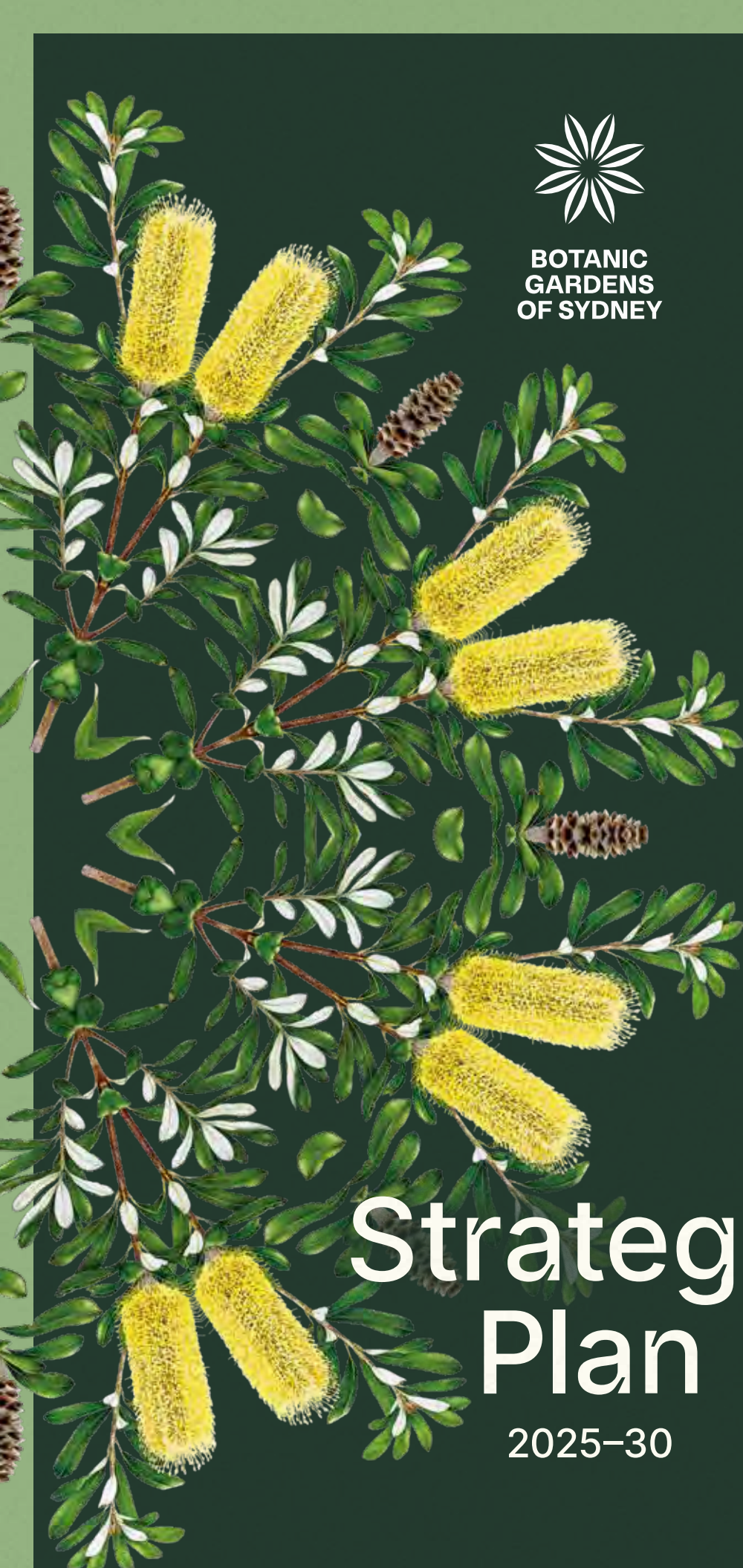




BOTANIC
GARDENS
OF SYDNEY

A detailed botanical illustration of a Banksia plant, featuring several bright yellow, cylindrical flower spikes (infructescences) and green, lanceolate leaves with prominent white veins. The illustration is positioned on the left side of the cover, partially overlapping the dark green background.

