



Conservation, Education, Inspiration **Cadwraeth, Addysg, Ysbrydoliaeth**



The South African Veldt in Bloom

*New exhibit celebrating plants from South Africa in stitch and fabric
Designed and created by the Stitching Botanical Volunteers at the National Botanic Garden of Wales*

Annual Business Plan **Cynllun Busnes** 2016-2017



CONTENTS

EXECUTIVE SUMMARY	3
ANALYSIS OF CURRENT POSITION	4
GARDEN STRATEGY FOR 2016-2017	5
CORPORATE OBJECTIVES	5
Strategic.....	5
Governance	5
Increasing commerciality and fundraising.....	5
Welsh language and culture	6
Human resources.....	6
DETAILED DEPARTMENTAL OBJECTIVES.....	6
Horticulture	6
Science, Conservation and Research	6
Education	9
Interpretation	10
National Nature Reserve	10
Infrastructure and estate.....	10
Marketing and Communications/Events.....	11
Fundraising and Development	13
Admissions.....	14
Retail.....	14
Plant Sales – Y Pot Blodyn	14
Catering	15
Corporate.....	15
Finance.....	16
FINANCIAL BUDGET FOR 2016-2017	17
Key Assumptions	17
Income and Expenditure statement.....	18
Cash flow projection.....	19
Balance sheet projections	19
STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS	20

INTRODUCTION

Funded initially by the Millennium Commission, the National Botanic Garden of Wales (***Garden of Wales***) is a registered charity and private company limited by guarantee dedicated to the research and conservation of biodiversity, sustainability, lifelong learning and the enjoyment of visitors. Operating in Carmarthenshire near the end of the M4, it comprises 220 ha (560 acres) of stunning botanic garden, historic estate, and National Nature Reserve and has had a significant economic impact in the region and welcomed over 2.5m visitors since it opened in May 2000.

The Garden of Wales has already established itself as an respected institution amongst national botanic gardens worldwide for its work in conservation, science and plant expertise. Its activities add widely to the arts, culture, and public engagement. Additionally its significant heritage and historic credentials have been increasingly recognised. In close partnership with the Welsh Government (WG), Carmarthenshire County Council (CCC), and a range of other collaborators it contributes towards the seven goals of the Well-Being of Future Generations (Wales) Act 2015 at both regional and national level. The Garden is recognised as a National Asset in the Science Strategy for Wales and is a significant and inspiring educational resource concerning the importance of plant life, sustainability and the natural world. The Garden's mission of "*Conservation, Education, Inspiration*" helps meet the challenges of climate change, diminishing biodiversity, population well-being and health needs, and a shift in social values. Central to this mission is the demonstration of the cultural values and unique identity of Wales on the world stage.

Situated on the rim of the beautiful Towy valley, the Garden's exceptional biodiversity, Regency waterpark and heritage assets are complemented by purpose-designed iconic structures including the Great Glasshouse, extensive designed gardens, education facilities, research laboratory and library, new children's playground and visitor facilities. Trading operations such as catering outlets, a shop and a plant centre are conducted through a wholly owned subsidiary, Middleton Garden Limited, which donates all its profits to the the Garden for charitable purposes. Further support comes through annual grant-in-aid from WG and CCC. Attracting in excess of 120,000 visitors annually, the Garden constitutes a significant tourism and business asset in the economy of the area, contributing an estimated £5m to the regional economy, employing over 70 FTE staff and is an organisation of international prominence and profile in the Swansea Bay City Region and in Wales.

The Garden is overseen by a board of 12 trustees, meeting five times a year, who bring together an important range of competencies and scrutiny to ensure the good governance and strategic direction of the Garden. The executive team manages a committed resource of over 90 staff (equivalent to 71 full time equivalent posts) and a dedicated cadre of volunteers providing some 22,000 hours of assistance each year.

EXECUTIVE SUMMARY

This year will see the Garden face considerable financial and operational challenges. Set out in the business plan are specific objectives for each of the Garden's operational areas for the forthcoming 12 months. All activities align with the Garden's Strategic Ten Year plan, with regional and national plans and agendas for Carmarthenshire and Wales, and with an eye to opportunities of a further tranche of EU funding available to the region.

Given the Garden's dependence on grant-in-aid support, more focus is required on innovative operations that generate income. While continuing to be prudent in ensuring that core obligations and priorities are met the Garden remains active in raising its profile, in seeking and creating new income streams, generating a return from existing assets and securing external funding and benefits through sponsorship from third-party sources or cost-effective collaborations. It has also made very effective investments over the last few years in energy initiatives that generate pay-back. The Garden is nevertheless highly susceptible to, and significantly impacted by, factors beyond its control including weather, the overall economic climate, vagaries in the tourism industry, the costs of new pension

legislation, the National Minimum Wage and the introduction of Welsh Language Standards, as well as key global parameters such as energy costs.

The Garden's estate condition survey and annualised asset management plan points to the need for £4M of expenditure/investment over the ten-year plan period; a comparable assessment applies to equipment (including vehicles, pumps, catering equipment and such-like). In the short-term further investment may be needed to repurpose the Science Centre which continues to lie vacant and untenanted and, to generate income, the visitor offer needs sustained improvement and refreshment.

Securing additional funding is critical to the Garden's existence - whether from fundraising activities, grant bids, or influence on public sources. This is a big challenge that the Garden is determined to meet.

ANALYSIS OF CURRENT POSITION

The Garden's financial budget for 2016-2017 shows a deficit of £88,000 based on a leisure visitor target 122,500. This includes an 11% reduction in revenue funding (£69,000) from WG and reduction in allocation from CCC to £50k. It includes WG capital allocation of £95,000 and £70,000 for donations, legacy, sponsorship and fundraising income.

The position is one of inherent fragility and fundamental insecurity. The economic climate for the Garden's visitor numbers continues to be uncertain with the impact of austerity measures in government and local authority spending impacting on disposable income spend. Nevertheless, with one major tranche of EU funding ending, the prospect of the new tranche in the Convergence programmes for West Wales and the Valleys (in which the Garden sits) is likely to be important over the coming few years. This includes the prospect of participation in Tyfu Cymru (successor project to Growing the Future Project) and a successful HLF submission for the delivery phase of the Regency Restoration.

Visitor numbers are the major fuel of the Garden's engine, their entry fees and secondary spend through commercial outlets being a critical element of the budget. Diversification to refresh the visitor 'offer' and activities offered this year aims to stimulate and attract new audiences, as well as to leverage repeat and increasing frequency of visits from existing ones. Enthusiastic referral to others is a must-have target consequence, achieved by ensuring high levels of customer satisfaction and being perceived as a value-for-money and enjoyable destination. Engaging, motivating and inspiring reasons to visit, and reasons to dwell longer while at the Garden, are a primary focus for all customer-facing staff.

