



ROYAL BOTANIC
GARDENS VICTORIA

**Royal Botanic
Gardens Victoria**

Annual Report 2018-19



The rare *Caladenia formosa* Elegant Spider-orchid.

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Chairman's Foreword



In accordance with the *Financial Management Act 1994*, I am pleased to present the Royal Botanic Gardens Board Victoria Annual Report for 2018-19.

Royal Botanic Gardens Victoria's iconic sites, critical scientific research, and innovative learning and participation programs speak to our unique purpose to safeguard plants and plant knowledge for the wellbeing of people and the planet. This year has been one of remarkable achievements for Royal Botanic Gardens Victoria. Our work was bolstered by a funding increase from the State Government through the Department of Environment, Land, Water and Planning in June 2018, followed by strong support for our flagship capital project, the Nature and Science Precinct. With the uplift in operational funding Royal Botanic Gardens Victoria has achieved important improvements to public accessibility, safety and engagement, while also enabling the organisation to recruit 18 new staff roles that ensure the organisation maintains its world-leading healthy, biodiverse and resilient plant collections and essential plant research.

This year has seen two of our most popular landscapes, Fern Gully at Melbourne Gardens and the Red Sand Garden at Cranbourne Gardens, refreshed and enhanced. These areas are now not only beautiful locations for visitors but also examples of landscape design and horticultural excellence. Our leadership role in landscape and horticultural management was further

demonstrated this year in our hosting of the inaugural Climate Change Summit for global botanic gardens. In December 2018, thirteen international botanic organisations came together for a four-day summit exploring ways in which botanic gardens can become climate ready and resilient. Participants were introduced to the Royal Botanic Gardens Victoria's Landscape Succession Strategy as a guiding approach, culminating in the establishment of the Climate Change Alliance of Global Botanic Gardens.

Our scientific research continues to play a critical role in the identification and conservation of Australia's native flora. The National Herbarium of Victoria is leading a major national collaborative research project, *Genomes of Australian Plants*, which aims to improve understanding of Australia's plant life through Next Generation Sequencing of large proportions of the Australian plant genome in collaboration with Bioplatforms Australia. This project was made possible through generous support from The Ian Potter Foundation and the Royal Botanic Gardens Foundation. I thank them for their foresight in supporting this valuable initiative.

Much of the work of Royal Botanic Gardens Victoria cannot be achieved without the hard work and support of our two Friends groups – Melbourne Friends and Cranbourne Friends of Royal Botanic Gardens Victoria – and our dedicated volunteers who enthusiastically deliver many important functions, from our guided daily walks to mounting historical specimens. I also gratefully acknowledge the significant support of the Royal Botanic Gardens Foundation Board, chaired by Gillian Hund, and our loyal and generous donors and corporate partners, without whom we would not be where we are today.

This year saw the Department of Environment, Land, Water and Planning support our vision for a transformation of Melbourne Gardens through development of a new Nature and Science Precinct with a \$5 million grant to complete a full feasibility study for this project. The Nature and Science Precinct includes redevelopment of the National Herbarium of Victoria into a state-of-the-art home for the irreplaceable treasures and specimens of the State Botanical Collection. The Herbarium collections will be protected securely for future generations in an underground vault, while creating opportunities to bring the stories behind those treasures to the general public for the very first time.

The Precinct will include a new Learning and Participation Centre providing fresh opportunities to engage local communities with urban ecology, ethnobotany, ethno-astronomy and much more. I thank Minister Lily D'Ambrosio for her ongoing support of Royal Botanic Gardens Victoria.

I wish to express my sincere thanks to my fellow Board Members who have volunteered their time and worked tirelessly throughout the year to assist management in delivering so many wonderful achievements.

This year more than ever before, I'm proud to say, there is something new happening at Royal Botanic Gardens Victoria and I am excited for what lies ahead.

A handwritten signature in black ink, appearing to read 'Ken Harrison'.

Ken Harrison AM
Chairman
Royal Botanic Gardens Board Victoria
4 September 2019



A family enjoy a peaceful moment at Cranbourne Gardens

Director and Chief Executive Foreword



Royal Botanic Gardens Victoria offers a unique blend of nature, culture and science. These three elements shape our innovative delivery of plant knowledge, our contributions to conservation action and combine in our compelling nature experiences and stunning events. This year over 2.3 million people visited our Melbourne and Cranbourne Gardens, to connect with nature, to experience the cultural life of Melbourne, and to benefit from our cutting edge science.

The much-welcomed government funding boost in June 2018, followed up by a \$5 million grant to fund a feasibility and design study, allowed us to take the first steps toward our vision for a Nature and Science Precinct. That ongoing uplift has supported critical maintenance at both iconic landscapes, and improved landscape quality as well as the integrity of our 59 living plant collections. Our gardens and these collections are living museums telling the stories of plants from Australia and around the world: their evolutionary history, uses and how they can be protected for the future.

The development of each site is guided by its own Landscape Master Plan. This year saw the completion of the draft Melbourne Gardens Master Plan 2019-2039, including an extensive public consultation and stakeholder feedback phase. This master plan protects and builds on the stunning heritage landscape with a series of major and smaller scale projects to meet the needs of all visitors. We look forward to sharing the final plan with you in late 2019.

This year has seen remarkable events at our gardens, attracting new audiences and inspiring our regular visitors. Many of these experiences would not be possible without our programming partners and I am delighted that Royal Botanic Gardens Victoria has become a part of Melbourne's cultural life with events in key festivals such as Melbourne Food and Wine Festival, Melbourne Writers Festival and Melbourne Design Week and through our first partnership season with Circus Oz. Their 40th Anniversary show, Precarious, was inspired by Melbourne Gardens and demonstrates how nature and culture can come together with such a joyous outcome.

Of course, the biggest event of the year was Melbourne International Arts Festival's record-breaking Fire Gardens. This awe-inspiring spectacle of fire, music and storytelling attracted over 30,000 people to Melbourne Gardens over four nights. It was a mammoth effort for all of us at Royal Botanic Gardens Victoria, relying on a truly collaborative effort across all our divisions. I thank Melbourne International Arts Festival for bringing this wonderful opportunity to Melbourne Gardens.

Royal Botanic Gardens Victoria has maintained our position as one of the world's leading botanical and scientific organisations. New discoveries from our research scientists and the continued expertise of our horticulturalists and arborists have supported conservation of plants and their habitats throughout Australia, generating valuable insights into plant and fungal biology and ecology. This research supports industry challenges in agriculture, the commercial nursery sector, biopharma and biosecurity.

Importantly, our Gardens continue to be a sanctuary to visitors, whether local or tourists. Our sites provide much needed green space and connection to nature in our increasingly busy, urban lives. As the living heart of our city, Melbourne and Cranbourne Gardens offer an important gateway to the environment and a chance for people to feel engaged and connected to nature, and to each other.

A handwritten signature in black ink, appearing to read 'Tim Entwisle'.

Tim Entwisle
Director and Chief Executive
Royal Botanic Gardens Victoria
4 September 2019



Visitors admiring a tree on Oak Lawn at Melbourne Gardens

Highlights

The year in focus

In 2018–19, Royal Botanic Gardens Victoria welcomed over **2.3 million visitors** to its Melbourne Gardens and Cranbourne Gardens. People from across the city and around the world engaged with nature through new landscapes, public programs, learning and participation projects, tours and major events. The science, horticulture and natural areas teams studied and propagated threatened species and contributed to key conservation and biodiversity goals for the state. This leading team of experts continued to safeguard plants and plant knowledge for the benefit not only of Victoria, but the world, by sharing knowledge, and collating and maintaining the important living collections for the engagement and wellbeing of all visitors.

P21 Royal Botanic Gardens Victoria's Senior Research Scientist (Mycology) Tom May and his co-authors classified a new Kingdom (the second highest taxonomic rank) of eukaryote life named *Nucleariæ* using new phylogenetic data.

P44 Royal Botanic Gardens Victoria and Melbourne International Arts Festival presented *Fire Gardens* at Melbourne Gardens to an audience of 30,000.

P67 End of Year Tax appeal raised almost \$150,000, an increase of 139 per cent from 2018.

P60 Three new Wellbeing Gardens completed as part of the Fern Gully refurbishment.

P38 8,000 endangered orchids comprising 14 species from five genera germinated by the Orchid Conservation Program team for conservation and reintroduction initiatives.

P33 Two specimens collected by Charles Darwin during the voyage of HMS Beagle discovered in the State Botanical Collection.

P46 37,000 students participated in experiential school programs for early years to tertiary level.

P47 Major Partnership with Regis Aged Care supported the development of Royal Botanic Gardens Victoria's first dedicated program for older Australians - *Branch Out- Experiences in the Gardens for the over 60s*.

P50 Extensive media coverage achieved across the major networks, Channels 9, 7, 10, ABC TV news as well as Radio National, 3AW, *Herald Sun* and *The Age* for the launch of *Branch Out* and families program *Botanica*.

P54 *Melbourne Gardens Master Plan 2019–2039* completed including extensive stakeholder consultation.

P57 Hosted inaugural *Climate Change Summit* with all 13 global botanic organisations agreeing to establish the *Climate Change Alliance of Global Botanic Gardens*.

P53 The Nursery managed over 80 individual species for scientific study including the propagation of 400 *Discaria nitida* for conservation purposes for DELWP.

P58 Red Sand Garden renovation completed.



Melbourne International Art Festival's Fire Gardens attracted 30,000 people to Melbourne Gardens



Our Vision

Life is sustained and enriched by plants

A healthy planet and flourishing community are sustained and enriched by plants. Through iconic landscapes, horticultural excellence, scientific eminence and exceptional programs, we make an enduring contribution to this vision. Plants, along with fungi and algae, are fundamental to life on Earth. They provide the air we breathe, the food we eat, many of the medicines that heal us, and house our wildlife. Plants provide clothing, building materials for shelter and furniture, fuel for heat and fire, and green sanctuary from the pressures of urbanisation and the impacts of unpredictable weather due to climate change. Plants give our lives inspiration and meaning. We prosper and our planet benefits when we understand, appreciate and protect plants for their life-giving qualities. The actions we all take should be based on our knowledge and respect for the environment, plants and the people with whom we share the Earth.

Our Mission

Every interaction with us advances the understanding and appreciation of plants.

Two remarkable gardens, innovative science, significant state-owned botanical collections, and skills in engagement and sharing knowledge provide extraordinary opportunities for community engagement and cultural expression, recreation, learning and participation. We seek every opportunity to interact with people from all walks of life, in person and online, to increase understanding of the role individuals play to safeguard plant life for people's wellbeing and the planet's future. As international botanic gardens, our mission is also to play a role in social cohesion and global connectivity, enhancing the experience of Melbourne as a vibrant, resilient city for local and international visitors.



Taking a moment to reflect in Fern Gully



Our Values



Creative

We are inventive and enthusiastic

Our curiosity allows us to find considered solutions to challenges. We use our resources wisely and draw upon our collective intelligence to answer questions. We have a joyful, positive and respectful approach that is expressed with a good sense of humour. Our inclusive and engaging style helps us to learn and share our knowledge in new and interesting ways.

Open

We make time to listen, learn and be clear

To help us achieve our vision we listen to each other and the community. We are friendly and respectful of different perspectives. We solve problems together because supporting and learning from each other results in better work. We share our knowledge because it helps people inside and outside our organisation to understand the importance of plants.

Brave

We have the courage to change things

We have the confidence to challenge established ways of thinking if it improves our collective understanding of plants. We embrace our responsibility to protect plants and biodiversity. We have the courage to try new things, and we help each other as we make these changes. We are positive, so we turn challenges into opportunities. We lead the way to inspire confidence and enthusiasm in others.

Remarkable

We leave a lasting impression

We create experiences and special places that help everyone to learn and see the world differently. Whether our actions are big or small, they inspire people to think and act. We seek out knowledge and apply our learning because we believe in the importance of plants. We do things that are different and exciting, if they help us achieve our vision. We are proud of our past and we are passionate about our future.

Our charter

Under the *Royal Botanic Gardens Act 1991*, the objectives of our organisation are:

To conserve, protect and improve the Botanic Gardens and managed land and their collections of living plants

To conserve and enhance the State Botanical Collection and National Herbarium of Victoria

To provide for the use of the State Botanical Collection or plants or plant specimens at the Botanic Gardens or managed land for scientific or reference purposes, consistent with accepted international practice

To increase public knowledge and awareness of plants and plant communities

To provide for the use of the Botanic Gardens for education, public enjoyment and tourism

To provide for the carrying out of and contribution to research into biodiversity and the conservation of biodiversity.

Definitions

The Royal Botanic Gardens Board Victoria is responsible to the Minister for Energy, Environment and Climate Change. The Royal Botanic Gardens Board Victoria is responsible for Melbourne Gardens, Cranbourne Gardens, and the State Botanical Collection based at the National Herbarium of Victoria. Throughout this document the organisation will be referred to as follows:

Australian Garden—refers to the Australian Garden at Cranbourne Gardens

Cranbourne Gardens—refers to the site at Cranbourne

Herbarium—refers to the National Herbarium of Victoria at Melbourne Gardens

Melbourne Gardens—refers to the site at Melbourne

Royal Botanic Gardens Board Victoria—refers to the body responsible for corporate governance

Royal Botanic Gardens Victoria—refers to the whole organisation, including the sites at Melbourne and Cranbourne

State Botanical Collection—refers to the irreplaceable collection of approximately 1.5 million preserved plant specimens from all over the world and comprehensive botanical library and art collection held within the National Herbarium of Victoria at Melbourne Gardens.

Our Organisation

Royal Botanic Gardens Victoria incorporates two outstanding botanic gardens: a heritage-listed landscape in the heart of Melbourne and a contemporary native garden set within a natural bushland reserve at Cranbourne. It is also home to the State Botanical Collection (including over 1.5 million preserved plants, algae and fungi) and is a regional hub for plant knowledge, with internationally recognised biodiversity, and re management and conservation research programs. The organisation is increasingly known for innovative engagement programs that highlight the role of nature in underpinning individual and community wellbeing,, whilst fostering social inclusion for community benefit. It is also dedicated to stimulating conservation action and contributing to climate resilience, lifelong learning and unique memories for all our visitors, at every stage of their lives.



A ladybird beetle (*Coccinellidae*) in Melbourne Gardens

MELBOURNE GARDENS

Melbourne Gardens has been a treasured part of Melbourne's cultural and scientific life for over 173 years. This heritage-listed landscape is much loved by generations of Victorians, as well as visitors from interstate and overseas.

It is home to the National Herbarium of Victoria, where scientific laboratories and the Victorian Conservation Seedbank are based, together with the scientifically significant State Botanical Collection. Melbourne Gardens is a sanctuary for all Victorians and an important resource for learning, conservation, science and horticulture. Melbourne Gardens extends over 38 hectares and houses a collection of just under 8,000 plant species from around the world, including diverse plant collections such as camellias, rainforest flora, cacti and succulents, roses, Californian species, herbs, perennials, cycads, plants from southern China and, in the Rare and Threatened Species Collection, plants from south-eastern Australia.

Melbourne Gardens is also home to the historic Melbourne Observatory. Constructed in the early 1860s and expanded to include 22 rooms by 1902, the Melbourne Observatory was an important centre for astronomy, responsible for time setting, meteorology, weights and measures standards, and surveying of the developing colony of Victoria. Its distinctive buildings with their domed ceilings are a feature of the Observatory Precinct at the main entrance to Melbourne Gardens. In February 2018, the Melbourne Observatory was placed on the National Heritage List as part of Melbourne's Domain Parkland and Memorial Precinct listing.



Tennyson Lawn

“Our Gardens are the living heart of the world’s most liveable city, and we need them to be sustainable and thriving for future generations.”

The Hon. Lily D’Ambrosio, Minister for Energy, Environment and Climate Change



CRANBOURNE GARDENS

Cranbourne Gardens includes one of Victoria's most precious areas of remnant native bushland and is the home of the award-winning Australian Garden. The 363-hectare site offers visitors the chance to explore heathlands, wetlands and woodlands as well as contemporary architectural landscapes showcasing Australia's remarkable flora and landforms.

Recognised as a site of State significance for flora and fauna conservation, with more than 25 species listed as endangered, threatened or at risk of extinction, including the Southern Brown Bandicoot, the site is a critical remnant of intact ecosystems in Melbourne's fast-growing south-east.

Facilities in the bushland include over 10 kilometres of walking tracks, six kilometres of cycling tracks, a lookout tower, picturesque shelters, barbecue facilities and picnic tables. The award-winning Australian Garden celebrates the beauty and diversity of Australian landscapes and features approximately 170,000 plants representing 1,700 different taxa. The innovative design of the Garden has won multiple international awards.



Cranbourne Gardens

“We always seem to find our way back to the gardens in every season. It is an ever-changing experience. Just love wandering through the gardens and taking time in the fresh air.”