Strategic Plan

2025–30



ACKNOWLEDGMENT OF COUNTRY

We have learnt that Country is the sky, land, sea, waterways, plants, animals and other forms of life, but also that it is more than this. It is the physical, cultural, emotional and social connections between these that needs to be respected and nurtured for our combined health and wellbeing. It is about belonging, community and responsibility. Country can also vary across the different Aboriginal and Torres Strait Islander groups and Nations as each of these is unique, different and special.

We acknowledge that Aboriginal and Torres Strait Islander peoples are the First Peoples and Traditional Custodians of Australia, and the oldest continuing culture in human history.

We pay respect to Elders past and present and commit to respecting the lands we walk on, and the communities we walk with.

We celebrate the deep and enduring connection of Aboriginal and Torres Strait Islander peoples to Country. We commit to our responsibility to foster meaningful partnerships that are based on listening, learning, sharing and collaborating for the health of Country. This includes addressing the enduring legacies of colonisation, supporting First Peoples' self-determination and honouring their stewardship of Country.

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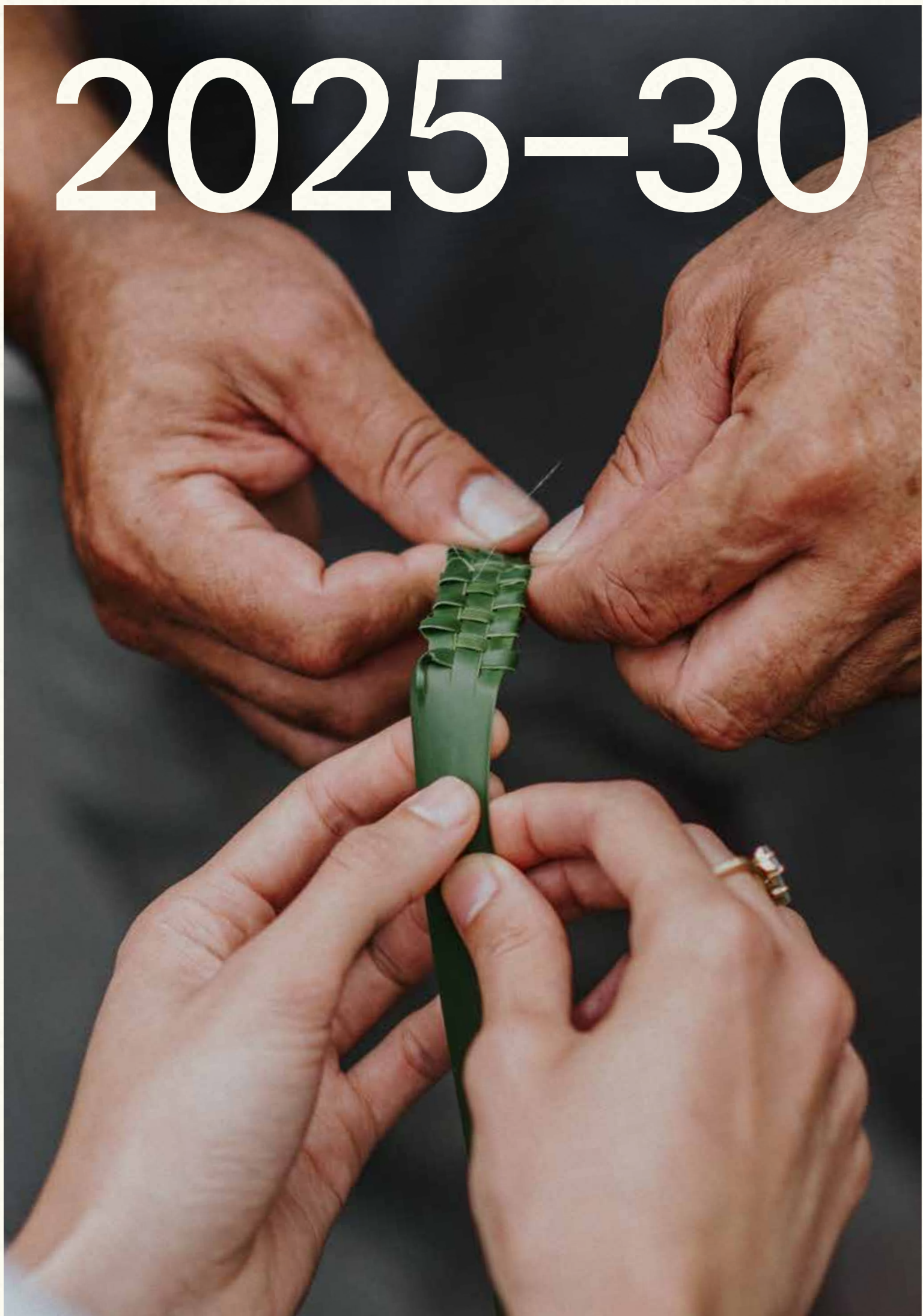
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Printed on 100% recycled
uncoated paper which is
manufactured carbon neutral