Endeavours to establish and nurture a pipeline of legacies and other donations continue. Recent investment in a targeted fundraising strategy will be harnessed for the first time this year. The Garden's relationships and reputation with its stakeholders, collaborators and partners have become extremely positive, bringing considerable strength in shared actions, added-value synergies, and opportunities. The range, depth, scale and variety of collaborative relationships are impressive and touch all aspects of its portfolio from Horticulture (Coleg Sir Gar farm management arrangements, Royal Horticultural Society); education (Outdoor Learning Partnership, Coleg Sir Gar horticultural training); conservation and science (Higher Education Institutions in Wales and beyond, Menter cwm Gwendraeth Elli, Botanic Gardens Conservation International); marketing (e.g. Eco-attractions, Great Gardens of West Wales); social organisations (Gofal, Mencap); commercial spheres (sponsorship from Castell Howell, Thomas Carroll); and philanthropic donations (Richard Broyd, Patrick Daniell, the Late Henry Maber) and grant funding (Esmée Fairbairn Foundation, Patsy Wood Trust, Monument Trust, Garfield Weston and HLF).

GARDEN STRATEGY FOR 2016-2017

The Garden has now prepared its annual operational plan and budget for the financial year commencing 1 April 2016. This is set in the context of the Garden's currently reducing public sector funding, its Ten-Year Strategic Plan, operational plans for the year, and current regional and national trend analysis in terms of visitor and activity forecasts. The plan is articulated as a set of detailed corporate objectives for each operational area as indicated below, which fall within the responsibility of individuals in the Executive Team.

Vision

Conservation, Education, Inspiration – playing for Wales on the world stage.

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.

CORPORATE OBJECTIVES

Each operational area sets its objectives within the framework of the Strategic Ten Year Plan, with ambitions that meet the charitable mission purpose of the Garden, and delivery parameters that respect the ethos, governance, and wider relationships of the organisation locally, regionally, nationally, and internationally.

STRATEGIC

- Appoint a new Director – to lead transformational change in organizational commerciality
- Seek a relationship with the WG (post-election) that moves again towards securing a longer-term (rolling three-year) grant-in-aid funding settlement horizon with an agreed basis for reporting performance
- Seek review of the Carmarthenshire County Council (CCC) reducing financial support profile
- Keep the Risk Register under review in light of any changes in organizational circumstances
- Resolve with WG the remaining elements of the former JV arrangements relating to the Science Centre
- Secure a new tenancy partnership arrangement, or economically viable redeployment of the Science Centre
- Mid-term review of Ten-Year Strategic Plan
- Maximize potential of modern technology to further improve visitor services, operational management, membership, fundraising, interpretive, marketing and Ecommerce opportunities

GOVERNANCE

- Have a Board of Trustees with members of suitable expertise and capability
- Continue to review and support Trustee training needs to ensure the board collectively and individually has the necessary knowledge and competence for effective governance
- Induct and train new Trustees, helping them to become familiar with the Garden's strategies, governance, and operations
- Continue the rolling programme of review and updating of existing policies as appropriate. Develop new policies to meet organizational need and sector best-practice

INCREASING COMMERCIALITY AND FUNDRAISING

- Seek external investment from all sources to meet the Garden's commercial and other investment needs, and to leverage additional funding from further sources
- Drive new and cost-effective initiatives identified by the Income Generation Task Force
- Leverage optimum reach by means of the new bilingual web site and social media channels

- Put in place and take forward the recommendations of the Fundraising Strategy
- Seek to raise the Garden's reach and by extending the range of targeted relationship building, bring influencers and potential collaborators and funders to the Garden
- Utilise a bespoke and fully-integrated Customer Relationship Management (CRM) system

WELSH LANGUAGE AND CULTURE

- Agree and meet the requirements of the Welsh Language Standards legislation
- Improve standards of Welsh language delivery and of Welsh Language competence amongst the staff
- Conclude Partnership Agreement with Menter Cwm Gwendraeth Elli in line with CCC requirements

HUMAN RESOURCES

- Recruit to key positions in the Garden including Directorship and Curatorship
- Take forward Organizational Development arrangements and restructuring of the Management Team
- Implement National Living Wage as far as resources allow
- Review scope for enhancing salary and reward systems, including long-service leave
- Continue to target training to Training Needs Analysis and Learning Development Plan
- Develop succession plan in view of fixed-term nature of Education Development Officer appointment.
- Roll out and embed the Professional Development Reviews system and monitor benefits
- Particularly target IT training as a priority for the year, whilst generally continuing to meet the Garden's Learning Development Plan for workforce development through a combination of workplace training and a suitable range of additional/individual mentoring
- Appoint p/t Human Resource Administrator

DETAILED DEPARTMENTAL OBJECTIVES

Each area of operation has prepared a set of objectives and financial budget to reflect the particular needs. These are as follows:

HORTICULTURE

By Garden areas:

- *Wallace Garden* - complete planting and interpretation of timeline
- *Grass Garden* – complete 'Power of Grass' display installation and interpretation
- *Broadwalk* - redesign and replant three beds – ongoing renewal
- *Lower Broadwalk* - restore main border
- *Nursery* – rationalize collections
- *Inner Walled Garden* – redesign and replant three beds of APG Rosids
- *Apothecaries Garden* – continue weed control, complete design and commence autumn planting
- Specimen tree planting – position and plant 35 trees
- *Garden Organic* – Heritage Seed Stewardship plantings
- *Slate beds* – redesign for extended season of interest
- *Woods of the World* - plant current nursery stock
- *Woods of the World* - develop future planting, acquire plants
- *Commercial enterprise* – explore potential of Veg Box scheme and expand sales to Wrights Emporium
- *Plant Sales* – develop range of plants to reflect the Garden and increase commerciality

SCIENCE, CONSERVATION AND RESEARCH

Science Research

- **Honeybee and Wild Pollinator Foraging** – continue projects using DNA metabarcoding to track honeybee and hoverfly foraging; supervise two PhD students working on honeybees and hoverflies