John S. Trip Advisor review



Attendance Figures

Attendance figures were strong this year, with over 2.3 million local, national and international visitors to Melbourne Gardens and Cranbourne Gardens. Visitation to Melbourne Gardens was slightly lower than in 2017-18 due to two sold out events that did not occur in 2018-19

Royal Botanic Gardens Victoria Visitation 2016-2019

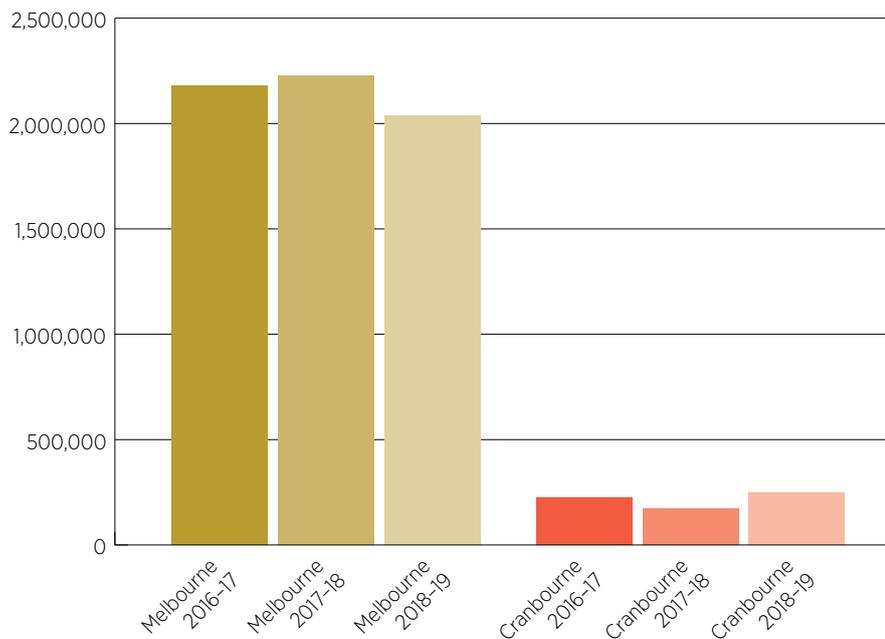


Table 1: Five Year Visitor Numbers

	Melbourne Gardens	Cranbourne Gardens
Financial year	year total	year total
2014-15	1,142,816	207,988
2015-16	1,374,121	182,347
2016-17	2,180,172	223,336
2017-18	2,225,763	173,891
2018-19	2,064,986	246,746
F2019 Total		2,311,732



Specimens from the State Botanical Collection

SCIENTIFIC RESEARCH

Royal Botanic Gardens Victoria is the Victorian Government’s primary centre for botanical studies in plant identification, systematics, classification and bioinformatics. Research areas include biodiversity, classification, evolution, genomics, biogeography, molecular systematics, conservation and horticulture. The Board is custodian to the State Botanical Collection, Australia’s largest and richest herbarium collection, founded in 1853 and housed in the National Herbarium of Victoria at Melbourne Gardens. The State Botanical Collection is an invaluable resource of approximately 1.5 million dried specimens of plants, fungi and algae from across Australia and abroad. One of the most historically significant collections in the world, the carefully conserved State Botanical Collection is one of the world’s premier resources for scientific research. It is central to the work of Royal Botanic Gardens Victoria staff, and is also used by the global scientific community, as well as by the horticultural and biosecurity industries. The State Botanical Collection contains the oldest and most comprehensive botanical library in Australia, which includes a varied and valuable collection of botanical art. Sitting alongside the State Botanical Collection is the Victorian Conservation Seedbank, an ‘insurance policy’ against extinction for some of Victoria’s rarest and most threatened plant species.

ENGAGEMENT AND IMPACT

Royal Botanic Gardens Victoria is a thriving hub for community engagement and diverse public programs, including major events, family outings, school programs, nature play activities, creative interpretive displays, art exhibitions, science seminars, seasonal plant information and much more. The organisation is strongly focused on diversity and social inclusion and the deep knowledge of the Traditional Custodians of the land, the peoples of the Kulin (Koolin) Nation. Royal Botanic Gardens Victoria’s site interpretation also acknowledges the important role each of our Gardens play in their local area, from the rich history and heritage of Melbourne Gardens, to the critical green space provided by Cranbourne Gardens to one of Victoria’s fastest-growing municipalities.

For visitors, the two sites also offer exceptional hospitality through on-site partners such as Jardin Tan (Vue Group), Gardens House (Atlantic Group), The Terrace (Delaware North), Blakes Feast, and Sorrento Catering; retail experiences through three vibrant shops in Melbourne and Cranbourne; and exciting events with live performances, Moonlight Cinema, and Punting on the Lake at Melbourne Gardens. At Cranbourne Gardens, the Woodland Picnic Area and extensive walking and cycling tracks offer many opportunities for nature and adventure experiences for the burgeoning population of the City of Casey, alongside the inspiration and education provided to visitors to the Australian Garden.

Governance – Purpose, Functions, Powers and Duties

The Royal Botanic Gardens Board Victoria is a statutory authority established under the *Royal Botanic Gardens Act 1991*. The Royal Botanic Gardens Regulations 2014 make provision for the care, protection, management and improvement of the Melbourne Gardens, the Cranbourne Gardens and the National Herbarium of Victoria. The responsible Minister for the period from 1 July 2018 to 30 June 2019 was the Hon. Lily D'Ambrosio MP, Minister for Energy, Environment and Climate Change.

The Board comprises seven members, including a Chairman and a Deputy Chairman, who are appointed by the Governor-in-Council on the recommendation of the Minister. Appointed Board members have a diversity of knowledge and expertise in the fields of botany, financial management, business management, fundraising, public administration and nature conservation. The members are appointed for a term not exceeding four years but are eligible for re-appointment. A quorum of the Board is four members.

The Board oversees the governance of Royal Botanic Gardens Victoria and may delegate its functions and powers to a committee of the Board, the Director and Chief Executive, any of the Board's members, or any of its employees. A member of the Board who, either directly or indirectly, has a conflict of interest or duties, or a direct or pecuniary interest in any matter before the Board, must declare the nature of the interest or conflict at a meeting of the Board. The member must not take any further part in the discussion or voting on the matter to which the declaration relates. The Director and Chief Executive has responsibility for the day-to-day management and control of Royal Botanic Gardens Victoria.

ROYAL BOTANIC GARDENS BOARD VICTORIA MEMBERS – 2018 - TO 30 JUNE 2019

Mr Kenneth Harrison AM, MBA, BBus, FCPA, FAICD

Chairman—Appointed 10 December 2013

Appointed to the Board 9 April 2012

Mr Harrison is an investment banker and pastoralist with a great interest in plants, the environment, nature and people. Keenly supporting the philanthropic sector, he is Ambassador for the Royal Children's Hospital Leadership Circle, Chairman of Barwon Health Research Leadership Circle, Chairman of Monash Health Leadership Experience and Philanthropy, Governor of the Australian and New Zealand College of Anaesthetists Research Leadership Circle, Director of the Northern Bay College Geelong Future Fund, the Royal Botanic Gardens Foundation, Melbourne Opera and National Trust Foundation, Ambassador for the Australian Dental Association, Evident Foundation, and Patron of Prince's Trust Australia.

Mrs Penny Fowler GAICD, BBus

Deputy Chairman—appointed 9 April 2016

Appointed to the Board 8 April 2014

With a background in business and marketing, Mrs Fowler is the Chairman of the Herald and Weekly Times Pty Ltd and the Royal Children's Hospital Good Friday Appeal. She is also a Board member of The Australian Ballet, The National Portrait Gallery, and is on the Advisory Boards of Visy and the Bank of Melbourne.

Professor Tony Bacic FAA

Appointed to the Board 17 December 2013

Professor Bacic is a plant biologist with an extensive background in research and research training who is currently the Director of the La Trobe Institute for Agriculture and Food at La Trobe University and Director of the ARC Industrial Transformation Research Hub in Medicinal Agriculture. His primary focus is on understanding plant growth and development with a view to ensuring a secure food supply that has optimal nutritional and health benefits, and sustainable agriculture. He was Director of the Bio21 Molecular Science and Biotechnology Institute (2008–2014), The University of Melbourne, Deputy Director of the ARC Centre of Excellence in Plant Cell Walls (2011–2017) and was a long-serving member of the Maud Gibson Trust Advisory Committee (1997–2014). Professor Bacic is currently Chair of Royal Botanic Gardens Board Victoria's Finance and Audit Committee and Remuneration Committee.

Ms Jillian Riseley GAICD, MSt, BA

Appointed to the Board 9 April 2016

Ms Riseley has 25 years' experience in sustainability and public affairs. Previously Ms Riseley has held leadership roles in the private sector and currently consults to Australian and multi-national corporations on Responsible Business and Corporate Social Responsibility. Ms Riseley has extensive Board experience and is currently a Non-Executive Director and Board member on a range of private, public and government Boards including Launch Housing and Community Buying Group. Qualifications include a Masters in Sustainability Leadership from the University of Cambridge.

Ms Susanne Williamson GAICD

Appointed to the Board 9 April 2016

For 25 years, Ms Williamson has held senior marketing and fundraising positions at organisations including the Heart Foundation, Arts Centre Melbourne and Monash University. Winner of multiple awards for her work in the non-profit and commercial sectors, she was formerly Head of Fundraising at the Walter and Eliza Hall Institute of Medical Research, where she raised over \$39 million in major gifts within five years. Susanne is currently Senior Director, Development at Monash University, which recently launched a \$500 million fundraising campaign.

Ms Jennifer Wolcott GAICD

Appointed to the Board 15 December 2009

Ms Wolcott is currently working as a Director at Emergency Management Victoria. She has more than 30 years' experience in the Victorian public sector holding executive positions in the Environment Protection Authority, the Department of Natural Resources and Environment, the Department of Primary Industries and Parks Victoria, and has been a member of the Victorian Coastal Council. She has led a few major inquiries, including the Independent Fiskville Investigation. Ms Wolcott is the current Chair of Royal Botanic Gardens Board Victoria's Risk Committee.

Professor Rob Adams AM

Appointed to the Board 9 April 2016

Resigned from Board 28 September 2018

Professor Adams is Director City Design and Projects at the City of Melbourne and a member of the Cities of the Future Council of the World Economic Forum. He has made a significant leadership contribution to the rejuvenation of central Melbourne over his 35-year tenure. Professor Adams stepped down from the Board on 28 September 2018.

Table 2: Board attendance figures — from 1 July 2018 to 30 June 2019

Name	No. of meetings eligible	No. of meetings attended
Kenneth Harrison	7	7
Penny Fowler	7	7
Rob Adams	1	0
Tony Bacic	7	6
Jillian Riseley	7	7
Susanne Williamson	7	5
Jennifer Wolcott	7	6



Native flowers blossoming at Cranbourne Gardens

BOARD COMMITTEES

Most Board members participate in one or more Board Committees, which include:

Finance and Audit Committee

Remuneration Committee

Risk Committee.

The Committees include Board members and other persons who bring special areas of expertise to the organisation.

Finance and Audit Committee

The Finance and Audit Committee consists of four independent members, appointed by the Board, usually for a term of three years. Under the Committee's Charter, the role of the Finance and Audit Committee is to oversee:

the financial performance of Royal Botanic Gardens Victoria

the financial reporting process

the scope of work and performance of the internal and external auditors

matters of accountability and internal control affecting the operations of Royal Botanic Gardens Victoria

the effectiveness of management information systems and other systems of internal control

Royal Botanic Gardens Victoria's monitoring of compliance with laws and regulations.

Independent members of the Finance and Audit Committee from 1 July 2018 to 30 June 2019 inclusive were Professor Tony Bacic (Committee Chairman), Mr Ken Harrison AM, Ms Jill Riseley and Ms Susanne Williamson.

Remuneration Committee

Remuneration of Board members is fixed by the Governor-in-Council under Schedule 2 of the *Royal Botanic Gardens Act 1991*. The Board appoints the Director and Chief Executive of Royal Botanic Gardens Victoria and is responsible for the Director and Chief Executive's remuneration and performance, and for review of the Director and Chief Executive's decisions on Executive remuneration.

Members of the Remuneration Committee from 1 July 2018 to 30 June 2019 inclusive were Professor Tony Bacic (Committee Chairman), Mr Ken Harrison AM, Ms Jill Riseley and Ms Susanne Williamson.

Risk Committee

The Risk Committee consists of three members, appointed by the Board, usually for a term of three years. Under the Committee's Charter, the role of the Risk Committee is to oversee the operation and implementation of Royal Botanic Gardens Victoria's Risk Management Framework. Members of the Risk Committee from 1 July 2018 to 30 June 2019 inclusive were Ms Jennifer Wolcott (Committee Chairman), Mrs Penny Fowler and Mr Ken Harrison AM.

EXECUTIVE TEAM AS AT 30 JUNE 2019

Director and Chief Executive (2013)

Professor Timothy J Entwisle PhD, BSc (Hons)

Responsible for leading and promoting Royal Botanic Gardens Victoria to achieve the highest standards in horticulture, science, financial management and a broad range of visitor and education programs. Professor Entwisle is a highly respected scientist, scientific communicator and botanic gardens Director. He took up the role of Director and Chief Executive of Royal Botanic Gardens Victoria in March 2013, following two years in a senior role at Royal Botanic Gardens, Kew, and eight years as Executive Director of the Royal Botanic Gardens and Domain Trust in Sydney. Professor Entwisle is an Honorary Professorial Fellow at The University of Melbourne, and a regular contributor to print, radio and social media.

Executive Director Melbourne Gardens (2010)

Chris Cole Dip Hort (Kew)

Responsible for horticultural planning and operations, including landscape planning, management and development of living plant collections, and nursery operations at Melbourne Gardens. Mr Cole is also responsible for arboriculture and management of site facilities and infrastructure and provides strategic direction for the implementation of Master Plan, Integrated Water Management and Landscape Succession projects at Melbourne Gardens. He has 20 years' experience in public and botanic gardens management and has worked at Hampton Court Palace, National Trust and Royal Botanic Gardens, Kew.

Executive Director Science (2006)

Professor David Cantrill PhD, BSc (Hons)

Responsible for directing research into plant biodiversity, systematics, and conservation and management of the State Botanical Collection. This entails statutory responsibility under the *Royal Botanic Gardens Act 1991* and the *Drugs, Poisons and Controlled Substances Act 1981*. Professor Cantrill worked as a senior research scientist in Europe for 15 years, first for the British Antarctic Survey in Cambridge and later at the Swedish Museum of Natural History in Stockholm. He has published over 120 scientific articles; is an editor of *Grana*, an international journal for pollen studies; and sits on several international editorial and scientific advisory boards. His research interests focus on integrating information from fossil and living floras to understanding the origins of patterns of diversity in the southern hemisphere. He holds an honorary professorship with the School of BioSciences at The University of Melbourne.

Executive Director Engagement and Impact (2016)

Robin Penty MFA, BFA (Hons)

Responsible for leading programming and audience development, visitor experience, access, fundraising, marketing, communications, business development, retail and tourism. An experienced executive leader, Ms Penty has held senior and national leadership roles in business development, strategic partnerships, programs, marketing and communications for The Smith Family, the Alcohol and Drug Foundation and The University of Melbourne. She was head of participation and public programs at Arts Centre Melbourne for six years. With a lifelong commitment to social inclusion, entrepreneurship and creative partnerships, Ms Penty has worked in diverse roles as executive producer, arts and cultural programmer, researcher, strategy and business planning consultant, educator, and practising artist. She maintains a close interest in supporting the professional development of all members of her team, in particular fostering opportunities for young and mid-career women as they navigate a senior leadership career path. Her group is also the largest employer of Aboriginal-identified roles and staff across the Gardens.

Executive Director Cranbourne Gardens (2001)

Chris Russell BSc (Hons), Grad Dip Land Rehab

Responsible for the leadership, management and operation of Cranbourne Gardens encompassing the Australian Garden and significant conservation areas, including horticultural planning and operations, natural areas research and management, and development and implementation of the site's Master Plan. Mr Russell is also responsible for delivery of capital works projects, strategic input into land-use planning and relationship management in the region, organisational occupational health and safety, and aspects of environmental systems management across the Cranbourne and Melbourne sites. Prior to joining the Royal Botanic Gardens Victoria, Mr Russell had experience in environmental management and capital projects with Parks Victoria, the building industry and scientific research.

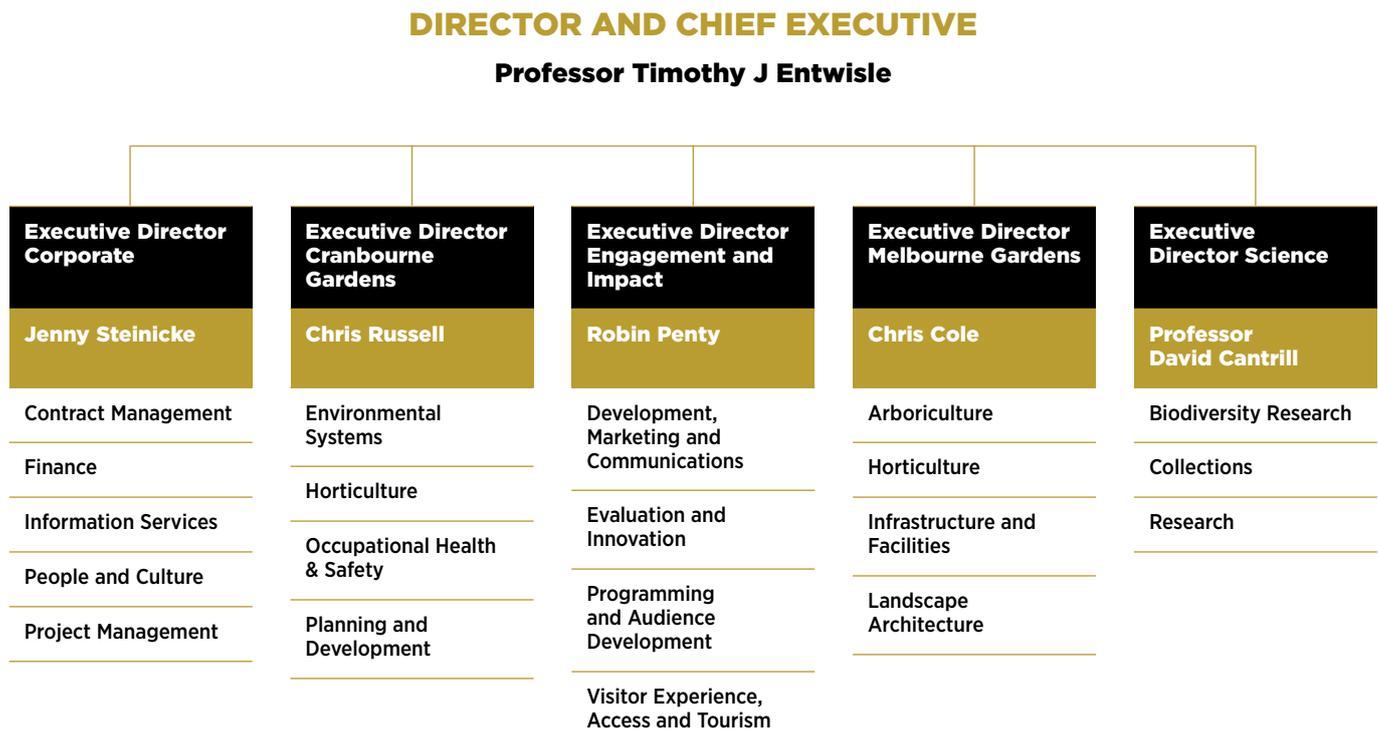
Executive Director Corporate (1992)

Jenny Steinicke BA, Grad Dip Bus

Responsible for initiating and coordinating projects to improve corporate governance and management, including financial management and planning, people and culture management, information services, project management, and legal, legislative and contractual matters. Ms Steinicke is also responsible for financial and project management of the Nature and Science Precinct project at Melbourne Gardens and the Recycled Irrigation Water projects at both Melbourne Gardens and Cranbourne Gardens. She has over 25 years' experience in botanic gardens management, and previously held senior management positions in consumer affairs and education.