Connections by Darren
Charlwood, a Wiradjuri
man from the Yibaay
Wagaan kin group.

2025-30





MESSAGE FROM THE CHIEF EXECUTIVE

It is with great pride and optimism for the future that I introduce Botanic Gardens of Sydney's Strategic Plan for 2025–30 — a plan that reflects our unwavering commitment to community and the conservation of nature.

At a time when the world faces a nature crisis and accelerating biodiversity loss, the role of botanic gardens has never been more critical.

For over 200 years, we have engaged, educated and inspired people through the beauty and wonder of plants. Today, with more than 13 million visits to our Gardens each year, each visit offers the chance to spark curiosity, deepen understanding, and inspire action for the benefit of nature. We believe in the power of connection — to nature, to each other, and to the shared purpose of protecting plants and nature that sustains us all.

We are proud to be Australia's oldest scientific institution, entrusted with more than \$1.2 billion in botanical, cultural and heritage collections of significance. Our greatest strengths lie not only in what we protect, but also in our impact across science, education and conservation. Australia's premier botanic research institute, the Australian Institute of Botanical Science, combines these critical elements as we expand our work, collaborations and global networks to deliver critical science and conservation outcomes.

This strategy presents our commitment to intensify our efforts to inspire, educate and activate the community, conserve biodiversity, restore ecosystems, and combat the threats of disease, climate change and biodiversity loss.

We honour and learn from the knowledge and custodianship of Aboriginal and Torres Strait Islander peoples, recognising their deep connection to Country and their role in shaping the future of conservation. Their voices, stories and leadership are vital to how we care for land, culture and community. We embrace this.



This plan is a product of significant engagement with our Board, staff, volunteers and our many stakeholders. It represents our shared ambition and collective action — guided by science, grounded in culture, and fuelled by community. I invite you to work with us, and grow with us over the next five years, as we put plants where they belong: at the heart of a thriving world.

We know we cannot do this alone. We rely on the support of our members, volunteers, donors and partners to achieve impact and ensure we are a thriving sustainable organisation.

A handwritten signature in black ink, consisting of a large, stylized 'S' followed by a horizontal line and a small flourish.

Simon Duffy AM
Chief Executive, Botanic Gardens of Sydney

WELCOME TO BOTANIC GARDENS OF SYDNEY

Botanic Gardens of Sydney
are the meeting places of
people and plants, science,
seasons and nature.

Botanic Gardens of Sydney cares for the Royal Botanic Garden Sydney, The Domain Sydney, Australian Botanic Garden Mount Annan and Blue Mountains Botanic Garden Mount Tomah and leads plant conservation through the Australian Institute of Botanical Science.

Together with our community of members, volunteers, partners and donors, we conduct critical research and action for plants, unlocking their secrets and ensuring their conservation so that the Gardens remain centres of botanic diversity and research, horticultural beauty, education, recreation and joy for future generations.

We are mandated under the *Royal Botanic Gardens and Domain Trust Act 1980* (NSW).

Ex situ collections of Critically Endangered (*Biodiversity Conservation Act 2016* [NSW]) species such as Scrub Stringybark (*Rhodamnia rubescens*) provide material for ongoing conservation research into the effects of Myrtle Rust. J. Plaza



STRATEGIC PLAN
2025–30

OUR PUR & IMPACT



POSE

OUR PURPOSE & IMPACT

Botanic Gardens of Sydney is a vital component of our community's culture, health and wellbeing and increasingly the conservation of nature.