- **Barcode UK** - complete this major collaborative project on native flowering plants and conifers of the UK using the core DNA barcode markers *rbcl* and *matK* and additional nuclear marker ITS2; publish scientific paper and make DNA barcodes publically available online
- **Pollen metabarcoding for hay fever sufferers** – act as co-Principal Investigator for this £1.2 million NERC-funded project, being led by Bangor University; delivery of this project is part of Dr Natasha de Vere's Aberystwyth University role but we will also link to this project within the Garden
- **DNA barcoding applications** - use the Barcode UK research platform to continue to develop applications including pollinator services, aerobiology and bioinformatics of DNA barcode data
- **IBERS collaboration** – continue work with Aberystwyth University, Institute of Biological, Environmental and Rural Sciences (IBERS), to develop next generation DNA sequencing solutions for efficient and cost effective species identification using DNA metabarcoding
- **International Reach** - building on the Garden's core research strengths, increase our international profile by developing greater links for research, conservation and outreach overseas
- **Borneo** - Continue the research programme on the conservation of threatened tropical forests in Borneo; DNA barcode adult and sapling trees within the permanent plots of the Danau Girang Field Centre in Sabah in order to understand forest regeneration and provide a resource for future ecological research
- **Conserving Welsh Plants** – contribute to conserving the most threatened plants and habitats in Wales and the UK using horticultural support and conservation genetics to provide effective conservation solutions; current species focus includes *Campanula patula*, *Salvia pratensis* and endemic *Sorbus* species; continue to supervise the PhD student working on *Sorbus* species
- **Waun Las Grasslands** - continue to use the NNR and its records as a resource, inviting and attracting experts for new studies and providing scientific underpinning for the monitoring and management of the NNR; support the management arrangements with Coleg Sir Gar to extend conservation knowledge and messages more widely through them into the agricultural community
- **Publications** - publish results of the Garden's research in peer-reviewed scientific papers in open access journals

Training and Grants

- **Training the next generation of plant scientists** - provide work placement and research experience from A-level to postgraduate level specifically helping to foster and train the next generation of plant scientists
- **Tyfu Cymru – a Horticultural Manifesto for Wales** – lead the Garden's involvement in this EU project taking it from EOI stage to development and co-ordinate it as part of the wider scheme currently planned as a £3.5M award

Collections

- **Collections, library, and volunteering** - develop our library and herbarium collections, digitizing key works where possible, to provide a resource for staff and researchers; promote and develop events and activities that make use of this resource, and supporting the library volunteer team in these matters

Commercial, Visitor Experience and Public Engagement

- **Develop the Butterfly Rainforest and Pollinator Park visitor experience** – modify the tropical house to allow for a butterfly exhibit and build public engagement and interpretation on pollinators
- **Bee Garden** - work closely with our Bee Keeper, help to manage the Bee Garden as a resource for education, research and public engagement
- **Garden-wide events and interpretation** – work with the Head of Interpretation, help to develop activities, events, interpretation and visitor experiences, including the Power of Grass display, The Evolution Timeline, Plants in Space; decommission the From Another Kingdom exhibition and investigate new uses of the space
- **Disseminate and communicate** - the science activities of the Garden using all forms of media and working closely with the Head of Marketing and Communication
- **Cross-pollination: re-valuing Pollinators through Arts and Science Collaboration** – be part of the steering group for this AHRC funded project

EDUCATION

Learning

- Continue to adapt and improve our existing programmes throughout this year to ensure we cater to the needs of visiting school groups and best support the changing curriculum in Wales
- Begin to offer Forest Schools sessions for children and continued professional development opportunities for teachers to meet demand of local schools looking to develop their outside learning provision; there is also provision for this offer to visiting families
- Improve provision for visiting schools when they are not engaged by our teachers by developing an improved programme of self-led trails and activities
- In conjunction with Marketing and Admissions, develop Welly Wednesdays, term time activities for preschool age children and their adults, the sessions to be included in the price of entry with the aim of increasing numbers and membership of this demographic by offering an extended programme of regular events

Development and Marketing

- Develop a comprehensive schedule of school visits to build links with schools across South Wales and carry out market research
- Develop the way we distribute our newsletters to ensure maximum reach
- Post new schools booklet with accompanying flyers advertising current news to all schools in South Wales
- Launch a summer competition for schools
- Pilot rewards scheme to encourage repeat visits
- Host open sessions for teachers to visit the Garden and find out about resources, programmes, training etc.
- Promote Day courses with regular, monthly, multiplatform marketing

Staff Professional Development

- Key staff will be Forest School Leader trained
- Have new members of the teaching pool work through a programme of training to ensure they are able to deliver our schools programmes consistently and to a high standard
- Seek out opportunities for continued professional development of Education Department staff to support progression of our work

Facilities and equipment

- Develop the presentation of learning spaces to ensure the offer of stimulating and engaging environments
- Improve the offer for secondary groups by supplementing existing programme with specialist equipment not available to schools
- Secure funding and begin redevelopment of the dipping pond areas; the second part of the redevelopment of the ponds was postponed on advice from Wildlife Trust that we allow the first new pond to mature before disrupting the existing ones

Relationships and strategies

- Use links with other organisations to improve our offer through expert provision and/or funding, particularly aiming these offerings to diversify our visitors
- Continue to work closely with Carmarthenshire County Council to support school-based initiatives such as Eco Schools and Healthy Schools; act as Carmarthenshire Outdoor Schools' lead partner to launch the initiative; play host to a celebration event linked to this initiative

INTERPRETATION

Website Development and Maintenance

- Work with the Head of Marketing and web developers to launch the Garden's new website in February 2016, and then as one of the two co-editors of the new site, continue to edit, refine and add content, including blogs
- Further explore 'Beacons' technology / augmented reality opportunities

Direct Public Engagement

- Deliver public engagement activities for botanical events at the Garden such as Daffodil Month, Woodland Walk Weekend, Medicines in May, Dragonfly Day, Wales Wildflower Day, Wales Fungus Day and Wales Woodcraft Festival
- Deliver Carmarthenshire Bogs Day in September, the culmination of a yearlong project to raise interest and help protect ancient peatlands
- Support the delivery of 100 Days of Family Activities 2016

Interpretation Installations

- Deliver interpretation for the new Power of Grass display and trail, for the plant evolution display in the Wallace Garden, for Woods of the World, the proposed Butterfly House and for the replanted Apothecary's Garden
- Update a range of seasonal and thematic trails and create new trail for Rainy Days. Work with the Stitching B group to create an insect trail around the Great Glasshouse and fairy trail for Fungus Day
- Provide new signs for the Slate Beds, Wild Garden, Springwoods and GGH vista
- Oversee improvements within the Apothecary's Hall with the help of volunteers
- Provide advice and support in interpretation for the RHS Show, Cardiff and the Royal Welsh Show
- Expand geo-caching points across the Garden
- Oversee the maintenance of waymarking across Waun Las NNR, including the installation of sign names of each field and a re-print of Waun Las Trail leaflet

Advisory and Expertise

- Provide guidance and support for interpretative planning and biological recording aspects of the Regency Restoration project
- Oversee the continued development of the volunteer Garden tour guide and ranger team, and Garden wildlife recording group
- Provide interpretation and biodiversity input into the development of Iris BG