Organisational Structure and Key Functional Areas

Figure 2: Organisational Structure and Key Functional Areas



Our People



“We are the custodians of a significant cultural and scientific organisation. With collections, expertise and trust amassed over 170 years, we have the capacity and the responsibility to bring a world of plant knowledge and inspiration to our visitors. With passion and determination, we will achieve a positive change in thinking, whereby the vital role of plants will be understood and appreciated by the community.”

Professor Tim Entwisle, Corporate Plan 2014-2019



Northern Display Gardens, Cranbourne Gardens

PUBLIC SECTOR VALUES AND EMPLOYMENT PRINCIPLES

The Royal Botanic Gardens Board Victoria adopts policies and practices that are consistent with the *Public Administration Act 2004*. The organisation is committed to applying merit and equity principles when appointing employees. The selection processes ensure that applicants are assessed and evaluated fairly and equitably, based on key selection criteria and other accountabilities, without discrimination.

Royal Botanic Gardens Victoria has introduced policies and practices that are consistent with the Victorian Public Sector Commission's employment standards and provide for fair treatment, career opportunities and the early resolution of workplace issues. The organisation has advised its employees about how to avoid conflicts of interest, how to respond to offers of gifts, benefits and hospitality, and how to manage misconduct.

Table 3: Summary of employment levels as at June 2018 and June 2019

	Total Headcount (includes Ongoing, Fixed term, Fixed task & Casual)	Ongoing Employees			Fixed term, Fixed task and Casual		
		Number (Headcount)	Full-time (Headcount)	Part-time (Headcount)	FTE	Headcount	FTE
June 2018	209	156	107	49	135.17	53	35.06
June 2019	228	182	131	51	200.06	46	26.65

Table 4: Details of employment levels re: gender, age and classification

	June 2019			June 2018		
	Total Headcount (includes Ongoing, Fixed term, Fixed task and Casual)	Ongoing	Fixed term, Fixed task and Casual	Total Headcount (includes Ongoing, Fixed term, Fixed task and Casual)	Ongoing	Fixed term, Fixed task & Casual
					Number (Headcount)	Headcount
	228			209		
Gender						
Male	100	76	24	87	52	25
Female	128	100	28	122	92	30
Age						
Under 25	9	3	6	4	0	4
25-34	34	24	10	32	22	10
35-44	66	52	14	54	37	17
45-54	60	52	8	62	53	9
55-64	50	42	8	46	38	8
Over 64	9	3	6	11	4	7
Classification						
Staff	177	132	45	156	114	42
Line Manager	31	30	1	35	31	4
Branch Manager	14	14		12	12	0
Executives	6			6	0	6

Notes:

All figures reflect employment levels during the last full-pay period in June of each year. Excluded are those employees on leave without pay or absent on secondment, or casuals who were not paid in the final pay period. Ongoing employees include people engaged on an open-ended contract of employment. FTE means Full-time staff equivalent.

EMPLOYEE LEARNING AND DEVELOPMENT

The Royal Botanic Gardens Board Victoria is committed to the development of a skilled and professional workforce, and to providing safe and equitable working conditions. All new employees are provided with a comprehensive orientation session within their probationary period, along with a thorough induction pack upon commencement. The relevant Line Manager guides the employee through the induction pack and provides other formal support during the probationary period.

The 2018-19 development programs included face-to-face sessions on Workplace Behaviours (including Code of Conduct), Equal Employment Opportunity, Requirements of being a Public Sector Employee, SunSmart program, Manual Handling and Ergonomics, and Cyber Security Awareness. Employees also attended conferences, seminars, field-trips and technical training appropriate to their respective roles.

Topics covered by e-learning modules included Duty of Care for Victorian Employees/Managers, Risk Management, General Evacuation, Protected Disclosure, Privacy in the Public Sector, Job-specific modules (for example, Hazardous Substances), Social and Digital Media, and Fraud and Corruption Awareness. All new employees complete the existing e-learning modules within three months of commencement. All other employees complete e-learning modules on an annual basis.



EQUAL OPPORTUNITY

The Royal Botanic Gardens Board Victoria has an Equal Opportunity Committee that meets on an 'as needs' basis, arranges equal opportunity training sessions, acts as Contact Officers for any equal opportunity issues and monitors compliance with the *Victorian Equal Opportunity Act 2010*.

OCCUPATIONAL HEALTH AND SAFETY (OHS)

Implementation of the *OHS Strategic Plan 2018–2020* continued, with the following key achievements: review of the OHS Policy and development of our first OHS Policy Statement, incorporating explicit input and direction from the Royal Botanic Gardens Board Victoria; review of a range of procedural documents and streamlining and digitising of forms; improved OHS data collection to facilitate periodic reporting and interrogation of OHS performance; increased focus on, and improved processes for, managing contractors; establishment of centralised hazard and incident reporting and management database; and review of injury management and reporting processes. Organisation-wide SunSmart training was conducted, along with mandatory hearing tests and a range of role-specific competency training. In 2019–20, the OHS Advisor role will be replaced with the role of OHS Business Partner, with a strengthened focus on support for managers and staff in the collective achievement of OHS goals and objectives.

WorkCover Claims

The table below outlines the WorkCover data relating to claims lodged in 2018–19 and in the previous three years.

Table 5: WorkCover claims for the past four (4) years

	2018–19	2017–18	2016–17	2015–16
Minor Claims¹	2	1	10	12
Standard Claims²	3	4	3	5
Total claims	5	5	13	17
No. of Lost Time Standard Claims per 100 FTE*	-	-	0	4.43
Average Cost per Claim Royal Botanic Gardens Victoria³	\$474	-	\$315	\$1,436

*This data could not be obtained due to changes in reporting processes. On commencement, all new employees are provided with 'Return to Work Obligations' information sheets, and current WorkSafe posters are visible on all notice boards.

Note:

1 Minor Claims – Less than 10 days of time lost and/or under \$707 medical and like expenses (non-recoverable).

2 Standard Claims – Greater than 10 days of time lost and/or greater than \$707 medical and like expenses. Some salary costs may be recoverable from insurers.

3 Average cost per claim Royal Botanic Gardens Victoria – Claims costs paid by Royal Botanic Gardens Victoria for less than 10 days of time lost and/or under \$707 medical and like expenses (that is, non-recoverable from insurer).

Our Performance



We embrace our responsibility to protect plants and biodiversity, whatever the role we play. We lead the way to inspire confidence and enthusiasm in others.
Corporate Plan 2014-2019

The horticulture team using STIHL power tools

FINANCIAL OVERVIEW

Revenue Generation and Budgetary Objectives

The Royal Botanic Gardens Board Victoria's income is primarily annual recurrent and project specific capital funding from the Victorian Government, supplemented by income generated through grants, donations, fund-generating programs, business operations and investment. The annual recurrent budget is allocated to salaries, operating costs and minor capital works. The main budgetary objectives of the organisation in 2018-19 were to:

Maintain and improve both Melbourne Gardens and Cranbourne Gardens

Pursue scientific research on Australian flora and improve the curation and storage of the State Botanical Collection

Interpret and use the living collections and State Botanical Collection to advance the understanding and appreciation of plants

Leverage the recurrent funding increase from Government in June 2018 to meet our horticultural, scientific and public engagement goals

Progress implementation of the Integrated Water Management projects at both Melbourne Gardens and Cranbourne Gardens

Undertake research into the feasibility of developing a Nature and Science Precinct within Melbourne Gardens

Identify and implement new programming and business development opportunities to enhance the Royal Botanic Gardens Victoria's community engagement and brand, while expanding upon current revenue sources.

Income from Government

During 2018-19, annual funding provided by the Department of Environment, Land, Water and Planning (DELWP) was applied to achieve the Board's main budgetary objectives. It was also used to enable repair or replacement of the most urgent of those assets requiring attention, including the maintenance of garden paths and kerbs, reconstruction of boardwalks, re-development of existing office spaces in Melbourne Gardens to accommodate staffing needs, replacement of the Storage Area Network and Servers, and upgrade of the HVAC system servicing the Astronomer's Residence (Observatory House). Funds were also used for a major renovation of the Red Sand Garden, expansion of the soil monitoring and analysis program within the Australian Garden to improve plant performance, obtaining permits for and early construction works of the Recycled Irrigation Water Project at Cranbourne Gardens, and design for the non-potable Irrigation Water Project at Melbourne Gardens. There was also automation of the front-entry gate and resurfacing of Philip Moors Drive at Cranbourne Gardens, the purchase of a new vehicle for the Victorian Conservation Seedbank and of freezers to facilitate storage of genetic and fungal material for research and conservation purposes.

The first stage of restoring the Great Melbourne Telescope House was successfully completed and consisted of removal of the non-heritage components of the building, upgrading of the existing stormwater system, installation of rising damp treatment measures and the rectification of termite damage. A Commonwealth Government Protecting National Historic Sites Grant of \$250,000 has been secured to enable further repair and restoration of the operable roof in 2019-20.

Other works to be completed in 2019-20 include the restoration of the Tecoma Pavilion to its original design and repair of the Neutrino Statue situated in Observatory Plaza.

Table 6: Financial results for 2018–19

	2018–19
	\$
Government and other grants	
– Parks and Reserves Trust Account grants	20,827,000
– Other Victorian Government grants	601,402
– Commonwealth Government grants	479,333
– Other grants	334,977
Philanthropic and other donations	2,201,485
Other income	5,462,304
Total expenses	(30,870,478)
Net result	(963,977)

Comparison of Financial Performance and Position

The Royal Botanic Gardens Board Victoria's net result for the financial year ended 30 June 2019 was lower than the previous year, mainly due to the previous year's inclusion of a \$5 million Parks and Reserves Trust Account (PRTA) grant in advance, which has been expended in the 2018–19 financial year. Other significant movements in Royal Botanic Gardens Board Victoria's revenue and expenses included:

A decrease in Government Grants revenue due to receipt of a one-off additional funding amount of \$2.1 million in 2017–18

A decrease in donation income mainly due to inclusion in the prior year of a one-off grant from the Royal Botanic Gardens Foundation Victoria to fund the growth of public programs at Royal Botanic Gardens Victoria, with a number of Foundation sub-funds closed due to completion of projects

An increase in employee expenses due to filling several vacancies and implementation of a new Enterprise Agreement, and

An increase in operating costs flowing from the increase in the PRTA grant, which has facilitated operations to undertake essential work that previously had not been possible.

The Royal Botanic Gardens Board Victoria's financial position was also affected by an increase in cash and deposit balances at 30 June 2019, mainly due to the receipt of project income in advance, the expenditure against which will be undertaken during the 2019–20 financial year. This included funding received for research into the feasibility of developing a Nature and Science Precinct within Melbourne Gardens, and for the Melbourne Gardens non-potable and Cranbourne Gardens recycled irrigation water projects, which is also reflected as an increase in the contributed capital equity balance.

There were no events occurring after the balance date which may significantly affect the Royal Botanic Gardens Board Victoria's operations in subsequent reporting periods.



Table 7: Five-year year comparison of financial results

	2018-19	2017-18	2016-17	2015-16	2014-15
	\$	\$	\$	\$	\$
Government and other grant funding					
Parks and Reserves Trust Account grants	20,827,000	23,069,814	15,364,241	15,942,218	14,536,099
Commonwealth Government	479,333	298,315	182,296	168,711	64,217
Other grants	936,379	950,738	346,138	751,481	631,346
Donations	2,201,485	2,757,102	1,544,089	1,613,427	1,771,407
Other income	5,462,304	4,756,877	4,655,558	5,088,499	5,285,075
Total expenses	(30,870,478)	(25,690,106)	(23,777,886)	(25,253,887)	(22,749,249)
Net result	(963,977)	6,142,740	(1,680,626)	(1,689,551)	(461,105)
Net cash flow from operating activities	6,786,419	4,426,989	(208,811)	1,490,429	2,134,640
Total assets	677,842,060	676,485,904	611,520,208	613,975,705	421,812,214
Total liabilities	6,485,683	6,477,550	5,598,201	6,373,072	5,157,402

Our Achievements

The *Royal Botanic Gardens Act 1991* requires that the Royal Botanic Gardens Board Victoria prepares a Corporate Plan outlining the strategies the Board intends to adopt to achieve the objectives of the Act and the priorities and targets of the Board. The Royal Botanic Gardens Board Victoria Corporate Plan 2014–2019 ‘Sustaining Life’ sets out the Board’s long-term strategic focus and the four themes that inform the five-year planning cycle, with associated strategic actions required to achieve the objectives of the Act.

The strategic focus for the life of the Corporate Plan 2014–2019 is encapsulated in the four themes that support the vision and mission:

1. **Discovery and sharing knowledge**
2. **Inspiring plant learning**
3. **Creating special places**
4. **Towards a sustainable future**

The Royal Botanic Gardens Board Victoria Business Plan 2018–19 adopted the structure of the four Corporate Plan strategic themes and detailed specific actions for the reporting period.

Our Achievements report against the Specific Actions and Performance Measures identified in the Business Plan, as well as ongoing work that relates to the Corporate Plan Strategic Themes, including future initiatives. This financial year was the fifth and final year of the current corporate planning cycle.



1: Discovery and sharing knowledge

OUR COMMITMENT

We will share our expertise and influence beyond the gates of Royal Botanic Gardens Victoria, contributing to global scientific knowledge by leading projects in science, research and conservation, and working with external parties towards shared goals.

YEAR IN REVIEW

The generation of new knowledge in science and horticulture is central to positioning and maintaining the Royal Botanic Gardens Victoria as one of the world's leading botanical institutions. The work of Melbourne Gardens and Cranbourne Gardens benefits the urgent conservation needs of Australia, while facilitating the work of local and regional botanic gardens—as well as communities—both domestically and internationally. The research conducted within the Science Division, in partnership with our own Horticulture and Natural Areas teams and collaborators further afield, generates valuable insights into plant biology, ecology and conservation that serve to address the challenges faced in these arenas.

Work published during the financial year has provided unique insights into the horticultural approaches to conserving

Victoria's rare and threatened wildflowers; the evolution, interrelationships and biogeography of particular plant groups; the biology of manganese accumulation in plant tissues; the responses of plants and ecosystems to changes in climate, geology and sea level; the role of sexual deception by native orchids to facilitate pollination by bees, wasps and fungus gnats; the factors affecting the success of translocations of artificially propagated native plants for conservation purposes; and a range of taxonomic work, including the identification of new species, such as the description of a new species of conifer from the Upper Cretaceous (about 95 million years ago), several new species of extant plants and fungi, two species of gall midges, a new genus of fungus and even the naming of a new Kingdom of eukaryote life, the *Nucleariæ*, to sit alongside plants, animals and fungi.

Conservation activities have included seed banking work, nursery propagation and cultivation of threatened species, collection of living material of threatened flora for *ex situ* conservation studies, and research into the genetic health and long-term fitness of rare and threatened plants from Australia. To share this valuable knowledge, the team delivered more than 44 lectures, talks and conference presentations, and produced 37 peer-reviewed publications and papers. Work has also continued on *VicFlora*, both to increase the coverage of plant taxa present in Victoria and to increase the proportion of entries with representative imagery. Additionally, the generation of basic entries for *HortFlora* has been largely completed, allowing for future improvement work to occur.

Royal Botanic Gardens Victoria achieved the following Budget Paper No. 3 output performance measures in the 2018–19 reporting period:

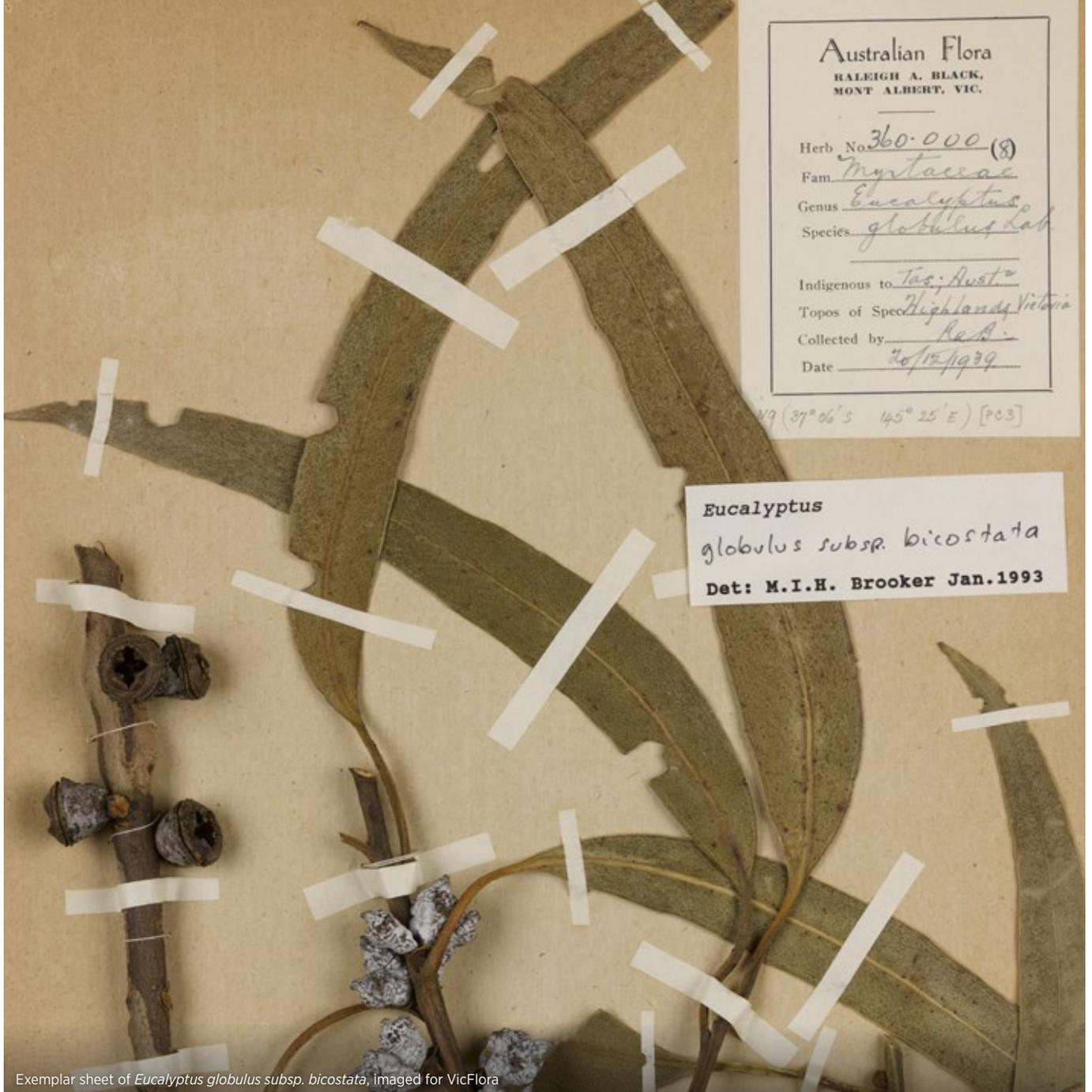
Table 8: Performance against objectives

BP3 Output performance measure	Specimens curated in State Botanical Collection
Quantity, Quality, Time, Cost (QQTC)	Quantity
Unit of measure	Number
2018–19 target	30,000
2018–19 actual	43,677 *
Variance	+13,677
Result	✓

*Funding secured from private donors and trusts has enabled the Global Collection Project to employ four Database Officers for a fixed term, making a significant contribution to the number of database records and therefore to the overall number of specimens curated in the State Botanical Collection.

