STRATEGIC PLAN 2024 - 2026

Gardd Fotaneg Genedlaethol Cymru
National Botanic Garden of Wales



Introduction

Biodiversity provides society with vital goods and services that sustain life and support health and well-being. We are at a critical time as a global community facing persistent problems including the loss of significant biodiversity, inequity of the sharing of resources, impact of changing climates, and health inequalities. Solutions to various challenges are needed and botanic gardens have an important role to play.

The National Botanic Garden of Wales is a charity dedicated to the advancement of knowledge in the science of plants and related subjects, and the conservation of plant species, especially those in Wales, Great Britain and the Western European Seaboard. It is the custodian of significant collections and heritage assets for Wales.

The organisation is committed to society's lifelong learning and it generates and shares knowledge and engages across diverse communities, government, business and industry. It aims to enhance understanding of the interaction of people, plants, landscape and the environment in a sustainable future. As part of its diverse research, horticultural and education work, it advances public appreciation of Welsh culture and heritage and contributes to national efforts to create a prosperous, resilient, healthier and globally responsible Wales, with a vibrant culture and thriving Welsh language.

Considering the vision for the next 25 years of the National Botanic Garden of Wales, it is now critical over the next three years to be ambitious and challenge the status quo of the Garden. This will enable us to strengthen its contribution to Welsh society and the international conservation and sustainability agenda. Importantly it needs to grow as a national institution through adapting and capitalising on its reputation as a centre of biodiversity expertise and expanding its efforts around the themes of sustainability, science, biodiversity conservation, lifelong learning, heritage, and tourism.

Dr Lucy A. Sutherland
Director

Gary Davies
Chair of Trustees



Our Vision

The National Botanic Garden of Wales is a trail blazer benefiting society through its inspiring estate, science discoveries, conservation efforts, and the way it facilitates learning and influences how people value plants and nature.

Our Purpose

The mission of the National Botanic Garden of Wales is to advance and share knowledge in the science of plants and inspire people's appreciation of flora, Welsh culture and heritage to enrich lives.

Our Challenge(s)

To ensure our ongoing sustainability and build our impact across Wales by tackling the big issues through our leading science, horticulture, education and visitor experiences.

We will achieve our vision because we are:

LEADERS | COLLABORATIVE | FOCUSED | IMPACTFUL | INCLUSIVE | TRAIL BLAZING

SOLUTIONS FOCUSED | AGILE | RELEVANT | EMPOWERING | INSPIRING | EVIDENCE-BASED





What does the future look like?

- Forming part of the national identity, and an international community that trusts and recognises NBGW for its outstanding expertise and impact in plant sciences, conservation and horticulture.
- Every child in Wales has a connection with the Garden.
- Known for innovating to motivate, energise and stimulate people to learn and change how they engage with the environment and value biodiversity.
- Diverse community have access to outstanding collections and landscape, research facilities and education and engagement programmes.
- Technology is harnessed to provide immersive learning across Wales and beyond.
- Regarded as an exemplar in regenerative farming and biodiversity management.
- Integrated into Wales' health and well-being agenda with far reaching community benefits.
- A known hotspot for bringing together the arts and sciences to create unique cultural events for the people of Wales and beyond.
- Unique private sector partnerships that support far reaching community benefits.
- NBGW is an employer and partner of choice.
- Sustainable practice embedded across the organisation.
- Strong business model that continues to adapt and adjust to strengthen NBGW and enable the delivery of its strategic priorities and charitable aims.
- Well preserved and maintained assets for current and future generations.

Strategic Goals 2024 - 2026

Recognised national science and biodiversity hub

Applied Science and Biodiversity Conservation

- Reverse the decline of Welsh flora using ex situ collections for ecosystem and species recovery.
- Two partnerships with institutions providing a safety net for collections.
- Deliver PhD opportunities with the National Museum and National Library.
- Digitisation of the herbarium collection.

Horticulture

- Develop two nationally accredited collections.
- Realise MSc in Sustainable Horticulture collaboration with Aberystwyth University and Centre for Alternative Technology.

Inspiring and influencing current and future generations

- Develop a strategy for all children in Wales to engage with NBGW during their school life.
- Develop a programme to increase the ecological / biodiversity literacy of Wales and create a passion for plants and gardening.
- Develop business case for being the leading Welsh education hub for science in schools.
- Expand opportunities for science and horticulture internships and apprenticeships.
- Detailed business planning and approvals for a lifelong learning and training centre.
- One long term partnership for preservation of heritage assets and developing heritage skills for the future.

Health and Well-being

- Develop green prescribing phase of the Health and Well-being programme.

Wales' top 5 most visited award-winning attraction

- Deliver the Marketing Plan and public programmes merging the arts and sciences for 10% growth in visitation.
- Deliver an annual major arts and culture event.
- Plan and deliver NBGW's 25th anniversary programme.
- Detailed planning for major refurbishment of the Great Glasshouse.
- Maintaining world class attraction facilities to standards.
- Develop an accessibility for all plan and secure funds.
- Collections planning and curation to showcase Welsh flora.

ENABLED BY:

EXPERT STAFF | EXEMPLARY GOVERNANCE | SAFE WORKPLACE

WELL MAINTAINED ASSETS | DIVERSE PARTNERSHIPS | INCOME GENERATION

Strategic Goals 2024 - 2026 (continued)

ENABLERS: A striving and thriving workplace of choice

- Succession and workforce planning to realise stability and improved working conditions.
- Succession planning and implementation to support a vibrant volunteer community.
- Implement new staff training and development opportunities supporting unique career development and retention.
- Participate in the Gardener-X Pilot 2024 with RHS, National Trust and The Newt.
- Community advocacy for the NBGW and its work through Member and Volunteer events.

A sustainable institution through a secure and diverse business model

- Secure support for an economic impact analysis of NBGW.
- One long-term private sector partnership.
- Capital campaign and business case for lifelong learning and training centre.
- Developing campaigns to grow philanthropic and corporate engagement.
- Launch a Membership campaign leading into the 25th anniversary.
- Innovate the public programme to generate visits and income.
- Develop an award-winning programme of dynamic commercial visitor experiences.
- Secure annual professional service contracts in science, horticulture, education and health and wellbeing.
- Develop and realise energy innovations for NBGW operations.
- Complete carbon audit and plan for the delivery on NBGW sustainability / carbon neutral targets.
- Implement a competitive pricing strategy to drive visitation.

Fundraising priorities:

- Seed Conservation programme
- Annual biodiversity blitz megaevent
- Science and horticulture internships and apprenticeships
- Showcasing Welsh flora

- Health and Well-Being programme
- Annual national outreach programme
- Accessibility
- Lifelong learning and training centre
- Participation in national events

- Great Glasshouse revitalisation
- National Arboretum initiative
- Restoration and interpretation of heritage assets
- Car Park upgrades
- NBGW Masterplan

The National Botanic Garden of Wales (NBGW) is a company limited by guarantee (Company Registration Number 2909098 and VAT Number GB692340334) and it has a wholly owned trading subsidiary, Middleton Garden Limited. NBGW is registered with the Charity Commission, Registered Charity Number 1036354.

The Garden relies on support from sponsorship, donations and grants from a wide range of individuals and organisations for our horticulture, science, conservation and education programmes. Please help us with our work today and in the future by visiting our web site: **www.botanicgarden.wales/support/**

The organisation's registered and principle office is at:

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This strategic plan was inspired following hearty discussions with NBGW Staff and Trustees in 2023. We would like to acknowledge and thank all Staff and Trustees for their significant contributions to shaping the direction that the National Botanic Gardens of Wales will take in the coming years.