Outreach

- Investigate the feasibility of creating a Wales and UK wide Garden Fungi Survey in partnership with the British Mycological Society, Plantlife and the Open Air Laboratories network
- Continue to be member of the Education and Outreach Committee of the British Mycological Society and to host a springtime meeting of Welsh mycologists
- Provide active support for the Carmarthenshire Biodiversity Partnership, the Carmarthenshire Meadows Group and for the British Mycological Society

Art

- Help to develop, interpret and promote art across the Garden through the supervision of the Garden's artist in residence, rebranding of the art gallery to Oriel Yr Ardd, as one of three members of the art gallery programming committee and through networking projects with other Welsh galleries and academic institutions

NATIONAL NATURE RESERVE

- Manage the extensive likely impacts on the farm business of the Regency Restoration project Development phase
- Promote the role and visitor attraction aspects of the NNR through blogposts
- Continue to leverage the commercial return from the farm upward, in the face of tight financial and agronomic market conditions and markedly unpredictable (climate-change) weather patterns
- Increase the flock size to over 200 ewes, breeding our own replacements from the best ewes and crossing the rest to a terminal sire; continue to finish lower-weight lambs at Gelli Aur to make sure that we do not over graze
- Maximize the returns from the boxed meat initiative through programming, planning and internal advertising (Garden and Coleg Sir Gar staff, volunteers, members and if sufficient supplies - visitors); consider rearing some pigs for the scheme
- Continue to tighten up the calving pattern of the Welsh Black cows (following TB loss of the bull impact) to return to a spring calving herd; this will take a few years to achieve
- Grow forage crops near Pantwgan to reduce the soft rush on two of the organic rotation fields, leading to increased forage production
- Aim to initiate a small commercial harvest of native wildflower seeds by brush-harvesting on selected meadows
- Replace damaged waymarking posts
- Create new signage for field names
- Extend awareness, use, and promotion of the farm through Coleg Sir Gar events and networking to ensure the wider agricultural sector is aware of the management collaboration and Garden links
- Increase student contribution to estate management effort across the site to support the business
- Enhance the use of the farm to provide excellent student experiences in commercial organic beef/sheep and crop production as well as agronomy in an environmental stewardship context
- Through controlled grazing intensity target to increase biodiversity of the swards in particular the waxcap and hay meadows and other prime conservation areas
- Continue to develop the cutting/composting regime of excess rough forage to lower fertility in targeted areas and improve its conservation status whilst maintaining its levels of productivity
- Seek to appoint an Assistant Manager at Gelli Aur to occupy Pantwgan farm house; this will have both financial and security benefits
- Further harness the Pantwgan Volunteer Centre for the Conservation Volunteer Recording group and short-stay placement students
- Extend implementation of IrisBG to the NNR and pilot its use for grazing management recording

INFRASTRUCTURE AND ESTATE

- Continue with the mapping and documentation of IT hardware/infrastructure
- Continue with the evolving scoping exercise to review and determine the software and equipment needs and costs for Membership card and better visitor data-capture as a platform for improved marketing
- Deal with emergency repairs only as budget forecast at £15k means no remediation works will be possible (the Estate Asset Condition Survey review has been formulated)
- Continue to work with the Carbon Trust, Sustain Wales, and others to review opportunities for improved energy efficiency across the estate including upgrades in lighting systems and controls, and building management systems
- Continue to develop the asset review of fixed and portable plant/equipment/vehicles comparable in intentions to the estate asset review, so as to generate a five-year annual rolling repair/replacement plan

Health and Safety

- Continue liaison with others and co-ordinate a review of Health and Safety on the farm and NNR
- Instigate a regular quarterly Safety Advisory Review Group

- Continue with the development of the first cycle of risk reviews in the new format

Operational maintenance and improvements

- Continue with the evolving audit of IT network and infrastructure systems, equipment and peripherals to establish baseline for digital development, effective management and forward planning with assistance from the new IT representative once in post
- Apply the in-year capital grant funding to meet the terms of the award and the priority needs
- Complete the dilapidation repairs to the Science Block
- Ensure final completion of the Grant aided repair of the Scalad Aqua Tonda

Energy Efficiency and Sustainability

- Continue to instigate further energy saving cost measures throughout site
- Continue to ensure the Biomass heating system is maintained in accordance with manufacturers' instructions to ensure that we continue benefitting from the Renewable Heat Incentive

Facilities

- Continue clearing and organisation of the back-of-house builders' yard area, harnessing volunteer and other assistance where available
- Continue to evolve the operational requirements of the site including developing Standard Operating Procedure instructions for key activities/areas
- Continue to provide support to grant funded projects as and when required, in particular meeting the requirements of the Regency Restoration project
- Continue to support, and so harness, the Tywi Centre and College Sir Gar Heritage Skills placement and experience agendas

Initiatives

- By mid-2016 conduct a thorough review of caretaking and lock-up arrangements, ensuring repair and upgrade of any defects (as far as budget allows), and providing a clear role description and Statements of Recommended Practice so that it can be consistently implemented and followed by DMs or others should need arise
- By mid-2016 instigate a locks, keys, and numeric security devices records and allocation system
- Continue to develop a cohesive system for recording and prioritising maintenance scheduling and planning for Garden vehicles and major (non-buildings) equipment assets

MARKETING AND COMMUNICATIONS/EVENTS

General

- Support through PR, promotion and marketing the special 'income-generating' initiatives planned for the 2016 season
- Ensure a more widespread understanding and knowledge of the Garden as a 'fun' place to visit
- Oversee and co-ordinate the messaging around the new Director's and Curator's appointments
- Ensure Welsh Language Standards are adhered to in all Garden communications, publications, signage etc.
- Continue to work up, with the designated group of managers, income-generating initiatives for the medium and long term

Digital

- Manage and maintain the new website, and review future developments
- Manage and develop the 'blog post writing' team, ensuring 'coverage' across all areas of the Garden
- Extend and integrate our social media feeds (Twitter, Facebook, Instagram, Pinterest, Linked-In) to reduce management workload, improve the consistency of our messages, and maintain our Welsh medium participation

Events

- Capitalise and make the most of the calendar highlights in 2016, most notably: the new butterfly exhibit, the world's first Science, Nature and Comedy Festival in July, and the 'Barcud' event in August (pending our fundraising bid to the Arts Council)
- Continue to promote and market the new-look 'horticultural-heavy' Garden Events calendar, building on the success of increasingly botanical offerings, promoting it widely as a pan-Wales engagement for conservation and well-being of everyone
- Continue to manage Family Activities so that they are sustainable throughout the school holidays, with specific regard to adequate funding and resource
- Continue to attract new, interesting, popular events and activities to the Garden to maintain a 'fresh' feel to the Events calendar