Key

✓ Performance target achieved or exceeded, or expected to be achieved



Exemplar sheet of *Eucalyptus globulus* subsp. *bicostata*, imaged for VicFlora

KEY ACHIEVEMENTS

8,000 endangered orchids comprising 14 species from five genera germinated by the Orchid Conservation Program for conservation and reintroduction initiatives.

The *VicFlora* plant biodiversity knowledge database, which provides identification tools and information on all Victorian plants, now contains more than 20,900 images and has seen a 41 per cent traffic increase over the previous year.

Science staff delivered 44 lectures, talks and conference presentations, and produced 37 peer-reviewed publications and papers, 35 of which are ISI listed.

Senior Mycologist Dr Tom May and his co-authors named the *Nucleariae*, a new Kingdom of life (the second highest taxonomic rank) based on new phylogenetic data.

Two specimens collected by Charles Darwin during the voyage of HMS Beagle (1831-1836) were rediscovered by Herbarium staff curating the Global Collection. A red alga (*Amphiroa exilis*) collected in 1832 from Rio de Janeiro, Brazil and a knotgrass (*Polygonum maritimum*) collected in 1834 from Cape Tres Montes, Chile.

More than 1,300 fungi collections (640 truffles, 705 macrofungi) were sampled for DNA. As a result, we have the first record for the genus *Asproinocybe* in Australia, in the form of *A. lyophylloides* (a new species being described from WA) and the second record for a species of *Mycetinus* in Australasia.

The Global Collection Project databased and edited 21,762 specimens from the Global Collection.

Herbarium Volunteers curated 13,757 specimens.



Geleznowia verrucosa

National and international influence

Senior scientists from Royal Botanic Gardens Victoria have been appointed to new positions nationally and internationally:

Professor Tim Entwisle, Director and Chief Executive, was appointed patron of the Australian Garden History Society and the Plant Trust (Garden Plant Conservation Association of Australia).

Dr Tom May, Senior Mycologist, was invited to take up the roles of Secretary and Co-Chair for the Nomenclature theme of the 12th International Mycological Congress in Amsterdam in 2022. He was also invited to join the editorial board of the global mycological journal *IMA Fungus*, the flagship journal of the International Mycological Association, launched in 2010 and to be published by Springer starting this year.

Dr Dan Murphy, Senior Research Scientist, was elected President of the Australasian Systematic Botany Society at the society's AGM in December 2018. Dr Murphy also leads the 'Acacia Genome Consortium' pilot genome project.

Both Dr May and Dr Murphy are members of the Taxonomy Australia Steering Committee.

SCIENTIFIC RESEARCH

Asparagales and their relatives

Dr Bee Gunn, Postdoctoral Research Scientist, has been focusing on phylogenomic analyses for the assembled plastomes dataset for her research on Resolving the Australian Asparagales classification and *Lomandra* taxonomy to infer the phylogenetic relationships of the native lineages. The results of this densely sampled phylogeny will provide a phylogenetic framework for insights into species boundaries and an updated taxonomic circumscription of *Lomandra*. In February, Simone Currie, (Willis student) completed a morphological, cytological and stomata size study on the *Lomandra filiformis* species complex under the supervision of Dr Gunn, Dr Dan Murphy and Neville Walsh. A total of 179 Herbarium vouchers of *Lomandra filiformis* ssp. *filiformis*, ssp. *coriacea* and ssp. *flavior* were scored for their morphological characters, while chromosome numbers, genome sizes and guard cell lengths were determined for *Lomandra filiformis* ssp. *filiformis* and ssp. *coriacea*. Currie presented the results of her study at the Royal Botanic Gardens Victoria Seminar Series on 7 February 2019.

Bioinformatics

New resident bioinformaticians, Dr Anna Syme and Dr Chris Jackson, both Research Scientists (Bioinformatics), have established new computing infrastructure for Science's Research branch, greatly expanding our capacity to perform highly resource-intensive bioinformatic analyses of DNA data from plants and fungi. For the first time at Royal Botanic Gardens Victoria, there are adequate resources to carry out analyses at the whole genome scale. At the heart of the new capability lies a high-powered computer server (64 cores/128 threads, 1 terabyte of RAM) coupled with local backup systems for high-value data (already in place), with additional cloud-based backup systems. The new system has already been used to assemble the nuclear genomes of several plants (*Sclerolaena*, *Astelia*, *Grevillea*) that are central to the research of the Conservation Geneticists, and to perform large-scale phylogenetic analysis of high-throughput DNA sequencing data from fungi for resident mycologists.

Genomics for Australian Plants (GAP) Project

A large national sequencing project, *Genomics for Australian Plants*, is now underway due to a significant five-year grant from The Ian Potter Foundation through its Science Committee. This exciting project—initiated by RBGV with BioPlatforms Australia and a consortium of researchers from Australian State and National Herbaria, Botanic Gardens and Universities—aims to use genomic information (DNA) to better understand and conserve Australia’s flora. Initial work sees researchers sequencing the genomes of iconic Australian plants, and resident staff Dr Anna Syme and Dr Chris Jackson are directly involved in producing the pilot genome assembly of the golden wattle, *Acacia pycnantha*. Future project goals include additional whole genome assemblies of other taxa, a phylogenomic analysis that incorporates all Australian plant genera, and the application of new genomic knowledge to inform biodiversity management.

Truffle Genome Project

Dr Teresa Lebel, Senior Mycologist, and Dr Tom May, Senior Research Scientist (Mycology), have been working with Dr Chris Jackson (Research Scientist Bioinformatics) on the truffle genome project (Joint Genome Institute 2017–2020 (JGI)) data that is being released by the JGI genomic data processing pipeline. Three truffle and two mushroom genomes and RNA in two different lineages are being researched, while a further eight truffle and nine mushroom genomes are expected to become available soon. Dr Jackson has written a series of functional and analytical computer scripts that will enable comparison of the genomes, and drive trials of various types of analysis for genes of interest, making it easier to investigate the data arising from newly added genomes as they become available. Dr Lebel met with the project leader Professor David Catcheside (Flinders University) in June to conduct successful field work to collect four of the missing taxa, and to plan further analyses and publications.

Fungal barcoding

Dr Teresa Lebel has finalised the last 60–80 taxa to be indexed as part of the Fungal Barcode Project (FB) carried out with the aid of Dr Gareth Holmes (Research Assistant), Molly Bloomfield (University of Melbourne), and citizen mycotaxonomists (trained through the ‘Improving Fungal Literacy’ project), Fran Guard (QLD) and Katie Syme (WA).

Guard has described a new species of *Marasmius*, currently in press, while Syme will shortly publish another new species *Asproinocybe lyophylloides*, as well as a new record for the genus *Asproinocybe* in Australasia.

Dr Lebel and Dr Naveed Davoodian, Post Doctoral Fellow (Mycology), continue work on the ABRS truffle grant, with the aid of two international students, Olivia Asher and Pooja Singh (USA), residents for a two-month internship. The total number of sequences achieved so far is just over 2,300 (for truffles and macrofungi). The next priority for both projects is to initiate more in-depth analyses across all genera and to publish descriptions of the new taxa identified by this work.

Publications and citations

The Institute for Scientific Information (ISI) indexed journals are maintained by Clarivate Analytics as an authoritative source of bibliographic data used to assess the impact of research. In 2018, Royal Botanic Gardens Victoria staff published 35 ISI-indexed peer-reviewed papers and garnered 1,601 citations from published research.

PROVIDING PLANT INFORMATION

Soaring *VicFlora* usage

VicFlora, a plant biodiversity knowledge database, provides identification tools and information on all Victorian plants. It allows land and natural resource managers to detect new weed incursions, identify new records of plant biodiversity in natural settings, and manage assets under their control. *VicFlora* is continually updated by Science staff in response to taxonomic revisions, as well as the discovery of new species in Victoria. Parallel work focuses on supplementing the written information with photographs of the diagnostic features of every species referenced by the database.

VicFlora now contains more than 20,900 images covering approximately 77 per cent of Victoria’s plant species of which 58 per cent are represented by photographs and 19 per cent by line drawings. Work to procure images of the remaining 23 per cent of species continues. Selected images of diagnostic characters from exemplar Herbarium specimens of eucalypts were recently incorporated into the new multi-access key to eucalypts. Meanwhile, the resources of the Victorian Conservation Seedbank were used by staff and volunteers to include photographs of seeds from more than 850 Victorian species—the first time some of these images were publicly available.

These visible improvements to the provision of diagnostic plant data, coupled with effective indexing of the site by search engines, markedly increased traffic to the website, which grew by 41 per cent over the previous financial year, with an 84 per cent increase in the number of unique users. The product continues to be well-regarded by users and fellow botanical institutions, and several ‘power users’ provide regular constructive feedback, allowing the Biodiversity Services team to rectify issues as they arise and further engage with the community.

Statistics for VicFlora (2018-19 Financial Year)

There were 206,081 sessions (an 81 per cent increase on the previous year) totalling 1,214,611 page views (an increase of 41 per cent from the previous total of 860,420). This was generated by 89,776 unique users (an increase of 84 per cent compared with the same time in the previous year).

First Anniversary for HortFlora

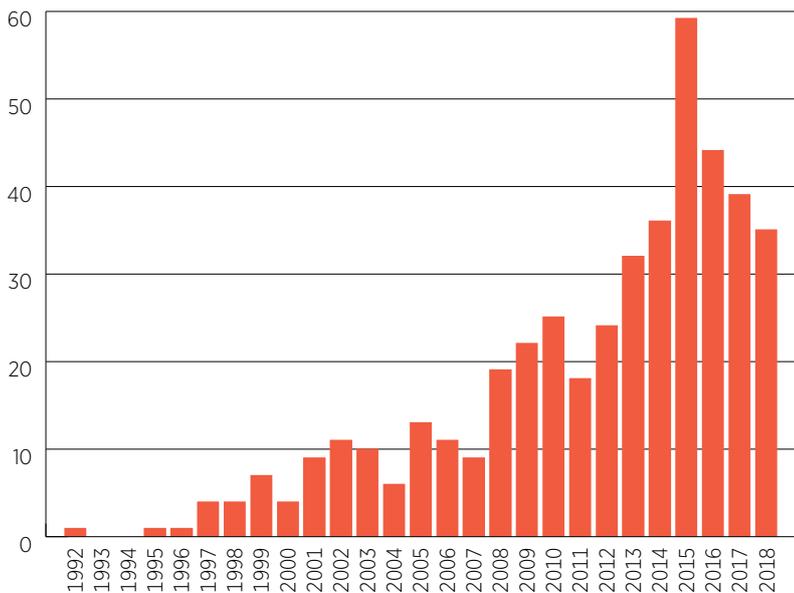
The *HortFlora* website was launched in May 2018 as a current, web-based guide to the cultivated plants of south-eEastern Australia. Containing plant profiles and identification tools, along with botanical line drawings and photographs, it is a valuable resource for professional horticulturists, amateur gardeners, garden and landscape designers, arborists, botanists, farmers, foresters, students,

authors, journalists, and enthusiasts of cultivated plants in Australia. Entries for all taxa featured in Dr Roger Spencer's hardcopy, five volume *Horticultural Flora of South-eastern Australia* (1995–2005) have now been added to the database, and work to add images to all of these entries continues. Usage during its inaugural year consisted of 4,832 sessions totalling 24,098 page views, generated by 3,135 unique users. As the user interface and content of *HortFlora* are further refined to meet the needs of Australia's horticulturists, it is anticipated that the value of this guide will increase significantly.

Seed orcharding work

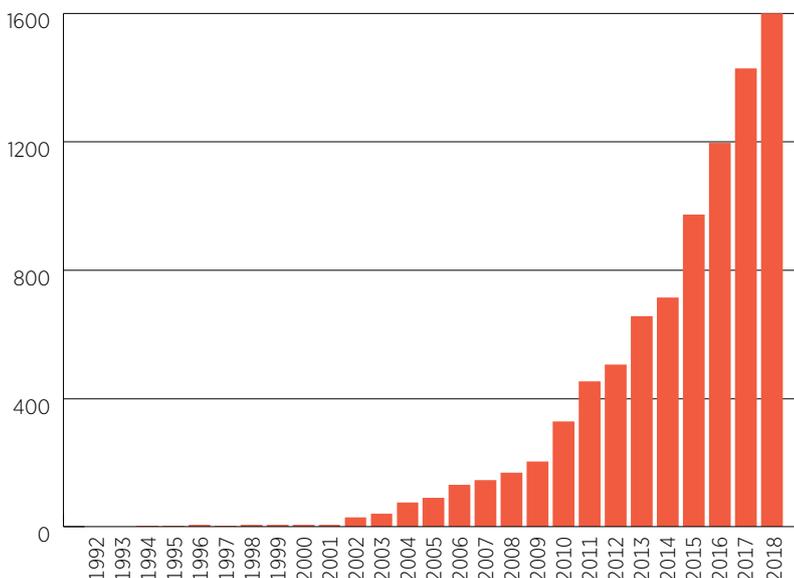
In conjunction with Linda Parker (Melbourne University), Seedbank officers have been testing the storage requirements of Tall *Astelia australiana*, an *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act) i listed species endemic to cool temperate rainforest gullies in Victoria. Seeds of this species have been reported to lose viability under standard seedbank storage conditions at -20 °C. Following a large collection of seed gathered in March 2018, the viability of seed has been tested at +4, -20 and -80 °C. The assessment revealed that after two months in storage, seeds in all storage conditions had good germination; after six months, seeds at +4 and -80 °C had good germination, while those at -20 °C did not. The reasons for this discrepancy are unclear at this time but reports that this temperature range might not be suitable for Tall *Astelia* will be established when the next batch of seeds is tested at the 12 month point. All of the plants germinated as part of this assessment are being grown in the nursery, with the intention of introducing them to Fern Gully as display plants. To date, the seed orcharding work of Seedbank officers has resulted in the storage of over 20,000 seeds in the Victorian Conservation Seedbank.

Science Division ISI Publications



Graph 1. Royal Botanic Gardens Victoria publications recorded by the Institute for Scientific Information (ISI) by calendar year. The peak in 2015 is the result of 19 chapters in the *Handbook for Road Ecology* counting as separate items, while the subsequent decrease reflects the closure of the Australian Research Centre for Urban Ecology.

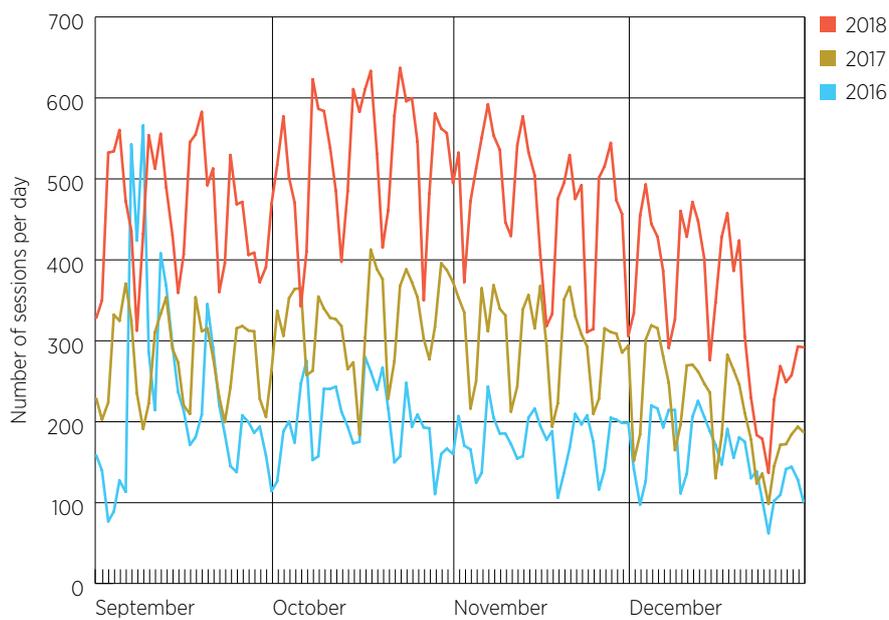
Science Division ISI Citations



Graph 2. Citations of Royal Botanic Gardens Victoria research outputs by calendar year, with 1,601 citations recorded for Royal Botanic Gardens Victoria research in 2018.



VicFlora Usage September 2016 to December 2018 Seasons



Graph 3: Comparison of the number of VicFlora user sessions per day during the September to December peak growing season for 2016–2018. The initial spike for 2016 coincides with the launch of the revised version of VicFlora.

SOLVING PLANT-RELATED AND ECOLOGICAL PROBLEMS

Securing the Future of Australia's Threatened Tropical Mountain Flora

A strategic conservation program led by the Australian Tropical Herbarium at James Cook University and supported by Royal Botanic Gardens Victoria Horticulture and Science staff, has commenced, the first two of a series of collecting expeditions to the mountains of Far North Queensland. This project, sanctioned by the Western Yalanji Traditional Owners, is intended to preserve the biodiversity of at-risk wild populations of Australia's tropical mountaintops.