Botanic Gardens of Sydney are places of wonder and joy where visitors can explore the beauty, mystery and diversity of nature. Through our Gardens, events and unique programs in communities and through digital connections we create meaningful experiences that immerse visitors in nature, to create joy, spark a connection and foster a passion for plants and conservation. We aim to welcome a diverse community into inclusive, safe and accessible spaces.

The world is amid the sixth mass extinction event and unlike the other mass extinctions, this one is the Anthropocene or human caused. This nature crisis of ongoing significant biodiversity loss is caused primarily by humans. Botanic gardens are extraordinarily well placed to play a positive role in so many critical ways.

Botanic Gardens of Sydney has over 200 years' experience in engaging, educating and inspiring humans. We welcome over 13 million visitors each year and we have this opportunity to inspire them to feel, think and act in new ways that are in balance with nature.

We believe in a future where we learn from the knowledge and custodianship of our First People and their care for Country for tens of thousands of years. Our commitment is to embrace and heal Country, where First Nations voices, self-determination and storytelling play a vital role in shaping Botanic Gardens of Sydney and nature conservation.

Sustainability is key to our success as a thriving organisation. We are focused on creating positive impact across the environment, society, ethics and the economy. This includes actions to be more environmentally sustainable and climate resilient combined with strong financial management including revenue and philanthropic growth, all for a more sustainable future for our community and the Gardens.

Education is one of our mechanisms of change. In a time where people, particularly children, are living more urban lifestyles, distanced from nature, we know that our Gardens inspire a deep connection with nature and with this we can create optimism for conservation, leaving lasting imprints on hearts and minds. We also focus on young people, supporting teachers and inspiring students, with the goal of creating the next generation of conservation leaders.

Biodiversity supports all life. It gifts us the air we breathe, clean water, nourishing foods and medicines, and a stable climate. We need biodiversity to survive. We pledge to intensify efforts to understand and protect plants and fungi, fight against disease and other threatening processes, delivering science-based knowledge and solutions to protect biodiversity and generate positive impacts in conservation.

Our impact is felt through our ongoing contribution of skills, expertise and our invaluable collection of knowledge, seeds and plants for nature positive outcomes involving re-wilding, restoration and conservation of healthy, diverse, resilient and adaptable ecosystems in Australia.



We envision a world where the intrinsic importance and value of plants and their vital role in our lives and the health of the planet is understood, embraced and nurtured

WHAT DRIVES OUR PLANNING

Governance

Royal Botanic Gardens and Domain
Trust Act 1980 (NSW)

NSW Minister

Board of Trustees

NSW Government plan, policies and priorities

NSW Government Department's Corporate Plan

Multi Year Plans which bring the strategy to life:

Master and Site Plans

Living Collections Strategy and Action Plan

Science and Education Action Plans

Strategic Asset Management Plan

First Nations Engagement Strategy

Diversity and Inclusion Plan

Foundation & Friends of the Botanic Gardens'
Strategic Springboard

Five Year Strategic Priorities and Foundations



UNITED NATIONS GLOBAL GOALS

Banksia in flower (*Banksia ericifolia*),
Royal Botanic Garden Sydney.

Botanic Gardens of Sydney supports the 2030 Agenda for Sustainable Development and recognises that ending poverty and other deprivations go hand-in-hand with strategies that improve health and education, reduce inequality and spur economic growth – all while tackling climate change and working to preserve our oceans and forests.

The United Nations has defined 17 goals to address the world's most pressing challenges by 2030, including the climate emergency, education, inequality, poverty and justice.

Key social and environmental sustainability actions and measures aligned with the Global Goals are embedded into our planning. The Global Strategy for Plant Conservation as part of the Global Biodiversity Framework is central to guiding our actions and ensuring that we continue to contribute to the efforts of the global community of botanic gardens fighting to conserve and protect plants and ecosystems.