Marketing Initiatives and drives

- Specifically target those SA postcode areas with suitable demographic that lie closest to the M4 corridor
- Identify two key off-season target market constituencies (e.g. walking groups and art groups) and develop a vigorous campaign and offer to attract them
- Proactively market the £5 offer for coach / group travel in April/May to see the Great Glasshouse at its best
- Create three further 'seasonal' campaigns to take to market in the group/travel trade sector
- Ensure a regular flow of information to the Garden's 500-strong group of local tourist accommodation providers with Garden news, events info., and offers to help make their guests our visitors
- Make a virtue of the fact that we have, in the 2016 summer season, 100 Days of Family Activities and, in liaison with Education and Interpretation, expand and highlight this increase in school holiday family engagement activities
- Produce and distribute our new-look 'What's On' Events booklet three times of year (spring, summer, and autumn/winter)
- Repeat the printing of 350,000 Visitor Leaflets, and co-ordinate distribution with our five leaflet distributors, using a freshened-up look based on the current, popular design
- Repeat the highly successful "Many Happy Returns" campaign to include June, July and August
- Benchmark, refine, and improve the media/marketing contacts database and integrate information to strengthen forward-looking Supporter analysis in collaboration with fundraising
- Continue to leverage and increase event activity in the shoulder and off season months

Collaborative marketing

- Through membership of the Eco Attractions Group alliance raise impact in collaboration with other members (renowned organisations such as Royal Botanic Gardens, Kew, Royal Botanic Garden Edinburgh, Eden Project and others) through co-ordinated and cohesive actions
- Use the Great Gardens of West Wales marketing group to increase awareness of west Wales as a destination for groups from the coach/travel trade – especially through visits to regionally important show such as Cardiff, Malvern etc
- Continue to collaborate and liaise with tourism membership organisations e.g. Carmarthenshire Tourist Association, Brecon Beacons Tourism, Swansea Bay City Futures
- Forge closer links with the 'cruise' industry and exploit the larger numbers of cruise ships docking in Pembrokeshire and Swansea
- Organise a series of familiarisation days for our tourist accommodation provider partners and distribute to them our "buy one, get one free" discount promotion offer leaflets/vouchers, aiming specifically to "hook" tourist visitors

MEMBERSHIP AND VOLUNTEERS

- Raise the overall value of Membership to a target of £100k
- Seek to progress improvements to membership database to improve functionality, effectiveness of use, flexibility, and fundraising opportunities
- Refresh and roll-out the very popular members' monthly meetings talks and trips out

- Target and co-ordinate proactive membership drives to coincide with events, focusing additionally on those with a family-friendly dimension
- Support and guide volunteer fundraising ventures such as plant fair and second hand book sales
- Work closely with the Regency Restoration team and appropriate others (Carmarthenshire Association of Voluntary Services, CCC) on an integrated and co-ordinated volunteering development plan to raise awareness of volunteering opportunities, increase the Garden's active volunteer cohort, expand its diversity, and increase the number of volunteer hours achieved
- Organise at least two coach trips to relevant horticultural venues for volunteers and members
- Arrange Bring-a-friend-free-of-charge week in June for volunteers and Bring-a-friend-free-of-charge month in September for members to encourage more members

FUNDRAISING AND DEVELOPMENT

Legacy, donation, and giving ladder

- Implement any "in year" initiatives recommended by the Funding Strategy consultation and progress any longer-term suggestions
- Refresh, develop, and drive forward the legacy and giving campaign in light of any recommendations arising from the Funding Strategy consultation
- Work with trustees and others to develop network of potential donors
- Implement stage 2 of the donor profiling project to capture data in respect of lapsed members and develop associated marketing plan, in consultation with Communications Department, for more effective targeting of fundraising
- Further develop systems and incentives that encourage and motivate contractors and suppliers to contribute to core Garden activity and needs; liaise specifically with colleagues with significant supplier interface, to ensure this is effective and coordinated across the Garden
- Expand schemes for commemorative giving and explore opportunities and potential for green interments

Regency Restoration

- Oversee the Regency Restoration project, "Middleton: Paradise Regained", to Round 2 HLF application and agreed milestones, if successful
- Re-establish project team and continue to address funding shortfalls
- In liaison with the Director, trustees, Patron, and Honorary President, host a celebratory event to launch the delivery phase of the project and use it as a platform for further fund-raising
- Continue to leverage the expertise and ambassadorial reach of the Steering Group members to deliver tangible project and Garden benefit
- Engage directly with each of the identified project collaborators, specifically and actively bringing them on-side to support project delivery phase

Substantive developments

- Develop medium and long-term initiatives as components of the commercialization plan, including:
- Progress plans for refurbishment of Theatr Botanica
- Scope potential for hosting of large scale, annual events, festivals etc .and establish infrastructure and cost implications
- Appraise market-responsive Garden accommodation options

Initiatives and core delivery

- Work with Welsh Government to pursue future funding opportunities
- Liaise with CCC to develop local funding potential in line with the commercialization agenda

- Embed heritage tourism offering as a key contributor to Carmarthenshire’s strategic development (Swansea Bay City Region initiatives etc.) and identify associated funding potential
- Exploit commercial/transactional potential of re-launched website

ADMISSIONS

The objective is to improve the visitor experience and increase income through improvement of the Retail offering, providing a new restructure and layout to the front end of the Garden, setting a high standard from the outset. The aim is to make the first impression our visitors receive to the highest standard and encourage visitors to join as members and return to the Garden to utilise the Y Pot Blodyn area more frequently.

- Provide support and highlight areas needed for customer care and marketing training to staff
- Provide continuing support and training for staff to achieve high-levels of Gift Aid sale conversion rates
- Ensure staff are proactively using Welsh language when answering the telephone and over the counter
- Train staff to ‘up sell’ Garden information, forthcoming events, and retail products
- Ensure staff are given the information necessary to “up sell” any new commercial events in place
- Create an improved Gatehouse retail offer by purchasing better display/shelving units and increasing stock quantity available
- Assess cost/ benefit of creating an improved visitor entrance for retail / admissions / plantcentre and coffee shop facilities
- Improve signage to assist visitors to understand the access routes and give a more welcoming feel to the main entrance

RETAIL

The key objective is to stock the shop with produce from local Welsh suppliers aiming to increase the proportion of Welsh stockists and own branded goods without dropping retail margins. Where local produce cannot be sourced, find alternatives that are fairly traded or sourced from UK-based companies and ensuring that the potential new shop at the main entrance retains a friendly and welcoming feel for our visitors.