These habitats are currently threatened by climate change, with almost all of the 70 plant species endemic to these mountains predicted to suffer total or near-total loss of their existing climate envelope by 2080, and significant damage within as little as 15 years. Collected materials will form *ex situ* reservoir populations that will support research and education, which will include investigation of effective seed banking strategies, and testing for genetic diversity and plant tolerance in the face of extreme climates. This ensures that the reserve collections distributed across multiple botanic gardens and seedbanks will incorporate high redundancy, include genetic and physiological diversity, and be climatically matched to particular habitats and conditions. The participation of Horticulture and Herbarium staff has ensured the majority of material collected for growing in the nursery was also vouchered and GPSed, with the result that almost all living material derived from this collaborative work will have a vital corresponding record in the form of a Herbarium specimen. During these expeditions, Royal Botanic Gardens Victoria has collected seeds from 14 taxa, and cuttings or seedlings from 124 further taxa, encompassing 100 different plant genera and 179 genetically distinct collections arising from multiple collections of target rare species. Total project collections across the partner organisations are greater again, an excellent early outcome.

Conservation of the Turnip Copperburr

Dr Liz James, Senior Research Scientist (Conservation Genetics) and Dr Michael Amor, Research Assistant, continued their Threatened Species project work investigating *Sclerolaena napiformis* (Turnip Copperburr) and preparing samples for population genetic analyses. Dr James, Dr Gareth Holmes and Dr Amor prepared DNA libraries of *S. napiformis*, *Grevillea aquifolium* and *Astelia australiana* for whole genome shotgun sequencing. The sequencing data generated by the Australian Genome Research Facility will be used, with Dr Chris Jackson's assistance, to act as a scaffold for sequence data generated as part of the population genetic analyses of *S. napiformis* and *A. australiana*, and to recover whole chloroplast genomes for the three species. Dr James, Dr Amor and Sumali Jayaweera have also completed the sampling, sequencing and analysis of ddRAD (an advanced, next-generation sequencing method) data for *Bossiaea vombata*. The results have enabled the identification of four distinct clones, each restricted to a different location in the Wombat State Forest. Dr James assessed pollen viability for each clone using fluorescence microscopy and, with Gareth Holmes and Sumali Jayaweera, obtained chromosome counts for *Olearia passerinoides* subsp. *glutescens* and *Sclerolaena napiformis* with counts ongoing for *Ajuga australis*.

Conservation of rare and threatened orchids

Research Scientist Dr Noushka Reiter led the Orchid Conservation Program team of staff, postgraduate students and volunteers to carry out pioneering research into orchid reintroductions. The program propagated up to 20 nationally threatened species a year using symbiotic germination methods. Recent insights into Australian orchid ecology have helped to identify potential orchid introduction sites in a manner that maximises their long-term success. The research has focused on optimising *ex-situ* propagation methods for difficult-to-grow species by using mycorrhizal fungi in conservation translocations, along with data on the pollination systems of threatened Australian orchids. This work

informed

Dr Reiter's co-authorship of four chapters for the *Guidelines for the Translocation of Threatened Plants in Australia*. Current work focuses on the identification and distribution of the *Serendipita* (orchid mycorrhiza) fungal species relevant to Australian orchid conservation, as well as the identity and distribution of pollinators of various nationally threatened *Thelymitra* (sun orchids), *Diuris* (donkey orchids) and *Caladenia* (spider orchids) to enhance conservation translocations.

Wildlife Conservation at Cranbourne Gardens

Ecologist Dr Terry Coates has conducted grant-funded studies on *Isoodon obesulus* (Southern Brown Bandicoot) with Ph.D. student Sarah MacLagan (Deakin University). The research focused on bandicoot distribution, abundance, diet and home-range and activity patterns to improve management decisions affecting bandicoots at the Cranbourne Gardens and beyond. Home-range and diet manuscripts were prepared and submitted for publication. This work and additional survey results were presented during a major Bandicoot Symposium in late 2018 to inform management about habitat and populations extant in the south-central sub-region.

Broad-scale fauna surveys continued across the northern Western Port region using infrared cameras, logging approximately one million images into the system. This work now contributes to a greater understanding of 'temporal niches' and the impact of introduced predators on native fauna in the region. Results were presented at the Australian Mammal Society Conference in Sydney, in July 2019.

Dr Coates continues to work with the Natural Areas team on other management-related research projects based at Cranbourne Gardens, such as activity patterns of *Rattus lutreolus* (Swamp Rat), population growth rates of the *Wallabia bicolor* (Black Wallaby), the impact and management of Black Wallabies, the use of road culverts by wildlife, and monitoring the distribution of a range of local flora and fauna populations. New monitoring projects, to develop baseline data on bat and frog populations, have commenced.



Field work on a high altitude rock outcrop behind Mt Lewis near the source of Rex Creek. (Photo: Daniel Ohlsen)

CURATING THE STATE BOTANICAL COLLECTION

Ongoing curation of the State Botanical Collection enabled an additional 29,920 specimen records to be made accessible through the Australasian Virtual Herbarium and the Atlas of Living Australia. A significant proportion of these records were from the Global Collection, including historical specimens. Type specimens continue to be found, predominantly in the Global Collection. 1,558 type specimens were imaged, bringing the total number of types now accessible on Global Plants on JSTOR to 28,942. Curation of the Australian component of the collection has focused on the return of non-databased loan material, with 2,038 specimens being returned. To support the curation of the State Botanical Collection, volunteers mounted 13,757 specimens onto archival paper.

Global Collection Project

Historically significant specimens have been discovered as a result of the ongoing curation of the Global Collection. These include specimens of the tea plant *Camellia sinensis* var. *sinensis*, collected by Robert Fortune in 1846 from 'the Black tea Country' (China) and specimens collected by John Kirk in 1860 from Mozambique, during Livingstone's Zambesi Expedition. With these discoveries, the National Herbarium of Victoria joins a short list of overseas herbaria that hold collections made by Fortune and Kirk. Specimens of species known to be threatened or which are now extinct in the wild were also found in the Global Collection, including a specimen of the now extinct St Helena Olive, *Nesiotia elliptica*. Finding these specimens highlights the importance of this collection on a global scale.

Literary and Artistic Works

Drawing from a donation made for conservation purposes, the Library sent six Celia Rosser Artworks to the Grimwade Centre for Cultural Materials Conservation at the University of Melbourne, to remove adhesive residues from the works. Fifty thousand library records were successfully migrated to a new, open source library management system called Koha, facilitating effective indexing of the Library catalogue. A new plan press was purchased and well-utilised as part of an ongoing project intended to better organise the extensive collection of maps and plans. Significant donations made to the Library include a collection of correspondence of botanical artist Betty Conabere, botanical watercolours of plants indigenous to the Dandenong region by Fred Woodman, and the Henderson Oldfield Archive, comprising papers relating to the publication *A Greater Prize than Gold: Augustus Oldfield, 19th century botanical collector and ethnographer in Australia*.

Table 9: Overview of specific actions and performance measures 2018–19

Action	2018–19 specific actions	Overall progress against deliverables and performance measures 2018–19
Long-term Strategy 1.1: Consolidating and focusing scientific research		
1.1.2	Develop and implement the whole of organisation Science Strategy by 30 June 2018	In development.
1.1.3	Integrate Science and Cranbourne Gardens ecology programs into a cohesive science program by 30 June 2018	Completed.
Long-term Strategy 1.2: Providing plant information to people where and how they want it		
1.2.3	Commence planning for hosting of the 7 th Global Botanic Gardens Congress, to be held in Melbourne in February 2021	Appointed Professional Conference Organiser Established local planning committee for program development Developed fundraising plan
	Every species in <i>VicFlora</i> has diagnostic features for identification, illustrated by 2020	Imaging protocol and rate of capture established for exemplar Herbarium specimens, using Eucalyptus as a pilot study.
Long-term Strategy 1.3: Making a major contribution to solving plant-related and ecological problems		
1.3.2	Scope the capacity and facilities needed for a major centre for the conservation of Victoria's most at-risk plants, including research in seed banking and plant propagation by 30 June 2018	Concept for Plant Conservation Centre at Cranbourne Gardens deferred until feasibility study of Nature and Science Precinct is completed.
1.3.5	Identify drivers of genetic change at landscape scales and how they should inform conservation strategies by 30 June 2019	Completed sampling for <i>Sclerolaena</i> project and initial analysis of <i>Sclerolaena</i> data.
1.3.6	Better resolve the evolution of the Australian biota based on genomic analysis of key plant groups by 30 June 2019	Completed analysis of data set for Eremophila, Asparagales and the Pulchelloidea clade of <i>Acacia</i> .
1.3.7	Partner in more State-based conservation programs by 30 June 2019	Led the establishment of four <i>Care for the Rare</i> conservation collections in regional botanic gardens, in partnership with BGANZ Victoria.
Long-term Strategy 1.4: Restoring and unlocking the Herbarium's Global Collection		
1.4.1	Mount, database and curate the non-Australian component of the Herbarium collection (rich in specimens of historic and scientific importance) by 2024	A total of 21,762 foreign-collected specimens were databased or edited Philanthropic support has enabled this significant contribution to a number of database records.
	Curate the Australian component of the State Botanical Collection	A total of 13,757 specimens were curated (mounted or remounted) from the State Botanical Collection.

2. Inspiring Plant Learning

OUR COMMITMENT:

We create experiences and special places that help everyone to learn and see the world differently. Whether our actions are big or small, they inspire people to think and act. Corporate Plan: 2014–2019



YEAR IN REVIEW

To inspire plant learning, the organisation's Programming and Audience Development; Visitor Experience, Access and Tourism; and Development Marketing and Communications teams worked together to promote and deliver seasonally curated programs and events. The Communications and Media team also focused on sharing the exceptional horticultural and scientific work of the organisation via proactive media stories.

Programs and events across the year included artistic responses to the Gardens such as exhibitions, tours, artists in residence, workshops, outreach activities, participatory and interactive programs. Participant and partner feedback, as well as press and social media commentary for our new programming was excellent.

New programs were developed with specific visitors in mind, such as *Branch Out: Experiences in the Gardens for over 60s*, supported by our new Major Partner, Regis Aged Care. Work was undertaken in collaboration with key Melbourne festivals to incorporate our programs as part of their seasons, including Melbourne International Arts Festival, Melbourne

Food and Wine Festival, Melbourne Writers Festival and Melbourne Design Week, to firmly establish Royal Botanic Gardens Victoria as part of the vibrant cultural life of Melbourne and Victoria.

This year, the Programming team focused on health and wellbeing. A number of programs were developed to encourage visitors to slow down and engage with nature to nurture their health and wellbeing, foster a sense of wonder, connection with and respect for each other and with and for plants, nature, biodiversity and the land.

Cultural programming partners in 2018–19 included exciting projects with Melbourne International Arts Festival, Yirramboi First Nations Festival (City of Melbourne), Circus Oz, Melbourne Writers Festival, Australian Poetry and Red Room Poetry, Victorian College of the Arts, Melbourne University Science Faculty, Arts House (City of Melbourne), Linden New Art, Melbourne Design Week (NGV), Sustainable Living Festival, and Melbourne Food and Wine Festival.

Many ongoing collaborations continued in Learning and Cross-Cultural Programs with funding support from the Department of Education and Training, Catholic Education Victoria, Department of Health and Human Services, Kids in Nature Network, City of Casey and a range of community service organisations in the Cranbourne region. New learning partnerships were developed with the State Library of Victoria, Charcoal Lane Restaurant, William Angliss Institute, and the Department of Environment, Land, Water and Planning (DELWP) To promote these activities and drive attendance and awareness of our organisation's values, the Marketing and Communications teams utilised a wide range of mediums, including press and digital channels, to engage new audiences.



Fire Gardens attracted over 30,000 people to Melbourne Gardens.

KEY ACHIEVEMENTS

Royal Botanic Gardens Victoria and Melbourne International Arts Festival presented *Fire Gardens* by Compagnie Carabosse at Melbourne Gardens to an audience of 30,000

Creation of new Southern Brown Bandicoot Community Outreach Officer position funded by DELWP

Strong visitation to both Melbourne and Cranbourne Gardens of over 2.3 million people

37,000 early years to tertiary students participated in vibrant and extensive school programs

Ticket sales for the Garden Explorer at Melbourne Gardens increased by 20 per cent

All Forest Therapy programs sold out and received extensive media coverage nationally

New cultural partnership established with Yirramboi First Nations Festival

Branch Out: Experiences in the Gardens for the over 60s, launched in partnership with Regis Aged Care, saw Royal Botanic Gardens Victoria learning facilitators lead incursion workshops at Regis Aged Care facilities along with a public program for older Australians delivered at both sites

Open House Melbourne attendance increased by 40 per cent

Number of visitors joining Melbourne Gardens Volunteer led walks increased by 9 per cent

Number of visitors joining Cranbourne Gardens Volunteer led walks increased by 7 per cent

Royal Botanic Gardens Victoria's Instagram followers increased by 86 per cent to 35,165

Royal Botanic Gardens Victoria's e-news subscribers increased by 139 per cent

565 media articles were secured in January 2019 as a result of proactively pitched press stories featuring tennis star Novak Djokovic and The Hon. Lily D'Ambrosio MP.

VISITOR ENGAGEMENT

Raising the profile as an international tourist destination

In April 2019, Royal Botanic Gardens Victoria attended the Australian Tourism Exchange (ATE) in Perth. ATE is Australia's largest business-to-business International Tourism Event and connected 1,400 seller delegates from over 540 companies to 600 buyers from 500 companies.

ATE provided the opportunity to discuss both our unique locations and our commissionable tourism experiences. We also promoted our retail outlets, food and beverage tenants at both sites, and Punting on the Lake.

Royal Botanic Gardens Victoria continued to provide leadership in the growing tourism sector southeast of Melbourne with Chris Russell, Executive Director Cranbourne Gardens, becoming Deputy Chair of the newly formed Tourism Board, Casey Cardinia Visitor Economy (CCVE). CCVE is working collaboratively with City of Casey, Cardinia Shire Council, and neighbouring regional tourism boards to sustainably grow the region's visitor economy. It aims to achieve this by engaging with the local community and harnessing the huge potential in the Visiting Friends and Relatives market.

Visitor Experience Improvements

Over the summer, 1,200 people enjoyed improvements to The Ian Potter Lakeside Precinct at Cranbourne Gardens. Improvements included introducing shade, lawn games and seating to an area previously underutilised by visitors to Cranbourne Gardens. The new picnic area has been particularly popular with families and friends gathering to spend time together and for summer picnics. It will be reactivated during Spring 2019 with further improvements.

In early July 2019, Royal Botanic Gardens Victoria launched an Access Key for each of our sites. An Access Key is a tool that allows visitors with special needs to make informed decisions ahead of time about visiting our Gardens. It provides valuable information that addresses parking, gradient of paths and access more broadly. It highlights accessible toilets and other services, such as electric scooters. The Access Keys are available to download via our website and are available in high contrast versions and in large print formats.



The marketing and tourism teams attend the Tourism Exchange in Perth

New Tourism Experiences

A new partnership with The Shrine of Remembrance was piloted in Spring and Summer. The Precinct Pass includes a tour of the Shrine, followed by a Garden Explorer guided tour and Devonshire Tea at The Terrace. Uptake has been steady and has given both organisations the opportunity to collaborate closely and explore other opportunities to work together.

Picnic packages with our on-site tenants were popular with visitors. Picnics and Tiffin Tin packages sold out for Father's Day, Valentine's Day and Mother's Day. Due to the popular use of the deck chairs provided, they will be available for hire via our Visitor Centre and packaged with our on-site tenants for special occasions and milestone events.

Visitation

Table 10: Performance against objectives

Royal Botanic Gardens Victoria achieved the following Budget Paper No. 3 output performance measure in the 2018-19 reporting period:

BP3 Output performance measures	Visitors to Royal Botanic Gardens Victoria (Melbourne Gardens and Cranbourne Gardens)
Quantity, Quality, Time, Cost (QBTC)	Quantity
Unit of measure	Number
2018-19 target	1.6 to 2.0 million
2018-19 actual	2.311 million
Variance	0.311 million
Result	✓

Key

✓ Performance target achieved or exceeded or expected to be achieved.



Picnic packages with onsite tenants have proven popular



Bushland at Melbourne Gardens

Cultural Programming and Events

Programming and Audience Development delivered a successful year of cultural events at Melbourne Gardens and Cranbourne Gardens in 2018–19:

Melbourne International Arts Festival and RBGV season of Compagnie Carabosse's *Fire Gardens* was highly acclaimed and award-winning, introducing many new people to the Gardens for a memorable evening of artistic excellence. With 30,000 people attending across four nights, the event was exceptional and received major coverage across all mainstream and social media channels.

"It was a wonderful activity that let children get in touch with nature and their imagination."

Botanica Participant

Once again families became a community of villagers as they built cubby houses and creatures, using natural materials collected from the Gardens in *Botanica*, attracting over 5,000 people across both sites.

Over 200 audience members delighted in the immersive experience of being in the Gardens after dark with Aphid's intriguing radio play *Crawl Me Blood* as part of Melbourne Writers Festival.

Royal Botanic Gardens Victoria partnered with Circus Oz for the first time to present their new show for school and family audiences. *Precarious* responded to the National Herbarium of Victoria and the state of our natural world, encouraging the need to protect nature. A three-week sell-out season included performances for schools and families to encourage a wider audience to experience the work.

Punctum's *Public Cooling House* inspired audiences to consider our water future when over 300 people stepped inside and were guided through a cooling ritual, drawing from simple and ancient techniques. The work was presented at Melbourne Gardens in association with Arts House and the City of Melbourne to coincide with the Global Botanic Gardens Climate Change Summit. It was also presented at Cranbourne Gardens as a part of the National Sustainable Living Festival, with both seasons receiving very positive feedback.

Bushland by French and Mottershead (UK) saw audiences lying under the glorious Algerian Oak near Hopetoun Lawn to listen to this visually evocative audio work exploring the influence of different environments on the human body's decomposition. This partnership with Arts House, City of Melbourne sold out quickly with 218 people attending Melbourne Gardens and connecting with nature at this unique event.

Garden Plot, a series of contemporary performances presented by Theatre Company 2019, the Victorian College of the Arts' (VCA's) Bachelor of Fine Arts (Theatre) and The University of Melbourne's Faculty of Fine Arts and Music, explored the theme of climate change. The performances were devised by students from VCA in response to the landscapes of Melbourne Gardens. Excellent feedback was received from over 200 audience members who delighted in the multi-site, promenade nature of the work.

The *Landscape as Protagonist Symposium* was a partnership with property developer Molonglo Group as part of Melbourne Design Week, an initiative of the Victorian Government in collaboration with the National Gallery of Victoria. Also part of Melbourne Design Week, *Watering the Gardens* was a collaboration with Open House Melbourne as part of their Waterfront program, exploring the role design can play in reframing Melbourne's relationship with water.

