponsors.	2021
c	Draw up and seek approval for donor acknowledgement and sponsorship asset naming guidelines.	2013
Target 4	<i>Maintain and enhance the return from membership income, rates of gift-aid conversion, and conversion to legacy giving.</i>	
a	Increase membership subscription income to £150k per annum (see Goal 6).	2021
b	Legacy campaign to be undertaken (see Goal 6).	2015
Target 5	<i>Seek solutions to reduce the actual and proportional overhead costs of the Garden such as energy and administration costs, in doing so taking responsibility for our contribution to climate change by addressing our own resource use, and moving increasingly towards carbon neutrality.</i>	
a	Reduce energy costs less subsidy income by 50% by the introduction of renewal/sustainable alternatives (see Goal 7, Target 3).	2015 - 2021
b	Administrative and marketing cost structure to be retained in line with the existing levels allowing only for inflationary increases.	2011 - 2021

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Target 6	<i>Undertake third party-funded capital enhancements that do not significantly increase the revenue burden on the Garden unless ongoing third party support is available.</i>	
a	All significant capital projects to be funded by third party funding but only if the ongoing revenue burden is not significant.	2011 - 2021
b	All capital investment programs to be supported by fully costed business plans.	2011 - 2021
c	Any project with an ongoing revenue burden to be submitted for prior trustee approval.	2011 - 2021
Target 7	<i>Organise short term funding, when required, either from earned reserves or through borrowing at levels that can be supported and repaid.</i>	
a	Long-term loans to be scheduled for repayment within 10 years.	2021
b	Short-term funding facility to be maintained with an agreed overdraft facility to fund seasonal cashflow, or grant needs.	2011 - 2021
Target 8	<i>Keep under review the wider commercial potential of the site for opportunities that could provide additional income streams without impinging on long term viability or integrity.</i>	
a	Generate £50k annual contribution from affinity sales, operating from a newly created, Garden wide contact database and dedicated marketing strategy.	By 2021
b	Review the commercial behaviour and arrangements of similar organisations to stimulate ideas and provide templates for commercial activity and entrepreneurship.	2011 - 2021
c	Meet regularly with partner organisations to consider and develop collaborative arrangements.	2011 - 2021
Target 9	<i>Create and maintain controls, processes, and systems that are fit for purpose, effective, and efficient and that feed into management information that informs intelligent decision-making.</i>	
a	Regularly review financial processes and procedures to ensure they are fit for purpose.	2011 - 2021
b	Obtain annual review and feedback on controls and potential improvements from external audit.	2011 - 2021

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Target 10	<i>Ensure levels of independent scrutiny and review, together with project and risk management systems to safeguard the organisation and its resources: present and future.</i>	
a	Support formal and informal audit processes and welcome expert informal review of all areas of operation.	2011 - 2021
b	Consider the potential value of prompting a rolling programme of specific 'critical friend' reviews of each of the different areas of operation.	2014 - 2016

9. Senior Management Team



DR ROSIE PLUMMER
DIRECTOR



TIM BEVAN
ESTATE AND FARM MANAGER



DR NATASHA DE VERE
HEAD CONSERVATION & SCIENCE



CLIVE EDWARDS
HEAD OF FACILITIES MANAGER



DAVID HARDY
HEAD OF MARKETING AND EVENTS



SIMON GOODENOUGH
CURATOR OF HORTICULTURE



GILL ORCHARD
FINANCE ACCOUNTANT



JANE RICHMOND
LEARNING AND INTERPRETATION



ROB THOMAS
DEVELOPMENT AND FUNDRAISING

All images: Mike Danford

10. Risk Management

RISK REGISTER

Risk management and mitigation measures aim to reduce the gross level of risk identified to an acceptable or contained 'net' level (the risk that remains after appropriate action is taken). Risks are colour-coded (RAG) as an indicator to priority areas. Likelihood and impact combine to a subjective assessment of overall risk level which is coupled with an indicative trend. Assessment is based on informed judgement, past experience, knowledgeable prediction.