- Ensure the EPOS system is consistently providing accurate data, investigating any anomalies quickly, and if proving necessary, conducting a review of alternative EPOS and till systems
- Improve the Art Gallery offering and work closer with artists to encourage better sales
- Condense the stock holding in readiness to move to the Gatehouse building for the re-purposing
- Re-merchandise the Gift shop on a bi-monthly basis
- Filter out the suppliers and stock with the lowest margins and aim to stock produce from Welsh suppliers with a better margin with an overall margin target of 45%
- Provide ongoing customer care training to staff

PLANT SALES – Y POT BLODYN

The main objective for plant sales this year is to further improve the look and feel of the sales floor area and to raise the horticultural standards to meet the discerning customer base. This will be achieved by improving signage and creating better displays of stock, repainting all benches in a more suitable colour to enhance the look of the plants and feel of the area, transforming the inside of the shop and bringing in new ranges of products that cannot be bought on the high street. Further increase sales of our own grown plants and advertise plant sales and the coffee shop as Y Pot Blodyn throughout the year to bring in more business footfall and improve reputation.

- Using staff from within the Commercial team to cover during the busy summer season as well as using staff from Horticulture
- Ensure high standards of plant maintenance and care are being met throughout the summer
- Focus on sales of Garden- grown plants to increase profit from sales, creating a reputation for the Garden
- Work with Marketing to increase 'what's on' awareness through Plant Sales
- Work closely with Horticultural team to improve relations and expand knowledge of plants grown at the Garden and how they are best cultivated
- Improve signage on benches for an easier shopping experience.
Provide training to staff and encourage the use of Welsh as the first greeting in person or on the telephone
- Improve signage at the entrance and exit giving a clear message that the area has been rebranded to Y Pot Blodyn and showing access routes whilst maintaining the message that there is no admission fee in this area

CATERING

- Deliver Budget, ensuring we meet profitability and consistency
- Deliver on duty allocation, cost monitoring, staff rota management to closely track and contain costs
- Ensure we are up to date with our suppliers in relation to cost, products, offers to maximize profitability of operations
- Develop an induction and training plan and standard guidance pack for all new catering staff
- Improve training of existing and new staff, with particular focus on standards as well as efficiency of service delivery and customer satisfaction, up-selling to increase revenue sales, as well as core NVQ competencies for existing staff
- Ensure staff are aware of Garden-wide calendar and are proactive in communicating and 'marketing' up-coming events to customers
- Seek to conduct a light touch benchmark exercise of commercial/corporate performance against comparable local/relevant other organizations to inform own performance targets and management
- Increase staff knowledge of local produce used to better inform visitors thereby promoting Welsh produce to a wide audience
- In close co-ordination and liaison with the Head of Interpretation particularly promote the use of Welsh Produce to the visitor with bilingual signage
- If turnover allows, conduct maintenance, repairs that will enhance our outlet's sales
- Working in close relation with The Head of Trading & Admissions on reconstructing 'The Pot Blodyn', enhancing our catering offer in this area

CORPORATE

- Deliver budget and ensure profitability
- Pursue avenues for using conference booking agents to assist and achieve a wider reach to fill our conference space
- Improve marketing materials and extend their reach and market penetration, collaborating with Marketing to capitalize on use of existing avenues of communication
- Embark on a vigorous campaign of increasing corporate sales with proactive external networking and marketing, liaising with other senior members of the team, specifically targeting boards of organizations with which they have connections

- Raise public awareness of Garden venues and catering for special occasions by creation of onsite advertising /information boards; install frames to take posters and marketing information in areas of the Garden where readily seen (e.g. the toilets)
- Liaise with the Head of Development and Director, alerting them to potential corporate booking with which there may be wider Garden synergies they can harness
- Institute a logging system for corporate room occupancy and keep this up to date, reporting quarterly to the CMT
- Seek to conduct a light touch benchmark exercise of commercial/corporate performance against comparable local/relevant other organizations to inform own performance targets and management.

FINANCE

FINANCIAL PROJECTIONS

A fully integrated budget for 2016-2017 (income and expenditure, balance sheet and cashflow forecast) is provided at appendix 3,4 and 5 with a summary of assumptions that underpin this budget at Appendix 2.

The budget provides for a loss of £88k in the year to 31 March 2017 and includes a contingency of £36k. Sufficient cash resources exist to trade through this period with a balance by 31 March 2017 of £144k to start the new financial year 2017/18. Key assumptions are as follows:

- Annual Welsh Government revenue funding is reduced from £650,000 to £581,000 and CCC funding reduced to £50,000.
- 122,500 leisure visitors of which 75,812 (62%) are paying entrants. The total number of leisure visitors represents a 7% increase on that achieved in 2015/16 and the Garden is planning a range of new family friendly attractions such as a new play park, comedy festival, zorbing, circus events and butterfly house.
- Average admission spend is projected to remain static at £5.09 with no price rises planned for the 2016 season. Average secondary spend in is projected to rise from £6.66 to £6.99 due to price rises, improvements in plant stock range and a continuing improvements in catering.
- Unfettered donation income is projected as £70k (£25k from legacies, £25k from sponsorship and £20k from donations).
- Other income includes rental income from a vegetable box scheme £10k and office rentals of £6k.
- Membership income of £100k given discounts now offered to Carmarthenshire residents (2015/16 £103k).

A capital allocation from the Welsh Government has been indicated at £95,000 per annum for the year. All capital expenditure is to be met from this funding allocation or raised from other granting bodies.

FINANCIAL BUDGET FOR 2016-2017

Key Assumptions

		Budget 2016/17	Actual 2015/16
1	WG funding for full year	581,000	650,000
2	CCC cash funding for full year	50,000	70,000
3	Annual Visitors		
	- paying	75,812	70,829
	- free entry/memberships etc	46,688	43,591
		<u>122,500</u>	<u>114,420</u>
4	Spends per head - average across the full year	£	£
	Retail	1.57	1.53
	Catering	4.60	4.33
	Admission (per paying head)	5.09	5.09
	Plants	0.82	0.80
5	Fundraising surplus (net of costs) and including legacy income		
	Unfettered fundraising income	70,000	94,158
	Costs of fundraising	(50,400)	(49,084)
		<u>19,600</u>	<u>45,074</u>
6	Corporate sales	97,700	69,915
7	Membership income	100,000	102,803
8	JECS 4 / Organisational structural costs	0	12,600 Postponed
9	Overhead recovery of costs from projects (GtF, Lakes etc)	8,400	68,075
10	Science Block rental	0	0
11	Stock levels - reduced down to £121k by Jul 2016 (Livestock £34k, Retail £50k, Plants £14k, Fuel £15k, Catering £8k)		125,932
12	Joint venture re science block resolved by August 2016 (payment of accrued rent less dilapidations)		