Contemporary dance work, *Garden Dance*, by Jo Lloyd (one of Melbourne's leading independent choreographers) was created in response to the Melbourne Gardens site and a great response from the 485 attendees.



Getting kids involved in Indigenous celebrations at Cranbourne

Focus on Aboriginal Culture

The most successful daily activity at Royal Botanic Gardens Victoria continues to be the Aboriginal Heritage Walk (AHW). Led by an Aboriginal cultural guide, this walk focuses on developing an understanding of and respect for the customs and heritage of the local Kulin (Koolin) people. It also explores traditional Aboriginal and Torres Strait Islander people's uses of certain native plants for food, medicine, tools and ceremony. Attendances increased from 6,897 participants in 2017-18 to 7,556 in 2018-19.

The AHW was one of only two Victorian experiences included in Tourism Australia's international *Discover Aboriginal Experiences* campaign. The tour's long-term success also led to Royal Botanic Gardens Victoria being invited to join a panel that discussed best practice approaches to Aboriginal Tourism as part of a Destinations Melbourne and Victorian Tourism workshop.

Royal Botanic Gardens Victoria celebrated NAIDOC Week's theme, *Because of her, we can* by focusing on the significant contribution that Indigenous women have made and continue to make to society. In its sixth year, the *Koolin-ik ba Kirrip-buluk Family and Friends* event at Cranbourne Gardens, supported by local Indigenous services within the municipalities of Casey, Greater Dandenong, Cardinia and surrounding councils, attracted over 3,000 Aboriginal and non-Aboriginal people from across the region. *Koolin Ngargee Family Celebration* at Melbourne Gardens attracted over 500 people where attendance at both sites were significantly higher than previous years.

Royal Botanic Gardens Victoria partnered with Yirramboi First Nation Arts Festival and Boonwurrung Traditional Custodian Jaden Williams to run two early-learning local cultural programs, *Boonwurrung Story Telling*. Royal Botanic Gardens Victoria's First Nations staff also developed two new cultural tours, *Bush Food Experience* for adults and *Six Seasons of the Kulin (Koolin) Nation* for young people. Both programs were developed in partnership with William Angliss Institute as part of a Tourism Guide course.

The *Bush Food Experience* program was also developed in partnership with Charcoal Lane Restaurant, a new social enterprise. This involved First Nations trainee chefs creating bush food tastings for the tour. All programs received a very positive response and the *Bush Food Experience* is now being trialled as an on-going new Royal Botanic Gardens Victoria tour.

The *Balee Koolin Bubup Bush Playgroup*, a program for Indigenous Early Years children and their families—developed in partnership with Casey Cardinia Library Corporation and Boonwurrung Elder Aunty Fay Stewart-Muir from the Victorian Aboriginal Corporation for Languages—has continued to deliver a program that focused on traditional culture and Boonwurrung language.



Aboriginal Heritage Walk

Indigenous Employment and Partnerships

Royal Botanic Gardens Victoria's commitment to increasing representation and employment for Aboriginal and Torres Strait Islanders resulted in the creation of two new Indigenous specified positions, with a total of six Indigenous Programming staff across both sites. Significantly, one Indigenous staff member has Traditional Custodian connection to the Royal Botanic Gardens Victoria sites. This year there was an increase in local Indigenous participation in Royal Botanic Gardens Victoria's First Nation programs via a 'no charge' offer for First Nations people to participate in Aboriginal-led programs and tours.

Discussions with the Victorian Aboriginal Child Care Agency, Nairn Marr Djambana Frankston Gathering Place, Willum Warrain Gathering Place and the Koori Engagement Support Officer's network have resulted in active engagement of representatives from these organisations in Royal Botanic Gardens Victoria's programs. Similarly, Royal Botanic Gardens Victoria's mainly First Nations staff have engaged with these organisations' programs.

Indigenous Governance

Royal Botanic Gardens Victoria continues ongoing discussions and relationship development with Traditional Owner groups and key relevant agencies. In 2018-19, Royal Botanic Gardens Victoria undertook consultation meetings with the Boon Wurrung Foundation, Bunurong Land Council Aboriginal Corporation, Wurundjeri Tribe Land and Compensation Cultural Heritage Council regarding its Melbourne Gardens Master Plan. It resolved to undertake a voluntary Cultural Heritage Management Plan for the Nature and Science Precinct area.

Royal Botanic Gardens Victoria has committed to embark on a Reflective Reconciliation Action Plan and further discussions with the Traditional Owner groups, which are scheduled to continue in 2019-20.

Learning and Participation

Expansive and vibrant schools programs from early years to tertiary levels were delivered to over 37,000 students this year.

Programs focused on connection to country, plant life and biodiversity, wellbeing in nature, sustainability and developing an enhanced understanding of plant life to foster a sense of wonder, care and curiosity for the natural world.

Programs included excursions to Royal Botanic Gardens Victoria sites, in-school visits by Royal Botanic Gardens Victoria staff as well as a range of student work experience and community outreach opportunities. All programs promoted the principles of a resilient and sustainable future.

Significant highlights across the year were each of the school partnership programs, which Royal Botanic Gardens Victoria developed with St. John's Primary School, Footscray, Carlton North Primary School and St. Joseph's Primary School, Springvale. The programs responded to the particular needs of each school through the Royal Botanic Gardens Victoria lens of nature, sustainability, culture and science. These resulted in new approaches to nature-based learning being adopted within classrooms, the creation of sustainable kitchens, sensory and bushfood gardens within schools, and increased understanding and appreciation of Indigenous perspectives of plants and environment.



Bush Foods at Melbourne Gardens

Early Years

Across Early Childhood learning, Royal Botanic Gardens Victoria continued to offer innovative programming in 2018-19 including bush kinder engagement opportunities, teacher training and the *Balee Koolin Bubup Bush Playgroup* at Cranbourne Gardens as well as the *Little Seeds Gardening Program* at Melbourne Gardens. Combined, these programs engaged more than 1,500 children in 2018-19.

Nature Play Week was again a popular event, held in partnership with the Department of Health and Human Services and the Kids in Nature Network. The event launch at The Ian Potter Foundation Children's Garden attracted over 700 participants.

Inclusive and Environmental Partnerships

Royal Botanic Gardens Victoria launched the three-year Southern Brown Bandicoot Outreach Program, funded through DELWP, with the aim of increasing the community's awareness and understanding of the endangered Southern Brown Bandicoot which resides in the Cranbourne Gardens, and encouraging behaviours that will protect the species into the future. With these objectives, the newly appointed Southern Brown Bandicoot Outreach Officer has begun connecting with partners such as local councils, conservation organisations and land managers to engage the local community including residents, schools and housing developers in a range of bandicoot conservation-related activities.

In October 2018, Royal Botanic Gardens Victoria launched a new partnership with Regis Aged Care, Australia's third largest aged care provider to promote the importance of nature for the wellbeing of senior Australians. The program includes nature focused activities for Regis residents, on-site at 16 metropolitan Melbourne Regis centres as well as at Royal Botanic Gardens Victoria's two sites. A first for both organisations, the partnership is led by the Seniors Program Facilitator and has new seniors' engagement program called *Branch Out*, open to all older Australians.



The Explorer Bus at Cranbourne Gardens

IMPACTFUL ENGAGEMENT: PROMOTING THE WORK OF ROYAL BOTANIC GARDENS VICTORIA

By promoting the scientific research, creative programs and horticultural excellence at Royal Botanic Gardens Victoria, the Development, Marketing and Communications team contributed to expanding the reputation and standing of RBGV throughout F2019. The communications and media team searched out many wonderful stories focused upon the impact of the organisation's work, interviewing many Gardens' visitors, staff, partners, researchers and other collaborators to learn more about RBGV's diverse projects and collecting many friends along the way. Their hard work, and that of others across the organisation, supported RBGV to exceed government and community expectations to an exceptional level of public engagement and relevance.

New corporate partnerships and sponsorships were established this year, including with Major Partner Regis Aged Care and global equipment supplier STIHL. We are proud to have continued our creative association with Melbourne's tableware juggernaut Maxwell and Williams, and to welcome new wine sponsor Katnook Estate for our special fundraising events throughout the year. Due to these great new supporters, the organisation has been able to invest in new public programs and other critical infrastructure needs at both sites. We continue to search out like-minded partners in aid of growing the Gardens' networks and knowledge.



The media launch of the STIHL partnership was featured in the Herald Sun

THIS JOB LEAVES US LAUGHING

BEN CARDWELL

THE leaves might be on the ground rather than on the trees, but the horticulture team at the Royal Botanic Gardens says winter is the perfect time to get even the youngest green thumbs into the garden.

Despite the colder weather, the experts say the secret to a perfect home garden in spring is for Victorians to brave the chill, and get their hands dirty now.

The team of horticulturists are busy themselves, preparing the more than 58ha of botanic gardens for the warmer months.

That hard work continues to pay off, however, as the 174-year-old Melbourne garden attracts more than two million visitors a year.

The gardens have recently partnered with Stihl, which supplies staff with tools to ensure they can keep everything maintained.

Campaigns and Marketing

The Marketing team worked throughout the year to produce more than 12 multi-channel campaigns. Through extensive market research, Royal Botanic Gardens Victoria Visitor Segments were developed to enable the Gardens to understand and effectively target relevant audiences more effectively.

The team established regular school holiday campaigns, which consistently exceeded targets for revenue and visitation. Highlights include the autumn school holidays *Kids Explorer* at Cranbourne Gardens, which was 48 per cent over target and *Nature Play in the Gardens* at Melbourne Gardens, which drew 723 visitors and exceeded target by 106 per cent. Packages for special days such as Father's Day and Mother's Day consistently sold out in advance. The Wellness Campaign drew more than 7,200 new users to the Royal Botanic Gardens Victoria website and helped to exceed ticket sale targets for *Forest Therapy* and *Pleasure Gardens*, positioning the Gardens as a space for health and wellbeing.

Several digital marketing tactics were introduced, including Search Engine Marketing with Google Ads, which delivered 63,600 impressions on Google Search for a successful average click through rate of 4.74 per cent. Email marketing continued to grow throughout the year. The Learning eNews list for teachers grew by 12.7 per cent to 3,419 subscribers and the Gardens eNews list grew by 139 per cent to 14,200 subscribers, with a significant increase resulting from a partnership with Melbourne Festival.

Corporate engagement

The Development team built on the success of 2018 when it added a new ASX listed strategic partner to its corporate partnerships. The Gardens welcomed Regis Aged Care as the organisation's first major partner. This partnership allows the Gardens to become more involved with older Australians by developing nature learning experiences for Regis guests. The first ever Public Seniors' engagement program has been established called *Branch Out*. Royal Botanic Gardens Victoria also welcomed Wine Sponsor Katnook Estate for all fundraising events

Social media

Royal Botanic Gardens Victoria's Instagram and Facebook following grew rapidly throughout the year. Total subscribers on Facebook grew by 46 per cent to 30,800 followers and Instagram grew by 86 per cent to 35,100 followers. The largest increase was seen in the lead up to *Fire Gardens*, when Instagram following grew by 11 per cent in one month.

With a reach of 49,600 people, a video on Facebook of unusual behaviour from *Camponotus* ants at Cranbourne Gardens gained 10,400 engagements and resulted in 1,500 clicks to the related news story on the Royal Botanic Gardens Victoria website. Novak Djokovic made an impact in person and on Facebook, with a post about his visit to the Gardens reaching 37,000 people. Images of Guilfoyle's Volcano were also very popular throughout the year. On Facebook, an aerial shot reached 28,000 people and achieved 4,000 engagements in August 2018. On Instagram, a re-post of the landmark at sunset reached 25,560 people and achieved 3,930 reactions (likes, comments and shares). In January 2019, a photograph of an agave flower at Melbourne Gardens reached 15,200 people and had more than 1,800 reactions. 'Flowering Friday' (posts about orchids) and images of the new Wellbeing Gardens were also very popular. Social media advertising continued to be an effective marketing channel, with more than 878,000 ad impressions delivered over the year.



Communications and Media Engagement

In 2018–19, the Communications and Media team adopted a proactive strategic approach to increase awareness of Royal Botanic Gardens Victoria to a wider audience. By utilising strong media contacts and new partners, the team pitched, unique stories about science, horticulture, learning, tourism and programming, which resulted in 1,252 articles, an increase of 260 per cent from the previous year.

Proactive pitching to the *Australian Open* led to a press conference with men's champion tennis player Novak Djokovic, covered in over 150 press worldwide, a media doorstop with the Hon. Minister Lily D'Ambrosio MP to announce new funding, and a number of live crosses reports, raising awareness of the Gardens to a broader audience.

The Communications and Media team was also involved in the successful *Melbourne Gardens Master Plan* stakeholder consultation, issues management, government advocacy, the *End of Year Tax Appeal*, and the *Climate Change Summit*.

The team supported programming and learning with the launch of *Forest Therapy*, which received national coverage in *The Age*, *Time Out*, *The Herald Sun* and Channel 9's *The Today Show*, while *Bushland* and *Pleasure Gardens* secured extensive ABC radio coverage to promote NAIDOC week. The successful launch of *Branch Out* and *Botanica* also occurred, which led to exposure on Channels 7, 9, 10, and ABC TV news as well as features in *The Herald Sun* and *The Age*.

The Science team was supported via the *Spider Orchid* story, *Purple Pea*, *Candy Spider Orchid*, *Toromiro*, *Darwin specimens*, and promotion of the *Science Seminar Series* to press and on YouTube. Horticulture was supported with the launch of the *Wellbeing Gardens*, which featured on over 60 media channels including three TV stations. There was also the promotion of the *Raising Rarity* and *Care for the Rare* programs and the Red Sand Garden restoration at Cranbourne.

Support of partners has led to higher than agreed media coverage for these organisations including national TV coverage. The team also supported the *Climate Change Alliance* and *Melbourne Gardens Masters Plan* teams to achieve their objectives.

Communication materials were improved with the redesign of supporter newsletter *Flourish*, internal newsletter *Tim Talks* and upgraded public signage.

Cultural Relations with China

In May 2019, the Programming and Audience Development team visited Nanshan Botanical Garden in China as part of an invitation from Nanshan and the Australian Consulate. The beautiful mountain city of Chongqing formed the backdrop at the *Australian Plants and Cultural Festival*, a valuable opportunity to share international knowledge, exchange ideas about learning and program development.

The Royal Botanic Gardens Victoria team was excited to explore the beautiful gardens, share culture, unite and promote new approaches to biodiversity conservation in an Australian context. The team delivered workshops to local schoolchildren and families and led a professional development session for over 200 local environment and cultural organisations.

Royal Botanic Gardens Victoria benefited at the festival from significant exposure via billboards, speech presentations, learning activities and a large replica of Cranbourne Garden's Red Sand Garden and Temple of the Winds, brought together for the first time.

Royal Botanic Gardens Victoria will continue to celebrate our engagement with China through the introduction of new multilingual plant labels in the Southern China Collection at Melbourne Gardens.

Table 11: Overview of specific actions and performance measures 2018–19

Action	2018–19 specific actions	Overall progress against deliverables and performance measures 2018–19
Long-term Strategy 2.1: More people knowing about Royal Botanic Gardens Victoria and visiting it, taking home the key messages and vision		
2.1.3	Organisational structure and resources aligned to meet objectives of new Engagement and Impact Plan by 30 June 2019	<p>New structure implemented</p> <p>New online booking solution implemented across both Gardens and yielding higher bookings</p> <p>Enquiries for tourism and volunteer programs increased</p> <p>Corporate engagement targets met, with two new corporate partners</p> <p>2018–19 targets met for increased visitation and participation</p> <p>Increased attendance in tours and experiences by 35% over 2017–18.</p>
Long-term Strategy 2.2: Creating more opportunities for people to encounter our plants and landscapes		
2.2.2	Scope and implement appropriate commercial and tourism development programs by 30 June 2018	<p>Research and benchmarking completed</p> <p>New Aboriginal tourism product being scoped for Cranbourne Gardens</p> <p>New Bush Food Experience Aboriginal tourism product created with William Angliss Institute and Charcoal Lane Social Enterprise restaurant</p> <p>Regis Aged Care Partnership allows for development of outreach program to Regis Centres and new public program, <i>Branch Out</i>, for older Victorians</p> <p>Business and Product Development Working Group has formed to develop and test business cases for new commercial investment.</p>
	Develop and implement a Visitor Experience and Tourism Plan to increase revenue and raise Royal Botanic Gardens Victoria’s brand profile as an inclusive tourist destination	<p>Visitor Experience and Tourism Plan 2018–19 implemented</p> <p>Attendance at Australian Tourism Exchange 2019 yielded new contracts</p> <p>Disabled Access Key developed for both sites and available via our website and as a hard copy</p> <p>Digital App and Audio Tour in Mandarin currently in development</p> <p>Royal Botanic Gardens Victoria continued to provide leadership in the growing tourism sector southeast of Melbourne with the Executive Director Cranbourne Gardens becoming Deputy Chair of the newly formed Tourism Board, Casey Cardinia Visitor Economy (CCVE)</p> <p>Visitor Experience and Tourism Plan records revenue growth (29% increase across all tours).</p>
	Develop and implement a Programming Plan to increase participation and deepen engagement	<p>Programming Plan 2018–19 implemented</p> <p>Programming Plan meets forecast participation targets (129,000 participants).</p>
	Increase investment in and focus on Aboriginal culture, representation and employment opportunities through new programs, partnerships and site interpretation	<p>Aboriginal community is being actively engaged and consulted at both sites</p> <p>One new Indigenous program created at Melbourne Gardens</p> <p>Two new Indigenous specific roles created and recruited in Programming Team</p> <p>Large scale NAIDOC event at Cranbourne Gardens with deep community collaboration and engagement</p> <p>Reconciliation Action Plan in early stages, with significant consultation across three Traditional Owner groups</p>
Long-term Strategy 2.5: Actively promoting plant happenings and discoveries		
2.5.1	Develop and implement the Virtual Botanic Garden with aligned Digital Strategy to provide improved access to Royal Botanic Gardens Victoria’s plant-related database information by 30 June 2019	Marketing, Media and Communications Plan 2018–19 implemented.

3: Creating Special Places

OUR COMMITMENT

When people connect more deeply with plants and special places like public gardens, lives are improved.
Corporate Plan 2014–2019



Smoking Ceremony on Oak Lawn

YEAR IN REVIEW

This has been an exceptional year for unique and innovative projects and partnerships at both Melbourne and Cranbourne Gardens, allowing visitors new perspectives and opportunities to engage with nature.

