



*The Royal*  
**BOTANIC GARDENS**  
*& Domain Trust*

**2012–15 ‘LIVING’**  
**Strategic Plan**

**January 2013**

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# The Royal Botanic Gardens and Domain Trust

## Strategic Plan 2012–15

### LIVING

#### VISION

The Royal Botanic Gardens and Domain Trust, celebrated as one of the world's greatest botanic garden organisations, internationally respected for its work in science, conservation and horticulture, safeguarding places of learning and pleasure for all.

#### MISSION

As a living organisation, we connect people with plants through imaginative horticulture, beautiful landscapes, transformative learning experiences and cultural events.

As a leading contributor and custodian of botanical knowledge and collections throughout Australasia, we will share our discoveries and be at the forefront of international plant conservation.

**The vision for the Royal Botanic Gardens and Domain Trust is defined through six strategies:**

- |                       |  |
|-----------------------|--|
| <b>LOCAL:</b>         | Your Gardens partner and engage with local communities and organisations   |
| <b>INTERNATIONAL:</b> | Sharing our knowledge and experience across the globe to enhance the conservation of the world's flora   |
| <b>VISIBILITY:</b>    | An authority on plant conservation, science, horticulture and education, delivering inspirational experiences and advocating green fundraising |
| <b>IMAGINATION:</b>   | It's time to start LIVING the life you've imagined ... [ <i>Henry James</i> ]  |
| <b>NURTURE:</b>       | Nurturing our people, collections and other assets to develop and conserve the gardens for future generations                                  |
| <b>GROWTH:</b>        | We will cultivate opportunities for enterprise, and engage our supporters to champion our mission for the long-term                            |

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Each of the six LIVING strategies is defined and implemented through a set of sub-strategies and goals:

## 1: LOCAL

Your Gardens partner and engage with local communities and organisations

### SUB-STRATEGY 1.1: PARTNERSHIPS

As the pre-eminent botanic garden organisation in the region we will share our expertise and experiences with key organisations nationally

#### GOAL

- 1.1.1 Add value to our scientific research and collections objectives and outputs through collaboration with others
- 1.1.2 Work with other organisations to develop programs to advance horticulture and sustainable practices locally and throughout Australia
- 1.1.3 Place ourselves as the custodians of plant-based conservation knowledge and collections across eastern Australia and the nation
- 1.1.4 Develop programs to assist and advise practitioners in the restoration of ecological communities and culturally significant sites throughout Australia
- 1.1.5 Communicate and collaborate with all Australian botanic gardens to ensure our combined living collections are representative of the entire Australian flora
- 1.1.6 Explore options for opportunities for the Trust to act as a service hub for OEH and cluster organisations in areas of excellence

### SUB-STRATEGY 1.2: ENGAGEMENT

We will develop partnerships and alliances with other organisations to expand our influence, community footprint and participation, and income-generating streams

#### GOAL

- 1.2.1 Engage with key organisations, including Foundation and Friends of the Botanic Gardens, to reach a diverse and growing customer base through a range of marketing channels
- 1.2.2 Cultivate new and existing relationships with our neighbours at each site to jointly promote destinations, provide avenues for collaborative marketing and enhance scientific opportunities
- 1.2.3 Leverage our profile and financial support through our local, state and national relationships
- 1.2.4 Deliver an exciting range of learning opportunities for students of all ages and support the professional development of teachers
- 1.2.5 Work with relevant providers and authorities to improve public transport options to all Trust sites
- 1.2.6 Engage with the local community to provide opportunities and facilities that contribute to appreciation of the Trust's vision

## 2: INTERNATIONAL

We will share our knowledge and experience across the globe to enhance the conservation of the world's flora

### SUB-STRATEGY 2.1: COLLABORATION

International collaboration with leading organisations to support the exploration and conservation of the world's plant and fungal diversity

#### GOAL

- 2.1.1 Partner with the top botanic gardens and institutions in the world to document and protect the world's flora
- 2.1.2 Enter into exchange agreements with strategic institutions to grow the Trust's collections for our area of influence and research direction
- 2.1.3 Partnerships and networks for plant conservation established or strengthened at national, regional and international levels to achieve GSPC targets
- 2.1.4 Develop procedures to benchmark our horticulture against international standards
- 2.1.5 Attract visitors from around the globe
- 2.1.6 Produce an international fundraising strategy to target international charitable trusts and foundations, cultivate national and international government partnerships and engage international groups in the B6 mission

### SUB-STRATEGY 2.2: CAPACITY BUILDING

We will develop capacity in research, training and education to support conservation practitioners in the Asia-Pacific region