Income and Expenditure statement

	Budget Apr-16	Budget May-16	Budget Jun-16	Budget Jul-16	Budget Aug-16	Budget Sep-16	Budget Oct-16	Budget Nov-16	Budget Dec-16	Budget Jan-17	Budget Feb-17	Budget Mar-17	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Income													
Admissions	44	52	54	62	87	52	34	5	9	15	12	19	444
Retail	15	19	18	24	29	23	18	7	8	7	7	15	192
Plant sales	12	14	15	15	14	10	7	1	1	3	2	6	100
Catering	55	55	60	69	89	67	47	13	18	33	20	37	563
Corporate	8	8	11	11	4	12	10	8	4	4	6	12	98
Education	5	5	7	5	1	4	2	2	3	2	2	3	42
Science	3	0	0	0	0	0	0	0	0	0	0	0	8
Estate	0	1	2	2	3	3	4	3	3	20	0	0	41
Marketing	22	18	16	19	14	14	9	7	8	9	6	11	153
Facilities	6	5	5	3	2	4	5	5	6	6	6	5	57
Horticulture	3	4	4	4	3	3	1	0	0	1	0	1	25
Fundraising	6	6	6	6	6	6	6	6	6	6	6	8	70
Central	55	53	53	54	54	54	53	53	53	53	53	53	643
	234	240	250	273	306	253	197	112	121	159	120	171	2,436
Cost of Sales													
Direct labour	(26)	(25)	(28)	(32)	(31)	(26)	(18)	(13)	(12)	(16)	(14)	(18)	(259)
Materials	(34)	(36)	(37)	(45)	(52)	(43)	(31)	(11)	(14)	(19)	(14)	(27)	(361)
	(60)	(60)	(65)	(76)	(83)	(69)	(49)	(24)	(26)	(35)	(28)	(45)	(621)
GROSS PROFIT	174	179	185	197	223	184	148	88	95	124	92	127	1,815
Overheads													
Staff Costs	(86)	(85)	(85)	(89)	(89)	(89)	(95)	(92)	(92)	(92)	(93)	(92)	(1,078)
Premises	(35)	(27)	(25)	(22)	(24)	(31)	(30)	(33)	(36)	(36)	(36)	(36)	(370)
Equipment costs	(22)	(14)	(13)	(12)	(14)	(12)	(17)	(12)	(11)	(13)	(18)	(14)	(171)
Office & Administration	(7)	(7)	(7)	(7)	(7)	(7)	(7)	(7)	(7)	(8)	(10)	(7)	(86)
Advertisement & Promotion	(13)	(12)	(11)	(11)	(12)	(12)	(5)	(5)	(6)	(7)	(12)	(5)	(113)
Finance costs	(2)	(2)	(2)	(2)	(3)	(2)	(2)	(1)	(1)	(1)	(1)	(1)	(20)
Other	(6)	(7)	(15)	(7)	(6)	(5)	(5)	(5)	(5)	(5)	(5)	(4)	(74)
	(172)	(154)	(158)	(149)	(155)	(159)	(160)	(154)	(157)	(162)	(173)	(159)	(1,911)
Net trading surplus/deficit	2	25	28	48	68	25	(12)	(66)	(63)	(38)	(81)	(32)	(96)
Surplus on projects	3	6	0	0	0	0	0	0	0	0	0	0	8
Net surplus/Deficit	5	31	28	48	68	25	(12)	(66)	(63)	(38)	(81)	(32)	(88)
<i>Cumm year to date</i>	5	36	63	111	179	204	192	127	64	26	(56)	(88)	
Department Split	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Total
Admissions	38	47	48	57	81	47	29	0	3	10	7	14	381
Retail	4	5	5	8	10	8	5	1	1	0	1	4	53
Plant sales	2	4	4	5	4	2	2	(1)	(1)	(0)	(0)	2	23
Catering	13	15	14	18	31	22	14	(3)	1	8	0	9	142
Corporate	3	3	5	5	(2)	6	5	3	(0)	(0)	1	7	37
Education	(2)	(1)	1	(1)	(5)	(2)	(5)	(4)	(2)	(4)	(4)	(2)	(32)
Science	(3)	(5)	(3)	(3)	(5)	(2)	(9)	(5)	(3)	(3)	(8)	(3)	(50)
Estate	(4)	(4)	(2)	(4)	(3)	(3)	(1)	(1)	(2)	15	(5)	(4)	(19)
Marketing	(2)	(5)	(14)	(4)	(9)	(8)	(6)	(8)	(7)	(7)	(19)	(4)	(93)
Facilities	(50)	(43)	(42)	(41)	(42)	(45)	(48)	(52)	(54)	(54)	(54)	(51)	(576)
Horticulture	(31)	(25)	(23)	(23)	(24)	(26)	(28)	(29)	(30)	(34)	(31)	(34)	(337)
Central	33	32	32	28	28	26	29	30	30	30	30	27	355
Fundraising	1	2	1	2	1	2	1	2	2	2	2	4	20
Projects	3	6	0	0	0	0	0	0	0	0	0	0	8
Net surplus/Deficit	5	31	28	48	68	25	(13)	(66)	(63)	(38)	(81)	(32)	(89)

Cash flow projection

	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Income													
Cash receipts	174	185	192	221	269	196	135	44	57	82	58	108	1,720
Sales ledger	11	26	24	25	21	16	22	22	19	16	15	18	237
Grant income	45	64	112	85	77	56	37	56	76	73	43	53	773
Overhead recovery from projects	3	6	0	0	0	0	0	0	0	0	0	0	8
Gift Aid	0	21	7	7	7	9	7	4	2	2	3	2	70
WG element of Morvus rent	0	0	0	0	-179	0	0	0	0	0	0	0	(179)
	233	302	334	338	195	276	200	125	153	173	119	181	2,630
Expenditure													
Net Wages & pensions	(90)	(88)	(91)	(96)	(96)	(91)	(90)	(84)	(83)	(87)	(86)	(88)	(1,070)
PAYE/NI	(20)	(22)	(22)	(23)	(24)	(24)	(23)	(23)	(21)	(21)	(22)	(21)	(266)
Purchase ledger payments	(266)	(112)	(118)	(112)	(125)	(124)	(107)	(82)	(86)	(95)	(103)	(102)	(1,433)
Prepaid items	(9)	(3)	(6)	(1)	(2)	(6)	(1)	(0)	1	(2)	(6)	(63)	(97)
VAT on Lombard Lease	0	0	0	0	0	0	0	0	0	0	0	0	0
Accruals & sundry creditors	(3)	(100)	20	(5)	(3)	(3)	(51)	(4)	(16)	(4)	(5)	(7)	(177)
Retention movement	0	0	0	0	0	0	0	0	0	0	0	0	0
CAPEX	0	0	0	0	0	0	0	0	0	0	0	0	0
Invest to Save loan repayment	0	0	0	(20)	0	0	0	0	0	0	0	0	(20)
Carbon Trust loan repayment	0	0	0	0	0	0	0	0	0	0	0	0	0
VAT	24	0	0	0	(34)	0	0	(53)	0	0	(1)	0	(63)
	(364)	(325)	(216)	(257)	(283)	(248)	(272)	(245)	(205)	(208)	(222)	(281)	(3,126)
Net movement	(131)	(23)	118	81	(88)	29	(72)	(120)	(51)	(35)	(103)	(100)	(496)
Balance b/f	640	509	486	604	685	597	626	554	434	382	347	244	640
Balance c/f	509	486	604	685	597	626	554	434	382	347	244	144	144