With generous support from committed donors, the completion of three new Wellbeing Gardens in Fern Gully (The Moss Garden, The Bird's Nest and The Grotto) at Melbourne Gardens was very well received by visitors, as was the restored Fern Gully Rest House.

At Cranbourne Gardens, the Red Sand Garden was completely renovated and replanted due to a collaborative team effort between horticulturalists, infrastructure staff, students and volunteers. The growing conditions in targeted areas of the Australian Garden were analysed and improved, with new plants established with the aim of increasing plant diversity in the display, along with upgrading sections of the path network.

Teams at both Gardens continued to build important partnerships and networks. Several educational trips were undertaken to other botanic organisations and in December both Gardens successfully hosted the inaugural *Climate Change Summit*. This alliance is now emerging into a global partnership as the *Climate Change Alliance of Botanic Gardens* (CCABG) with a focus on action-based outcomes to develop climate ready gardens for the future. Royal Botanic Gardens Victoria continues to lead the *Care for the Rare* project with Botanic Gardens Australia and New Zealand (BGANZ), which aims to establish plant conservation collections across several Victorian regional botanic gardens.



Brilliant Sun-orchid (*Thelymitra mackibbinii*)

KEY ACHIEVEMENTS

Construction of three new Wellbeing Gardens

Propagation of 17,000 plants for Australian Garden precincts at Cranbourne Gardens

Renovation and replanting of the Red Sand Garden

Hosted 13 global botanic organisations at the inaugural *Climate Change Summit* to initiate and support a *Climate Change Alliance of Botanic Gardens*

Installation of 30 hectares of ecological fencing to protect native plants from animals, biodiversity threats and vehicle traffic

150 tonnes of plant material harvested from the lake to improve water quality and support a healthy water system

Largest tree removal in the Gardens' history, *Hesperocyparis macrocarpa*, after storm damage (removal involved six days of climbing and two days of crane work by the arboriculture team)

Development of the Australian Garden living plant collection with the addition of over 200 species

Upgrade of 500 m² of paths and 200 m of kerb, and reconstruction of boathouse deck for *Fire Gardens*

The Nursery supported Plant Science research by managing over 80 individual species for scientific study and propagated 400 *Discaria nitida* for conservation purposes for DELWP

Completion of conservation collection plans for six regional botanic gardens and commenced plant production for the *Care for the Rare* project

Major infrastructure projects completed including 5,700 m² of roadworks and 790 m² of Australian Garden path upgrades

Continued growth and maintenance of 25 representatives of the only five remaining populations of *Olearia passerinoides subsp glutescens* until 2025

Continued maintenance and development of *ex-situ* terrestrial orchid collection

Translocation of *Diuris fragrantissima* in Sunshine (in collaboration with DELWP and the Australian Native Orchid Society)

5,690 m² of roads within Melbourne Gardens were upgraded with asphalt overlay.



Nature and Science Precinct

In January 2019, Royal Botanic Gardens Victoria received a commitment of \$5 million from the Victorian Government, through the Minister for Energy, Environment and Climate Change and Minister for Solar Homes The Hon. Lily D'Ambrosio MP, to support a major feasibility study for our vision for a Nature and Science Precinct at Melbourne Gardens.

The Nature and Science Precinct is currently undergoing scoping and initial design at this stage but were it to be realised would include redevelopment of the National Herbarium of Victoria into a state-of-the-art home for the extraordinary treasures of the State Botanical Collection. The Herbarium collections would be protected securely in an underground vault, while creating opportunities to reveal the stories behind these treasures to the general public for the very first time.

Visitors would be able to access public parts of the collection, as well as our rich botanical library and much-loved plant identification service. The original 1934 building would be fully restored, a new Visitor Centre and Nature Gallery created, and contemporary scientific research labs built.

The Precinct would include a new Learning and Participation Centre with a refreshed Children's Garden, providing new opportunities to engage

local communities with food and urban horticulture, photography and cookery classes, ethnobotany, ethnoastronomy and much more. In addition, preparations for the return of the iconic Great Melbourne Telescope to Melbourne Observatory are well advanced and will be part of the broader precinct.

The feasibility study will establish the scope and design for Stage 1 of the new Nature and Science Precinct and will conclude in November 2019.

Progress so far:

Royal Botanic Gardens Victoria has appointed John Wardle Architects to design the built form elements of the Nature and Science Precinct. This award-winning architecture firm is well known and respected throughout the world for its inspirational and iconic designs. Kerstin Thompson Architects was appointed to develop an innovative new staff accommodation facility, to address the future of work and unique workforce at the Gardens.

We have completed research into the motivations of our current visitors to gain greater insight into reasons to visit.

The Melbourne Gardens Master Plan 2019–2039 public consultation phase is now complete. The team is finalising the plan, which will guide the Gardens landscape development for the next 20 years.

Melbourne Gardens Master Plan

In June 2019 the Board approved the Melbourne Gardens Master Plan 2019–2039. This Master Plan will carefully guide change over the next 20 years against a backdrop of a warming climate, and toward increased recognition of Aboriginal cultural values and improved protection for the State Botanical Collection.

The Master Plan provides a vision for Melbourne Gardens and Melbourne Observatory and is a continuation of our long and successful stewardship of the site.



HIGH QUALITY LANDSCAPES

New special places

Due to supporter donations, the Horticulture and Landscaping Project teams were able to complete three new Wellbeing Gardens in Fern Gully. The team also commenced planning and site preparation for the new Arid Garden precinct, removing cacti for storage and propagation, redeveloping the Sensory Garden, taking climate suited plant inventory, preparation for the Tecoma Bed upgrade, and completion of redevelopment of the Guilfoyle Line Bed and rockery.

The Living Collections Strategy

The final draft of the Melbourne Gardens Living Collections Strategy (LCS) was completed by 30 June 2019 and will guide development of the living collections over the next 20 years. Key topics in the LCS include consideration of the future climate, its associated selection of collections, better alignment with global and national plant biodiversity targets, a methodology for collection evaluation and other tools for improved management of the living collections. Based on an assessment via Botanic Gardens Conservation International's Plant Search, Melbourne Gardens is ranked 35th in the world for taxa diversity, and 50th and 58th in the world for threatened and unique taxa respectively. It is also in the top 5 per cent for all these categories across 1,150 botanic gardens worldwide.

Work continues to support plant selection under climate change. Additional climate risk assessments for approximately 2,000 new taxa and 12,000 rare and threatened taxa are being incorporated within the Living Collections Database to support living collections and landscape development.



Renovation of the Red Sand Garden

IMPORTANT NETWORKS

BGANZ

Royal Botanic Gardens Victoria actively supports the botanic gardens sector through leadership roles with Botanic Gardens of Australia and New Zealand Inc (BGANZ). Staff hold the positions of BGANZ Victoria Convenor, BGANZ Victoria Secretary and Committee Members, Victorian representative to BGANZ Council alongside chairing several working groups and leading collaborative projects.

Care for the Rare

Royal Botanic Gardens Victoria has recently secured funding from the Helen McPherson Smith Trust to pilot an exciting plant conservation initiative called *Care for the Rare*, which aims to establish a multi-site conservation collection of Victorian rare and threatened species at several regional botanic gardens across the State. The emphasis of these conservation collections is on threatened species from Victorian bioregions that are near participating regional botanic gardens. By curating Victoria's rare and threatened plants in curated collections across the State, the plants are better protected against extinction. The importance of plant conservation and the role of botanic gardens in such an endeavour can be showcased to all visitors.

The first round of the program involves site visits to six botanic gardens, and discussions with curators, managers and volunteers. Conservation Collection Plans have been completed for each participating garden. Plant production has commenced at the Cranbourne Gardens nursery, with material to be distributed to participating gardens in 2020.

The first gardens to participate are:

Australian Botanic Gardens Shepparton (Greater Shepparton Shire)

Ballarat Botanical Gardens (City of Ballarat)

Colac Botanical Gardens (Colac Otway Shire)

Dandenong Ranges Botanic Gardens (Parks Victoria)

Sale Botanic Garden (Shire of Wellington)

Wilson Botanic Park (City of Casey).



The delegates at the Climate Change Summit

Climate Change Alliance of Botanic Gardens (CCABG)

Royal Botanic Gardens Victoria hosted the inaugural Botanic Gardens *Climate Change Summit* from 3–6 December 2018. Ten botanical organisations from around the world, as well as three peak botanic gardens industry bodies —Botanic Gardens Conservation International, the International Association of Botanic Gardens, and Botanic Gardens Australia and New Zealand—attended the Summit. Two teams, Engagement and Impact, and Melbourne Gardens, led the design and implementation of the Summit with vital input from Cranbourne Gardens, Corporate and Science, which made it a whole of organisation event.

Founding partners of the CCABG are:

- Beijing Botanic Garden, China — Dr Ling Guo and Dr Ran He

- Botanic Gardens Australia and New Zealand — Paul Tracy

- Botanic Garden Conservation International (BGCI) — Dr Paul Smith

- Buenos Aires Botanic Garden, Argentina — Professor Graciela Barreiro

- City of Melbourne - Urban Forest and Green Infrastructure — Ian Shears

- Eden Project International, England — David Harland and Mike Petty

- Jerusalem Botanic Garden, Israel — Tom Amit

- Morton Arboretum, USA — Dr Nicole Cavender

- Nanshan Botanic Garden, China — Dr Anna Quan

- Royal Botanic Gardens CSIC Madrid, Spain — Professor Esteban Manrique Reol

- Royal Botanic Gardens Victoria, Australia — Professor Tim Entwisle

- South African National Biodiversity Institute (SANBI), South Africa — Dr Moshibudi Rampedi

- University of California Arboretum, USA — Mary Burke.

Since the Summit, 13 members of the Association of Iberian-Macaronesian (Spanish) Botanic Gardens have registered interest in membership. There have also been expressions of interest from the Royal Botanic Gardens Jordan, and botanic gardens in Argentina and North America.

The vision for the CCABG is to recruit members locally, nationally and internationally, with workshops and presentations planned for BGANZ Victoria, and the BGANZ Congress in Wellington later in 2019.

Horticultural Learning and Excellence

As part of a professional exchange agreement between the Royal Botanic Gardens Victoria and the National Parks Board Singapore, Dermot Molloy, Horticulturist at the Melbourne Gardens Nursery, was able to spend a month in Singapore working at Singapore Botanic Gardens (SBG). This exchange gave Molloy the opportunity to observe different management practices, various methods of propagation, potting, plant pest and disease management and gain a valuable understanding of Orchid culture through hands-on work with experts. He was also able to share his own expertise in propagation with SBG. This opportunity was funded by Meg Bentley.

In April, Horticulturist Bret Pritchard travelled to Arizona and California on a Friends scholarship to undertake research, professional development and networking in support to develop the new Arid Precinct in Melbourne Gardens. Pritchard visited some remarkable places and vast landscapes including Joshua Tree National Park, Moorten Botanical Gardens in Palm Springs and Desert Botanical Gardens in Phoenix.

Due to funding from the Portland Foundation, Melbourne Gardens Horticulturists Therese Turner and Gemma Cotterell participated in a successful Queensland High Peak Collecting trip with Warren Worboys from Cranbourne Gardens. This four-day trip in late April resulted in more than 30 plant species propagated for Royal Botanic Gardens Victoria living collections and provided important networking opportunities for future collecting trips. This objective from our Landscape Succession Strategy to increase wild collected taxa for our living collections.

COMPLETING CRANBOURNE

Significant progress has been made to improve access to the Cranbourne Gardens. Royal Botanic Gardens Victoria has provided significant design and technical input to the City of Casey concerning a major roundabout treatment on the South Gippsland Highway. This roundabout will serve as a 'gateway' to the Cranbourne Gardens and importantly increase awareness of the Gardens to passing traffic.

To improve road quality to the western entrance, partial sealing of Ballarto Road has been undertaken. Royal Botanic Gardens Victoria and City of Casey have allocated funds for its completion due later in 2019.

Infrastructure Management

Major Infrastructure management projects have been undertaken at Cranbourne Gardens including extensive road and path repairs.

An asphalt overlay has replaced 850 m² of badly damaged road along Stringybark Drive. Two sections of Philip Moors Drive, a total of 4,840 m², were resealed leaving the area from the front gate to Stringybark Drive to be completed (3,800 m²).

Australian Garden Path upgrade

Five areas of path within the Australian Garden were upgraded to concrete walkways. These included: front of the Visitor Centre, Bus Stop 1, Source Pool Path, Diversity Garden and the Water Saving Garden. A total of over 790 m² of path was upgraded.

An ageing and unsafe viewing platform in the conservation zone was removed and replaced with a new recycled plastic platform, which has made this area safer for wildlife. The Box Garden Bridge in the Australian Garden was reinforced and timbers were replaced with sustainable Australian hardwood.

Landscapes

Cranbourne Gardens engaged Perry Lethlean from Australian landscape architecture company TCL to review specific Australian Garden precincts. The review identified that the majority of the Australian Garden precincts were performing well against design, horticultural and visitor objectives. Consequently, the focus has shifted to review The Ian Potter Lakeside Precinct, Stringybark Garden and Arid Garden.

A detailed design has been completed to replace the use of potable water with recycled water (from the Eastern Treatment Plant at Carrum Downs) to irrigate the Australian Garden. Construction of project infrastructure is expected to be completed at the end of the 2019–20 financial year.

Ecological Management

The installation of 30 hectares of ecological fencing through selected areas of the conservation zone has commenced and is due for completion in late 2019. The aim of the ecological fencing is to manage the effects of native mammal browsing on indigenous vegetation and encourage natural regeneration. A detailed assessment to mitigate biodiversity threats and impacts of vehicle traffic and wildlife has been completed. Initiatives and works will commence in 2019–20.

Enhancing the Australian Garden

The Red Sand Garden renovation was completed. Works included the complete replacement of soil in the north line and circle beds, replacement of mulches, re-grooming the Red Sand Garden surface and re-colouring the lunettes. Planting occurred with support received from Cranbourne Friends, Chisholm students and Garden Ambassador volunteers.

Cranbourne Masterplan

The Cranbourne Gardens Masterplan identifies opportunities to place an increased emphasis on the utilisation, conservation and display of a range of south-eastern mainland Australian flora within the Australian Garden living collections. The number of south-eastern Australian taxa in the Australian Garden collections has increased with the addition of over 200 species of wild collected plants. Field collections were taken at sites including the Grampians, Anglesea Heathlands, Ironbark Basin, Mt Hotham (and the alps more generally), Mt Baw, Mt Buffalo, Feathertop, Wyperfeld, Hattah Lakes, Calperum Station, Ned's Corner Station and a number of smaller reserves in north-west Victoria.

The development of Curatorial Management Plans (CMPs) for each precinct in the Australian Garden took a multi-disciplinary approach to plant selection incorporating design, organisational, educational, interpretive, horticultural, conservation and research objectives for the Australian Garden.

The Australian Garden was established on the footprint of a former sand extraction site, consisting of highly modified and highly variable sub-surface sands, causing growing issues in some areas. Consequently, Cranbourne Gardens has implemented a program of site inspections to improve acidity, organic matter, nutrient levels, and water management. In trial treatment areas, soil organic matter has been incorporated and soils have been treated with agricultural lime to address pH concerns. Across the garden, organic mulches have been changed to a much courser material. Initial results have shown improvement to the soil.

Interpretation Master Plans are currently in early stage development for both Melbourne and Cranbourne Gardens.

Table 12: Overview of specific actions and performance measures 2018–19

Action	2018–19 specific actions	Overall progress against deliverables and performance measures 2018–19
Long-term Strategy 3.2: Contributing to botanic gardens capacity building projects around the world		
	Contribute to success of national and international networks such as BGANZ Council, BGANZ Vic, Botanic Gardens Engagement Network (BGEN) and Botanic Gardens Records Officer Network forums	Contributed to development of new Global Strategy for Plant Conservation and the success of the International Association for Botanic Gardens Actively participated on the BGANZ council, State executive group and national working groups, and achieved tangible outcomes in and for Victoria.
Long-term Strategy 3.3: Completing the Cranbourne Gardens picture		
	Implement Cranbourne Gardens Master Plan 2016–2026	Completed a feasibility study and developed a strategy to supplement lack of public transport Worked with City of Casey on design and funding for landscaped gateway treatment at corner of Ballarto Road and South Gippsland Highway New entrance signage installed for Cranbourne Gardens at Main Entry New VicRoads road signage installed for both Cranbourne Gardens' entrances Private giving prospects identified and approached to contribute to development of Cranbourne Gardens Master Plan initiatives New interpretation installed for remnant vegetation, Southern Brown Bandicoot, and other rare species.
Long-term Strategy 3.4: Developing the Melbourne Gardens site		
3.4.1	Confirm and complete future requirements for the new Herbarium by 30 June 2015 and seek funding to commence works by 1 July 2018	Business Case for Nature and Science Precinct submitted in accordance with DELWP timeline.
3.4.2	Prepare the site concept plan by 31 March 2015, which will guide the development of major structural elements as the first step in completing the new 20-year review of the Melbourne Gardens Master Plan by 31 December 2018	Community consultation for Melbourne Gardens Master Plan successfully completed and stakeholder relationships effectively managed.
3.4.3	Develop concept plans for the new 'Engaging Science Precinct' (now 'Nature and Science Precinct'), including the new Herbarium and Nature Learning Centre, Great Melbourne Telescope and Observatory, as well as broader historical and contemporary science functions by 30 June 2018	Nature and Science Precinct Conceptual Building Master Plan with functional requirements completed Great Melbourne Telescope (GMT) House rising damp issues resolved GMT negotiations with Museum Victoria reach a successful conclusion GMT House retractable roof repaired and restored to functional capacity Further fundraising successful for GMT House restoration in collaboration with Museum Victoria.
Long-term Strategy 3.6: Landscapes, living collections and horticulture all of high quality and shared widely		
3.6.2	Create new Fern Gully landscape at Melbourne Gardens by 30 June 2019	Health and Wellbeing Gardens constructed.
3.6.3	Create new Arid Garden at Melbourne Gardens to demonstrate garden alternatives in a dry climate by 30 June 2019	Tecoma Pavilion conservation management plan prepared Precinct pathways upgraded Arid Garden design and documentation completed Permanent Seat installed Tecoma Pavilion undergoing restoration.