ID	RAG	Identity of Risk and Potential impact	Likelihood and impact	Overall level and trend of risk	Mitigation measures	Ownership
		GOVERNANCE RISKS				
1		Lack of direction and forward planning Drift and underperformance of charity, activities outside objects and powers, inadequate financial management, strategic and reputational risks to the organisation.	Low/Low	Low Decreasing	Trustee oversight, independence, and scrutiny; strategic planning; Annual financial and business planning; well-structured board meetings with timely and effective monitoring and reporting to board; feedback and contribution to review by stakeholders	Trustees
2		Trustee body composition/ skills inadequate Poor or inadequately considered and informed decision making; significant actions by-pass board; conflicts of interest. Lack of key skills across board members.	Low/Med	Low Decreasing	Review and agree skills and competencies required for board members; review of composition of board; trustee training; structured recruitment to suit need.	Trustees, Director, key stakeholders.
3		Ineffective organisational structure Uncertainty in roles and responsibilities; inadequate direction and decision making; loss of funder/beneficiary confidence, detrimental impact on reputation.	Low/Med	Low Decreasing	Clarity of organisational chart and reporting structure, definition of roles, responsibilities, authority, and accountabilities.	Trustees and Director
4		Inadequate or ineffective policy, procedure, and process Contract, financial and taxation implications and liabilities; litigation risks.	Low/Med	Low No change	Well documented and robust organisational policies, procedures, and protocols that are in line with statutory requirements, are suitably reviewed and updated from time-to-time, and are informed by external best practice.	Trustees
5		Degradation or breakdown of external and stakeholder relationships and reputation Strategic risk to future funding and prospective development of the Garden.	Low/High	Med Improving	Regular attention towards building and maintaining stakeholder and funder communications, including reporting and CRM measures; manage and meet funder expectations and restrictions.	Director

		OPERATIONAL RISKS				
6		Loss of key staff Inadequate skills and competencies available to run the organisation; degradation of the corporate knowledge base and contacts network; serious strategic, operational, and reputational implications;	Low/Med	Med No change	Appropriate systems for recruitment, retention, and rewarding of staff; succession planning, reviewed and updated HR protocols; positive working environment; development and training to grow skills base; maintain good relations and contact with long-serving staff.	Director
7		Insufficient funding Income generation and fundraising does not meet budgets. Failure, or underperformance of funding streams;	Med/High	High No change	Clear budget and target cycles that are realistic and regularly reviewed; control of future commitments within prospective budgets; business focus on meeting key targets; actively build endowment/legacy.	Trustees, Director, Head of Finance
8		Business controls Inadequate day-to-day business control and management measures (financial, procurement, contractual, compliance with charity objectives); capital projects are not managed to targets or terms; fraud.	Low/Low	Low Decreasing	Have in place clear organisational structure; suitable and effective policy and process systems and checks; clarity of agreed authorisation levels and procedures; compliance with statutory, fiscal, and contractual terms.	Head of Finance (Company Secretary)
9		Liquidity and cash flow Inability to meet commitments; adverse impact on operational activities; risks to business continuity.	Low/Low	Low No change	Effective budget and business controls; prudent cash flow assumptions; advance identification of major sensitivities and dependencies; financial information flow to operational managers; monitoring and reporting.	Head of Finance (Company Secretary)
10		Infrastructure failures Infrastructure inadequate to meet needs; degradation of permanent endowment capital facilities; key element or system engineering failure; interruption to communications/IT, or other core services; obsolescence of plant impacting performance; inadequate or interrupted fuel supplies.	Med/High	Medium Increasing	Capital investment meeting strategic plan; rolling refurbishment and replacement planning; effective system design, selection, and installation; Business Continuity Plan; Service Level agreements suited to priority needs; manage energy/utility requirements including alternative energy sources and diversity of suppliers; well-skilled engineers on call.	Head of Facilities, Commercial
11		Health and Safety Accidents and incidents, public or others including staff or visitor injury, product/service liability such as food poisoning.	High/Med	High No change	Robust Health and Safety policy, protocols; H+S compliance; good training based on needs assessment; risk assessments as appropriate, regular risk review; accident/incident reporting and follow up; cycle of continual improvement; public liability and employer insurance.	Head of Facilities and Director
12		Security breach Break in, vandalism or damage, theft, terrorism.	Med/low	Med Increasing	Routine operational review of security measures; appropriate level and nature of insurance; staff training.	Head of Facilities
13		Infection, pest, and disease challenge Infectious disease affecting farm livestock or plant	Med/High	Med No change	Farm hygiene routine protocols and animal health/husbandry measures; plant quarantine measures	Curator of Horticulture and