Balance sheet projections

	Actual	Budget											
	£000	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Fixed Assets													
Tangible	25,808	25,808	25,808	25,808	25,808	25,808	25,808	25,808	25,808	25,808	25,808	25,808	25,808
Investments	0	0	0	0	0	0	0	0	0	0	0	0	0
Current Assets													
- Stock	126	127	123	123	121	121	121	121	121	121	121	121	121
- Sales Ledger	11	27	23	26	24	13	22	22	20	17	15	17	24
- Grants receivable	131	139	128	71	41	20	20	40	40	20	20	30	30
- gift aid	15	21	7	7	7	9	7	4	2	2	3	2	3
- Prepayments & other debtors	90	93	89	88	82	76	75	70	65	59	55	56	113
- Floats (split out from drs)	10	10	10	10	10	10	10	10	10	10	10	10	10
- Bank	640	509	486	604	685	597	626	554	434	382	347	244	144
Current Liabilities													
- Trade Creditors	(243)	(109)	(106)	(108)	(106)	(109)	(108)	(105)	(101)	(103)	(104)	(105)	(105)
- Accruals & sundry crs (other)	(410)	(407)	(307)	(327)	(323)	(320)	(318)	(267)	(264)	(248)	(245)	(240)	(234)
- WG (Morvus Rent) incl VAT	(179)	(179)	(179)	(179)	(179)	0	0	0	0	0	0	0	0
- PAYE/NI control	(20)	(22)	(22)	(23)	(24)	(24)	(23)	(23)	(21)	(21)	(22)	(21)	(22)
- VAT	24	(8)	(21)	(34)	(52)	(39)	(53)	(59)	(4)	(1)	0	6	3
- retentions	(56)	(56)	(56)	(56)	(56)	(56)	(56)	(56)	(56)	(56)	(56)	(56)	(56)
- CCC Loan	(1,350)	(1,350)	(1,350)	(1,350)	(1,350)	(1,350)	(1,350)	(1,350)	(1,350)	(1,350)	(1,350)	(1,350)	(1,350)
- Invest 2 Save	(30)	(30)	(30)	(30)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)
- Carbon Trust Loan	0	0	0	0	0	0	0	0	0	0	0	0	0
	24,567	24,572	24,603	24,630	24,678	24,746	24,771	24,759	24,694	24,631	24,593	24,511	24,479
Represented by													
- Surplus/deficit (year to date)		5	36	63	111	179	204	192	127	64	26	(56)	(88)
- Reserves b/f	24,567	24,567	24,567	24,567	24,567	24,567	24,567	24,567	24,567	24,567	24,567	24,567	24,567
	24,567	24,572	24,603	24,630	24,678	24,746	24,771	24,759	24,694	24,631	24,593	24,511	24,479

APPENDIX 1

STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Iconic venue with reputational pull and strong Wales brand (tourism and corporate) • Potential, space, and appetite to drive entrepreneurial and commercial endeavor. • High level of commitment across staff team, trustees, volunteers • Outstanding site asset with landscape, heritage, space and opportunity plus increasing range of significant projects • High level of visitor satisfaction and excellent disabled accessibility • Increasing recognition that conservation and sustainability contribution of the Garden is important • National Nature Reserve with high conservation value. • Recognized and valued educational resource • Located within EU convergence area • Recognized contributor to key WG agendas • Increasingly effective collaborative links • Good financial controls and ability to perform to budget. • Strong visitor reach extending to include ageing population demographics, families as well as tourism visitors • Varied events schedule generating attractive offering throughout the year • Free entry events/months to attract wider demographic range and first-time visitors • “All day out” visitor experience • Valued source of local employment • Core membership base and strong volunteer support. • Excellent and increasing media/press reach and reputation 	<ul style="list-style-type: none"> • Operational budget in jeopardy • Austerity impact on public sector funding and challenging economic climate • Declining public sector funding allocation • Election year - political uncertainties • High ratio of public sector funding dependency • Variable visitor numbers significantly externally impacted – weather, economy, world events • Seasonal visitor profile – approx. 27% of annual total in July and August • Distance from centres of population/footfall and need for transport to visit • “Garden only: fine weather only” visitor perception • Leadership deficit - Director and Curator vacancies • Small management team – key person dependent • Over-stretched staffing resource with minimal contingency cover – capacity challenges • Deficit of staff capabilities in some operational areas, compounded by limited time/resource for training or development • No reserves for capital funding/contingency • Ageing and deteriorating infrastructure with £4 repairs and maintenance backlog • High fixed overhead cost (infrastructure, utilities, and staff costs) • Restricted expertise and capacity for fundraising. • Science Centre currently un-tenanted and challenging economic climate to secure new tenant
Opportunities	Threats
<ul style="list-style-type: none"> • Growing brand identity, recognized as flagship national institution which is national asset for science • Increasingly strong collaborative and co-operative partnership opportunities – strategic and operational • Overhead reduction through renewable energy project. • Family and youth market and “grey” pound with increasing nos • Scope and space on site to expand and extend offering • Forthcoming round of EU funding • Increasing focus and market and interest in environmental and heritage venues, and interest in general ‘well-being’ • Shop window for Welsh products • Increasing profile of Garden’s science reach and impact. • Strengthened Welsh links: culture, language, habitat and ethos • Success with project delivery raising reputation and track-record as well as funding capture (GTF, Regency Restoration). • Significant success with press/media coverage • Excellent Science Centre with opportunity for deployment. • Markedly diminishing vestiges of cultural perception of Botanic Garden seen as less elitist – which has in the past discouraged certain visitor sectors. 	<ul style="list-style-type: none"> • Departure of key members of staff, with Garden salaries and budget outlook becoming unattractive • Austerity, political and economic uncertainties • Lack of clear Welsh Government will to support • Shrinking grant-in-aid contribution ratio and level • Stretched resources putting effective operation in jeopardy • Increasingly competitive external funding options. • Limited discretionary leisure and corporate spend, and high transport costs • Climate-change weather – wet summers, spring deluges, freezing winters or heat waves • Fierce competition for visitors from other attractions in South Wales • Too few staff • Ageing and deteriorating infrastructure - at risk • Limited resource and flexibility to reward or retain staff (financial and non-financial) • Degrading transport links