#### GOAL

- 2.2.1 Develop strategies for research and capacity building to lead and train conservation practitioners in the Asia-Pacific region
- 2.2.2 Play a key role in documenting the flora, in conserving and restoring plant habitats and in training scientists of South East Asia, Malesia and Melanesia
- 2.2.3 Provide expertise and training opportunities in horticulture and botanic gardens development throughout the Asia-Pacific region

### 3: VISIBILITY

**A respected voice on plant conservation, science, horticulture and education delivering inspirational experiences and advocating green fundraising**

#### SUB-STRATEGY 3.1: IN THE PICTURE

Transformative botanical experiences reflecting the fundamental role of plants

##### GOAL

- 3.1.1 Combine world-class horticultural displays, seasonality, visitor infrastructure, interpretation, the latest technologies and a thorough understanding of our visitors and markets to create inspiring botanical experiences
- 3.1.2 With neighbouring attractions, accommodation providers and other related businesses, develop value-added packages for the leisure, education and business markets
- 3.1.3 Become a key player in helping to set the direction for nature-based tourism, volunteering and the branding of Sydney and NSW
- 3.1.4 Review visitor research capability across all three sites
- 3.1.5 The events strategy clearly distinguishes the purpose of Trust-produced events and external venue and asset hire

#### SUB-STRATEGY 3.2: PROMOTE LIVING

We extol LIVING in our operations and relationships with the public and other organisations

##### GOAL

- 3.2.1 Advocate 'green-fundraising' with other like-minded organisations to increase investment in this sector
- 3.2.2 Leverage our substantial visitation to harness commercial and fundraising opportunities such as paid tours, on-site donations and merchandising
- 3.2.3 Be a beacon for sustainability through community and capacity building programs

#### SUB-STRATEGY 3.3: RESPECTED VOICE

Improve awareness and regard for the scientific, conservation, horticultural and education activities of the Trust

##### GOAL

- 3.3.1 Communicate the work and knowledge of the Trust through a variety of media including feature stories, events, documentaries, websites, social media and scientific journals
- 3.3.2 Promote the Trust as a resource hub for all information relating to plants and the Gardens' history
- 3.3.3 Education and life long learning

## 4: IMAGINATION

It's time to start **LIVING** the life you've imagined ... *Henry James*

### SUB-STRATEGY 4.1: OUTSIDE THE RED BOX

We will challenge the way we do things, exploring opportunities for the creative use of all our assets, landscapes and facilities

#### GOAL

- 4.1.1 Build on our heritage while responding to changing technology and demographics
- 4.1.2 Investigate commercial and venue hire opportunities that encourage the creative use of and access to our venues and sites and provide imaginative experiences for our visitors
- 4.1.3 Creating spectacular and evolving displays to re-establish Sydney as a world-class horticultural destination

### SUB-STRATEGY 4.2: UNFORGETTABLE LEARNING

We will excite and inform through education programs that are both innovative and imaginative

#### GOAL

- 4.2.1 Create an iGarden that offers an easy-to-use public interface to access our virtual collections and the stories attached to them
- 4.2.2 Create living displays that stimulate an interest in plants and gardening, a desire to learn about the cultural connections to plants, and that attract visitors to the Gardens
- 4.2.3 Provide exciting educational experiences that engage the community in contemporary environmental issues

### SUB-STRATEGY 4.3: JOINING THE DOTS

Adopt a transdisciplinary approach that provides holistic solutions to plant conservation outcomes nationally and internationally

#### GOAL

- 4.3.1 An integrated approach to plant conservation will help stem the loss of plant diversity and changes in the functionality of ecosystems
- 4.3.2 We will deploy our expertise, resources and assets to conserve plants and plant communities in situ and ex situ

### SUB-STRATEGY 4.4: iGIVE

Employing new technologies and marketing trends to ensure we stand out as an innovative and creative organisation worthy of support

#### GOAL

- 4.4.1 Wi-Fi hotspots will be installed in public spaces, cafe, restaurants and venue hire locations where visitors get free internet access to explore our iGarden
- 4.4.2 An investigation of 'Healing the Domain' – Reconnecting to the Garden

## 5: NURTURE

**We will nurture our people, collections and other assets to develop and conserve the gardens for future generations**

### SUB-STRATEGY 5.1: PEOPLE

Our staff and volunteer development is acknowledged industry-wide. We provide opportunity, encouragement and support to our people and lead the way in our specialised fields

#### GOAL

- 5.1.1 Align with leading universities and other teaching organisations
- 5.1.2 As an employer of choice we attract, retain and improve staff through our in-house and external staff development programs
- 5.1.3 Volunteering is consolidated and grown
- 5.1.4 Developing Centres of Excellence
- 5.1.5 LIVING is Work Health and Safety
- 5.1.6 Fostering community
- 5.1.7 Effective Corporate Governance
- 5.1.8 Risk Management

### SUB-STRATEGY 5.2: COLLECTIONS

Our collections are developed and managed to world-class standards to ensure relevance and access