Our strategy supports these UN Global Goals:



**SUSTAINABLE
DEVELOPMENT
GOALS**

Vision

Plants at the heart of a thriving world

Purpose

To inspire enjoyment,
learning and conservation
of nature

Role

Prioritise Plants,
Connect to Country,
Empower Action



Priorities

Learning, Engagement and Experiences

Inspire people to feel, think and act in new ways that are in balance with nature.

Thriving Sustainable Organisation

Create positive environmental, social, ethical and economic impact.

Embracing Country

Advance reconciliation and strengthen relationships with Country and First Peoples.

Conservation Impact

Reduce the risk of extinction and secure a future rich in plants.

Foundations

Collections, People, Assets and Partners

The essential building blocks that we will strengthen and invest in to support our strategic priorities.

Our Values

Welcoming

Respectful

Ambitious

Innovative

DPHI Shared Values

Kind, Collaborative, Inclusive,
Daring and Creative

OUR PRIORITIES



S

Plants at the heart of a thriving world



Learning, Engagement and Experiences

Connect, learn, enjoy and contribute

Goal

Inspire people to feel, think and act in new ways that are in balance with nature.

Actions

- A1. Grow opportunities for diverse visitors to connect with the Gardens, enriching their life-long learning journey.
- A2. Ensure our purpose is front and centre of every visitor experience to build a sense of pride, wonder and belonging.
- A3. Deliver inspiring experiences and empower people to share their stories.
- A4. Empower our local, national and global community support and advocate for the Gardens, plants and nature.



Thriving Sustainable Organisation

Deliver positive, sustainable impact

Goal

Create a positive environmental, social, ethical and economic impact.

Actions

- B1. Embody and promote environmental sustainability and climate resilience throughout our organisation.
- B2. Drive revenue growth and enhance profitability by leveraging bold opportunities for retail, experiences, tourism and strategic commercial partnerships.
- B3. Plan for a sustainable future.





Embracing Country Listen to and heal Country

Goal

Advance reconciliation and strengthen relationships with Country and First Peoples.

Actions

- C1. Elevate and celebrate Aboriginal and other cultures on Country.
- C2. Forge strong connections with Aboriginal communities, build relationships and recognise cultural authority in and outside the Gardens.
- C3. Solidify reconciliation through listening actively, empowering self-determination, with Aboriginal voices at the centre of discussions and decisions on impacts to Country.
- C4. Practice truth telling and cultural protocols.
- C5. Integrate and elevate First Nations science into our work and programs and advocate for its integration into state priorities.



Conservation Impact

Taking brave, innovative and urgent action to conserve plants

Goal

Develop and share world-class science and horticulture to protect and conserve plants.

Reduce the risk of extinction and secure a future rich in plants.

Actions

- D1. Strengthen leadership in developing, sharing and applying knowledge, data and horticultural techniques for biodiversity conservation.
- D2. Develop, share and demonstrate practical and innovative application of data and knowledge globally.
- D3. Create direct links between our science, conservation and visitor education programs to enhance the understanding that plants contribute to healthier lives, resilient communities and the adoption of nature positive practices.
- D4. Research and implement solutions to address increasing threats to plants.



Inspire people to feel, think
and act in new ways that are
in balance with nature



FOUNDATIONS

Solid foundations will help us achieve our strategic priorities and goals.

Our foundations are:

The Collections

Collections support conservation

Goal

Acquiring, managing and utilising Gardens’ collections to better understand and conserve plant biodiversity for future generations.

Actions

E1. Ensure acquisition, curation and use of collections is accessible, strategic, meaningful and supports conservation of plants.

E2. Facilitate integrated systems and harmonious data management across the organisation.

Our Assets

Our assets enable transformational change

Goal

Transform the Gardens into a modern, cosmopolitan space while preserving heritage, horticultural and scientific values.

Actions

G1. Enhance accessibility to better support groups with diverse cultural, linguistic, physical and mental needs.

G2. Leverage emerging data technologies to enable transformation of our knowledge assets.

Our People

Build a thriving team and a nurturing environment for everyone

Goal

Cultivating a safe, inclusive and inspiring workplace for a diverse and expert workforce.

Actions

F1. Build an engaged, motivated, future-focused and capable team.

F2. Establish a diverse, inclusive and culturally safe workplace.

F3. Prioritise safety for our people and visitors.