		collections, giving rise to need for quarantine, closure, restricted movements, or visitor access restriction, or danger/loss/hazard for collections.			and controls; staff training; monitoring, vigilance, and reporting.	Estate Manager
14		Staffing and Employment High staff turn-over and attrition of key skills; low morale and performance; recruitment time/cost; employment disputes; litigation.	Low/Med	Low No change	Effective employment and recruitment policies and implementation; attention and resource with HR focus; Croner HR contract; regular monitoring and good record keeping; effective appraisal and feedback	Director and HR Officer
15		Compliance with donor/project/contract restrictions Departure from compliance with terms and conditions of donations/awards; regulatory action; repayment risk; damage to donor and beneficiary relationships.	Low/Med	Low Decreasing	Implemented systems to manage and monitor restricted funds; agreed project budget and monitoring controls; nominated fund/project manager for each project; risk review.	Head of Finance, and nominated project managers
16		Inadequate records management Lack of key operational information; loss of archives; inability to meet compliance reporting requirements; loss of licences for activities; fines and penalties; consumer action; reputational damage.	Low/Low	Low Decreasing	Effective procedures for archiving and records storage; systems for holding key documents; compliance and audit protocols; staff training; care of archives and suitable storage systems/facilities, third party legislative updates and advice (Thomas Carroll)	Director, Head of Finance, Head of Facilities
17		Inability to attract and retain sufficient volunteers Challenge to peak time and event operation; loss and dearth of added value skills; degraded service and customer interface; staff stress increased.	Low/High	Med	Good volunteer co-ordination; well structured and implemented volunteer agreement; positive communication and consultation with volunteers; staff and volunteer training; esprit de corp maintained.	Volunteer co-ordinator, Director
		ENVIRONMENTAL OR EXTERNAL RISKS				
18		Public perception, customer relations and performance Negative perceptions; inability to attract/maintain/increase visitor numbers; poor perception by customers and consequent underperformance.	Med/High	Med Decreasing	Attention to customer relations; review of formal and informal feedback, media and market information; marketing and admissions targeting; relationship building; understand customer profile and demographic.	Head of Development , Head of Marketing and Communications
19		Adverse publicity Loss of stakeholder and donor confidence; reduction of influence and reach; degradation of staff morale and organisational reputation.	Low/Med	Med Decreasing	Well managed and orchestrated press and public relations; effective complaints procedures; key messages well honed; nominated spokes person; crisis management strategy; requirement on all to promote positive image.	Head of Marketing and Communications , Head of Development
20		Changes in law or compliance requirements with adverse impact Additional cost/work to meet requirements; knock-on implications for longer-term liabilities.	Low/low	Low No change	Alert systems that advise of changes (Croner/Thomas Carroll/HMRC/auditors); contingency provision enabling external tax/legal/professional advice; forward planning.	Head of Finance, Head of Facilities, Director
21		Challenges from other competition	Med/Med	Med	Understand market; identify major competitors and	Director and Head

		Uncompetitive offering – perceived as poor value for money; high operational margins for business type;		No change	dependencies; diversification planning; effective marketing and sales strategy; partnership working optimising co-operation; analysis and understanding of business, customers, and pricing.	of Development
22		Natural disasters, weather extremes, climate change Flood, cold, heat, incidents or events; damage to facilities or inability to operate; staff unable to reach work.	Med/Med	Med No change	Effective operational planning (adverse weather policy); local maintenance capability; staff training; communications plan for staff and customers; Business Continuity Plan. Increase and develop undercover space and dwell time, extend weather-independent attractions (sculpture trails), tailor marketing messages. Review tolerance of plant collection.	Facilities, Horticulture, Marketing
23		National financial depression Inability to generate sufficient business, income, or margins.	Med/High	Med Increasing	Budget resilience; overhead reduction; adaptation or change to business model	Trustees, Director