#### GOAL

- 5.2.1 Collections are managed to national and international standards pertinent to the collection
- 5.2.2 Collection management is guided by sound policy and procedures
- 5.2.3 Secure funding to database all herbarium specimens in the Papua New Guinea collection
- 5.2.4 Managing invasive species
- 5.2.5 Managing 'natural' areas and wildlife across the three sites
- 5.2.6 Developing controls for significant horticultural biosecurity risks

### SUB-STRATEGY 5.3: LAND & BUILT ASSETS

Renewal and redevelopment of our assets enhances visitor experience, access and safety, and ensures our collections, research and education programs are provided with state-of-the-art facilities

#### GOAL

- 5.3.1 Excellence in horticultural curation, displays and interpretation
- 5.3.2 Best-practice facility management leads our decisions and actions
- 5.3.3 Develop systems to monitor and evaluate the efficient use of utilities
- 5.3.4 Investigate the cost-effectiveness of in-house service delivery versus contract service delivery in specialised areas
- 5.3.5 Planning of capital works tracks priorities as established in the site master plans and identified opportunities for funding
- 5.3.6 Projects are clearly defined, well managed and delivered in accordance with the agreed project plan
- 5.3.7 Ensure fair and safe access for all
- 5.3.8 Conserving and maintaining heritage values

## 6: GROWTH

**We will cultivate opportunities for enterprise, and engage our supporters to champion our mission for the long term**

### SUB-STRATEGY 6.1: ENTERPRISE

We will cultivate business development, client relationships and commercial opportunities to attract visitors, leverage intellectual property and maximise income generation

#### GOAL

- 6.1.1 Establish a business development and enterprise program to drive self-generated income streams through commercial consultancy and professional services provision
- 6.1.2 Maximise the Trust's external venue and assets hire opportunities across all sites
- 6.1.3 Engage the corporate sector in the Trust's capacity to fulfil social and environmental responsibility commitments
- 6.1.4 Maximise income generation opportunities from active recreation within the Domain and the Australian Botanic Garden Mount Annan

### SUB-STRATEGY 6.2: INVESTMENT

We will embed fundraising into the mission, vision and culture of our organisation to secure long-term, recurrent financial support

#### GOAL

- 6.2.1 Devise action plans for delivering campaigns which reflect the LIVING framework's objectives
- 6.2.2 Consolidate and streamline fundraising activities within the organisation
- 6.2.3 Encourage recurrent financial support and supporter loyalty in the long-term
- 6.2.4 Working with Foundation and Friends of the Botanic Gardens, we will appeal to a wide and diverse demographic to increase community fundraising income
- 6.2.5 Provide our staff and stakeholders with the skills and know-how to contribute confidently to creative and resourceful fundraising

The LIVING vision needs to be embedded across the organisation. Everything that we do should contribute to LIVING.

A set of Flagship projects has been envisaged to represent each aspect of the vision and to exemplify LIVING across the organisation.

<b>LIVING Flagship Projects</b>	
<b>LOCAL</b>	Develop the Australian Botanic Garden Mount Annan as a demonstration site for best practice vegetation restoration
<b>INTERNATIONAL</b>	<p>Play a key role in documenting the flora, conserving and restoring plant habitats and training scientists in South-east Asia, Malesia and Melanesia</p> <p>Contribute as a major Australian partner to the World Flora on-line</p>
<b>VISIBILITY</b>	Redevelopment of the Sydney Tropical Centre and reinterpretation of PlantBank as flagships of LIVING
<b>IMAGINATION</b>	<p>Create a kids club e.g. Double Helix (CSIRO), Garden Grubs Kids Club (Royal Botanic Garden Melbourne)</p> <p>Master planning process for the Royal Botanic Garden Sydney and pursuit of an investigation of 'Healing the Domain' – Reconnecting to the Garden</p> <p>Integrated 'big picture' science projects</p>
<b>NURTURE</b>	<p>Excellence in volunteering: through consolidation of our volunteers into one unit we value add to our services and provide an outlet to utilise the skills of our volunteer workforce</p> <p>NSW Herbarium: through the business case process, options for the redevelopment of the existing or relocation to a new building are developed and costed to ensure the best possible outcome for the Herbarium collections, scientific staff and visitors</p> <p>Delivering best-value services: through market-testing of existing in-house services we will ensure that the services we provide achieve best value for the community</p>
<b>GROWTH</b>	<p>LIVING beyond 2016: redefine the Trust's celebration of its Bicentenary, including revisiting the role and objectives of the Bicentenary Advisory Committee and the Trust's fundraising priorities</p> <p>Creation of an endowment strategy and campaign</p> <p>Complete the consolidation of the Foundation and Friends of the Botanic Gardens to create a single strong support arm for fundraising and development</p>