Our Partners

Nurture relationships that deliver impact and value

Goal

Broaden our network, deepen existing relationships and elevate our purpose, mission and values.

Actions

H1. Forge more global partnerships with academics, practitioners, and government agencies to amplify our knowledge and insights.

H2. Engage community, media and volunteers to champion our cause and achievements.

H3. Align our brand with strategic partners to boost revenue growth, fundraising and brand exposure.

OUR GROWTH



MEASURING PROGRESS

PRIORITY / FOUNDATION	Learning, Engagement and Experience				Thriving Sustainable Organisation				Embracing Country				Conservation Impact			
	Establish five significant initiatives that increase connection and participation with a more diverse audience.				Minimum 55% reduction in emissions by 2030 (based on 2018–19 levels).				Deliver or support five First Nations days of significance or Botanic Gardens identified events per year.				All new peer-reviewed publications will be open access journals by 2030.			
	Every visitor touchpoint provides visitors with access to experience our vision and purpose.				Increase retail revenue, revenue from partnerships, and commercial returns by 150% by 2030.				By 2028 embed an inclusive Aboriginal engagement framework and two-way partnership with Community for each Botanic Garden that identifies and supports two-way opportunities on Country.				Secure funding for PlantNET 2.0 by 2028. From 5% to 50% of NSW flora genomic information publicly available by 2030.			
	Net Promoter Score (NPS) targeting 70 increasing to 80 by year 5.				All Gardens have endorsed master plans and funding is secured for 2025–30 capital projects.				Establish a Botanic Gardens Aboriginal Employee Network: — 90% of those who identify as Aboriginal or Torres Strait Islander report feeling culturally safe at work.				Launch Phytoguard system by 2027. The Phytoguard system will be used in ten local government area nurseries by 2030.			
	100% of programs delivered to visitors call for support and or action for the Gardens, plants and nature.								Increase percentage of Aboriginal and Torres Strait Islander people employed from 4% (10 people currently) to 7% across all grades, (9 additional people) by 2030: — Create or partner with Aboriginal advisory groups at each of the three Botanic Gardens by 2028 — Recognise culturally safe public space for Aboriginal people at RBG by June 2026 (DPIE ASPE priority) — Establish an Aboriginal Cultural Botanic Research Initiative by June 2027 (DPIE ASPE priority).				Establish First Nations seedbanking program across NSW and launch First Nations Seedbank in 2029.			

The Collections	Our People	Our Assets	Our Partners
90% of listed NSW threatened plant species are represented in one or more of the collections by 2030.	Annual turnover rate less than 10%.	Standard implemented for accessible and multi-lingual signage, digital media and interpretation by February 2027: — Identify assets to address disability inclusion by February 2027 — Implement works (subject to funding) addressing assets to be rectified to meet disability inclusion by June 2030.	Demonstrated consistent participation in thought leadership forums and platforms annually across priority areas.
NSW Nature Restoration Nursery operational by 2030.	Improve on DPHI target for diverse, inclusive and culturally safe workplace by at least 1%.		Annual media, stakeholder and volunteer engagement 'upfronts' with 100% increase in story placement outcomes year on year.
Increase the availability of collections and benefits arising from sharing in meaningful ways by 5% by 2030.	Yearly moving month average all injury rate of 2 or less within two years.	100% of targeted knowledge content is easily accessible to stakeholders by 2030.	Secure 100% increase in number and/or value of strategic commercial partners or sponsors by 2030.

Inspire enjoyment, learning and conservation of nature by prioritising plants, connecting to Country and empowering action



All life depends on plants and fungi

Botanic Gardens of Sydney is perfectly placed as a conservation organisation to lead efforts in creating a world where nature is protected, for the benefit of us all and our planet.



Gadigal Country

Royal Botanic Garden Sydney
& The Domain Sydney
Mrs Macquaries Road
Sydney NSW 2000, Australia

Darug Country

Blue Mountains Botanic Garden
Mount Tomah
Bells Line of Road
Mount Tomah NSW 2758, Australia

Dharawal Country

Australian Botanic Garden
Mount Annan
362 Narellan Road
Mount Annan NSW 2567, Australia

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