4: Towards a Sustainable Future

OUR COMMITMENT

We will demonstrate sustainable and environmentally responsible practices, living up to our values and build capacity to achieve our vision and mission. Corporate Plan 2014–2019



Match Stick Bromeliad (*Aechmea gamosepala*)

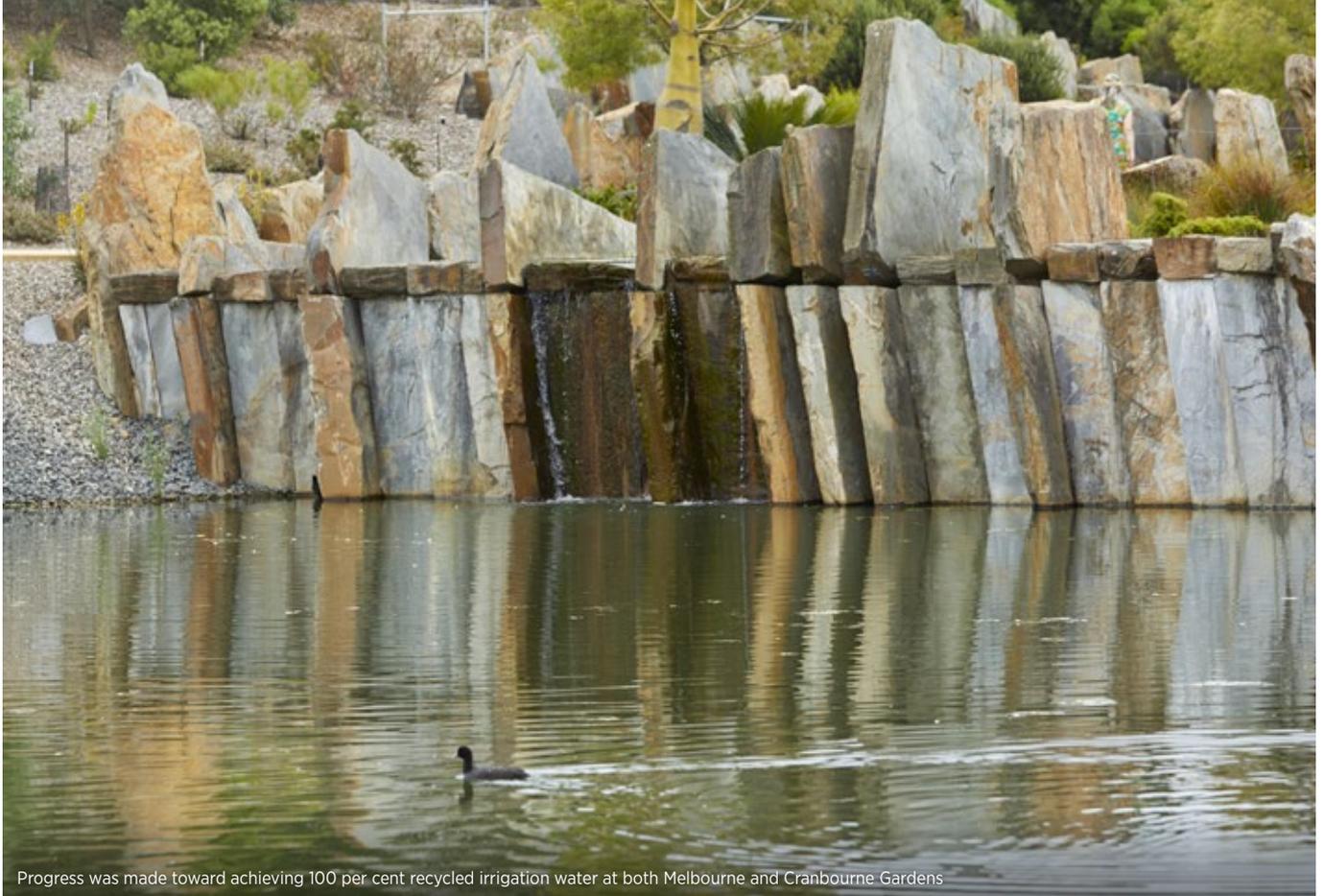
YEAR IN REVIEW

The \$27 million funding package from the State Government in June 2018 has supported projects throughout 2018–19 that will transform Royal Botanic Gardens Victoria for increased social and scientific impact. Improvements in accessibility, public safety and inclusive programs have been made providing new channels for our 2.3 million visitors to engage with our Gardens.

Year one of an integrated Business Development and Tourism strategy was rolled out. The strategy focused on Royal Botanic Gardens Victoria's re-engagement with the tourism sector and growth in utilisation of our unique tourism product, as well as development of strategic corporate partnerships that benefit the work of the Royal Botanic Gardens Victoria.

In February 2019, the retail function moved from the Corporate Division to Engagement and Impact Division. This was proposed in the organisational restructure, bringing it closer to the organisation's other business development and visitor experience/ tourism activity. Product development and retail strategy functions are managed by Development, Marketing and Communications, collaborating closely with the Visitor Experience, Access and Tourism team to manage retail operations.

Royal Botanic Gardens Victoria's fundraising successfully secured support for programs and projects across our engagement pillars of nature, culture and science. Our generous donors have supported three Wellbeing Gardens which resulted in the creation of a Sensory Garden to complete the transformation of Fern Gully at Melbourne Gardens along with gifts to our learning programs, Foreign Collection, Cranbourne Gardens and landscape projects across our two Gardens. The Ian Potter Foundation has provided funding for the *Genomes of Australian Plants* project led by the National Herbarium of Victoria and Helen MacPherson Smith Trust has provided an impact grant to support *Care for the Rare*, a program helping regional botanic gardens to create conservation collections of rare and threatened Victorian species.



Progress was made toward achieving 100 per cent recycled irrigation water at both Melbourne and Cranbourne Gardens

KEY ACHIEVEMENTS

During 2018–19, the development team raised over \$2 million for key Royal Botanic Gardens Victoria programs and projects.

The Tax Time Appeal ended 66 per cent ahead of target, providing much-needed support for the Victorian Conservation Seedbank.

Individual donors supported four skilled roles contributing to curate and maintain database records of the Foreign Collection within the State Botanical Collection.

The Royal Botanic Gardens Foundation Victoria generously supported Royal Botanic Gardens Victoria from its annual corpus distributions.

The grants were provided to the following projects:

Revealing the secrets of the Foreign Collection (Year 3 of 3)

VicFlora – digitising Victoria’s plant identification guide (Year 3 of 3)

New programming initiatives and market research (Year 1 of 1).

Science grant from The Ian Potter Foundation to support the Genomes of Australian Plants project led by the National Herbarium of Victoria

The Helen Macpherson Smith Trust supported the *Landscape Succession Planning and Biodiversity Conservation in Victoria’s city and regional Botanic Garden Network* project

Gifts from the Betty Amsden Foundation, The Stuart Leslie Foundation and the Schapper Family Foundation will support Royal Botanic Gardens Victoria across our landscape development and public engagement work.



Recycled building timber mulch in use at Cranbourne Gardens.

IMPACT SNAPSHOT: TRANSFORMING VICTORIA'S GARDENS

Royal Botanic Gardens Victoria has met significant milestones and achieved great impact from the \$27 million funding package announced by the Department of Environment, Land, Water and Planning in June 2018. Public accessibility and safety has already been greatly improved, landscapes at both iconic gardens have been refurbished and refreshed, important renovations undertaken, and new opportunities have been created for deeper engagement with nature and science.

SUSTAINABLE RESOURCE MANAGEMENT

100 per cent Recycled Irrigation Water

Substantial progress was made towards achieving 100 per cent recycled irrigation water at both Melbourne Gardens and Cranbourne Gardens.

The design for the Cranbourne Gardens Recycled Water Initiative Project has been completed. An alternative stormwater option was examined and, after consideration, not progressed. The permitting and procurement phase of the project will commence in 2019-20.

At Melbourne Gardens, the 100 per cent recycled water project was approved to proceed to the next phase by the Department of Environment, Land, Water and Planning. Royal Botanic Gardens Victoria will consult with the Birrarung Council in early 2019-20 prior to re-commencing the system design.

Melbourne Gardens Landscape Water Management

As of 30 June 2019, 39 megalitres of harvested stormwater was applied to the landscape. Of the total amount of water (155 ML) that was used for landscape irrigation, 25 per cent was sourced from stormwater. If equated to the value of potable-sourced water, the stormwater volume provided \$121,000 worth of savings. Lower than average rainfall of 433 mm for the period (compared to 526 mm in 2017-18) reduced expected stormwater harvest and increased irrigation demand.

Environmental Resource Management

Royal Botanic Gardens Victoria is committed to sustainable resource management. The Environmental Stewardship Policy, underpinned by a commitment to biodiversity, ecology, community engagement and the maintenance of its landscapes, is central to its environmental management. Ecologically sustainable development principles were applied in the planning and development of major projects, making Royal Botanic Gardens Victoria a recognised leader in water management for large landscapes. Waste minimisation and management programs are in place at both sites.

Melbourne Gardens irrigation water sources

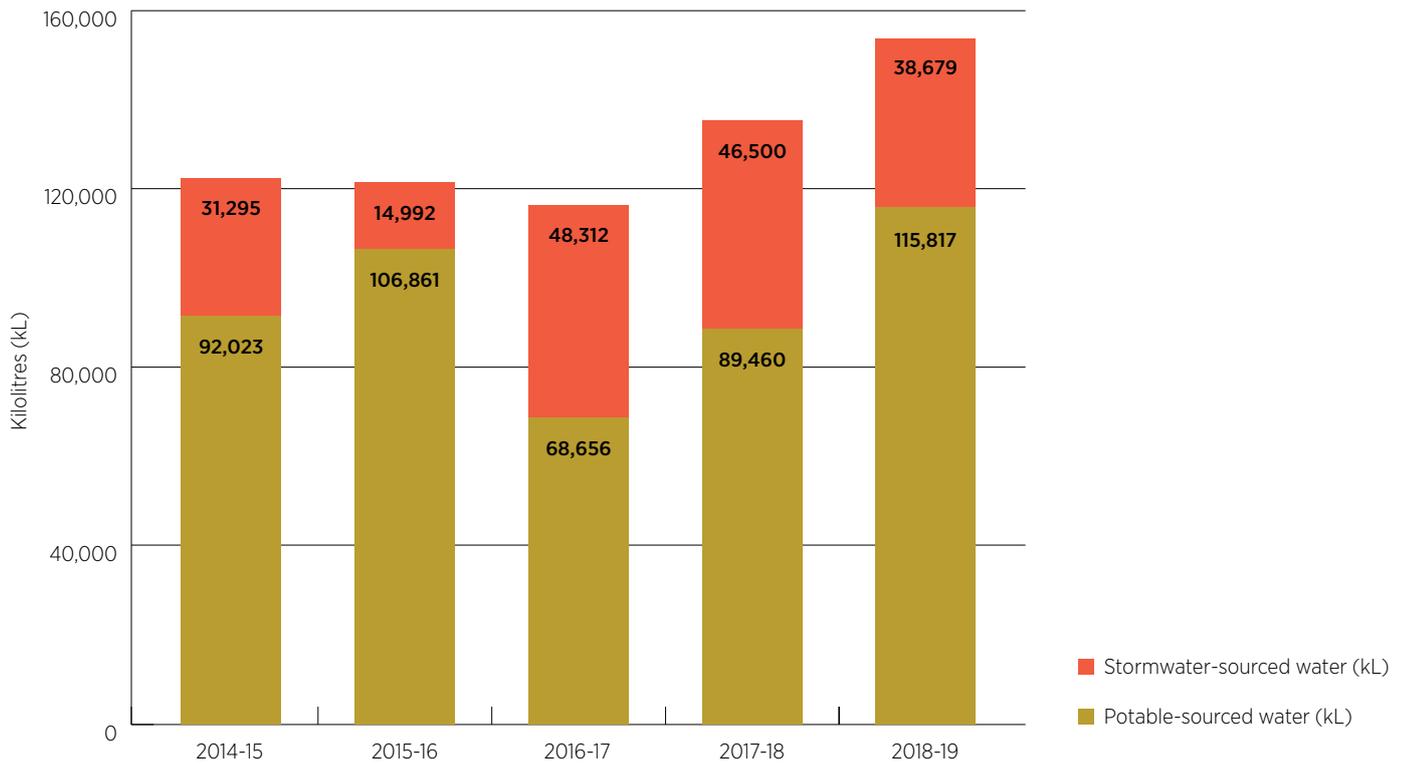


Figure 1: Melbourne Gardens irrigation water sources

Lower than average rainfall over the last few years has seen increased need for irrigation. This highlights the increasing need for the sustainable irrigation water project which aims to bring 100% non-potable water to both Gardens.

Table 12: Annual waste management

Waste Processing (to recycling, landfill and mulching)	Cranbourne Gardens	Melbourne Gardens
Co-mingled waste (recycling)	7.86 tonnes (estimate)	15.9 tonnes
Cardboard and paper (recycling)	2.77 tonnes	3.44 tonnes
Public waste (to landfill)	2.53 tonnes	45.9 tonnes
General office and garden waste (to landfill)	4.55 tonnes general office 6.42 nursery soil and green waste	45.3 tonnes
Green waste (converted to mulch)	250 m ³ *	1,600 m ³

*Please note that this amount will be mulched once enough green waste has been stockpiled.

Table 13: Annual energy use

Usage	Cranbourne Gardens	Melbourne Gardens
Electricity consumption (kilowatt hours - kWh)	429,765 kWh	792,598 kWh
Gas consumption (mega joules)	9,808 litres of Liquid Petroleum Gas (LPG). Cranbourne Gardens does not have natural gas.	5,856,797 MJ



A Red and Blue Damselfly (*Xanthagrion erythroneurum*) in Melbourne Gardens

Working Wetlands

In comparison with 2017-18, there was a 42 per cent increase in pumping energy use during 2018-19 for Working Wetlands' re-circulation pumps, water treatment facilities and irrigation pump stations. This was attributed to the increased need to re-circulate lake water to manage and

mitigate the negative impact from the blue-green algae outbreak in summer. Energy generated from the photo voltaic (PV) system was slightly 4 per cent less in 2018-19 compared with 2017-18. The grid electricity use offset is 60 per cent for 2018-19.

Table 14 Working Wetlands energy metrics Period WW Grid electricity use (MWh)

Period	WW Grid electricity use (MWh)	Photovoltaic generation (MWh)	Grid Electricity Offset
2015-16	105	70	66%
2016-17	78	66	85%
2017-18	91	81	89%
2018-19	129	78	60%

IMPLEMENTATION OF INFORMATION AND COMMUNICATION TECHNOLOGY STRATEGY

Update on new booking system

In January 2019, the Visitor Experience team transferred the online booking system to Bokun, which has been integrated into the Royal Botanic Gardens Victoria website. This initiative has made the customer journey seamless by providing a quick and convenient booking process. There has been a continuous

increase in online bookings for the last couple of years, as people were able to use the flexibility of the system to book outside normal trading hours. The system was also beneficial to international guests who could use the system from their own time zone. Whilst more improvements to bookings infrastructure continues behind the scenes, Bokun allows the Gardens

access to an international network of operators and markets. The team is now able to spend more time interacting face-to-face with our visitors and providing exemplary customer service every day of the year.



Bianca Carnovale, Supervisor Visitor Experience (Cranbourne Gardens)

REVENUE RAISING AGREEMENTS

Leasing, licencing and retail operations

Several income-generating agreements were established including licenced and branded merchandise available throughout the Gardens' shops and other retail outlets, leasing and licencing agreements with the cafe, function and venue hire, Punting on the Lake, and outdoor cinema operators. With a focus on engaging new markets, retail products have been sourced to reflect Melbourne culture. New ranges were introduced to explore sustainable living, indoor gardening, bushfoods and local ceramics. Product development has supported this new direction with ranges taking inspiration from reinvigorated spaces in the Gardens, such as Fern Gully, and working with an acclaimed Melbourne artist and illustrator, Marc Martin, to design exclusive artwork for a range to be released in 2019-20. Continuing the strong licencing agreements with Maxwell & Williams and Designer Boys, new botanical-inspired ranges are being developed for release in 2020 with a focus on native Australian plants.

DEVELOPING A SUSTAINABLE ORGANISATION

Fundraising and Development

During 2018-19, the Development team raised over \$2 million for key Royal Botanic Gardens Victoria programs and projects, including major gifts for a project to reveal the hidden secrets of the Foreign Collection, the creation of a Sensory Garden, the refurbishment of the Nareeb Gates and Tecoma Pavilion, the relocation of the Lake View Rest House and redevelopment of the Arid Garden. In addition, support was secured for learning programs, public participation events and landscape initiatives across Cranbourne and Melbourne Gardens.

The Director's Circle remains an impactful annual giving channel for Royal Botanic Gardens Victoria, with Director's Circle gifts supporting a range of projects across the organisation. This year Royal Botanic Gardens Victoria realigned the Director's Circle to focus on the impact of donor gifts and refreshed the visual identity of giving channel. Director's Circle events continue to attract strong attendance and are an important way for the Foundation and Royal Botanic Gardens Victoria to acknowledge donors and highlight the critical role they play in assisting the organisation to realise its vision.

Business Development increased this year after the establishment of the Business Development and Tourism Strategy. Tools were implemented to assess suitability of all business partnerships and ensure strong alignment to the values and mission of Royal Botanic Gardens Victoria. We built a framework for corporate partnerships support at Royal Botanic Gardens Victoria and secured our first Major Partnership with Regis Aged Care.



Table 15: Overview of specific actions and performance measures

Action	2018–19 Specific actions	Overall progress against deliverables and performance measures 2018–19
Long-term Strategy 4.1: Developing an organisational structure and culture to meet our vision		
4.1.1	Review our support organisations and stakeholder groups to maximise their contribution to our vision by 30 June 2018	Executive and Board review of key stakeholder relationships completed.
4.1.2	Review organisational structures to best deliver the Corporate Plan objectives, and to fulfil our new vision and mission by 30 June 2018	Decision-making and implementation of Final Structure completed Culture Journey Project delivered improvements to internal culture and performance Retail function successfully migrated to Engagement and Impact Division.
Long-term Strategy 4.2: Creating sustainable landscapes		
4.2.2	Achieve 100% recycled water for irrigation on both sites by 30 June 2021	Continuation of Melbourne Gardens non-potable Irrigation Water Project confirmed Cranbourne Gardens Recycled Irrigation Water Project at 75% completion.
	Melbourne Gardens' irrigation communication and electrical cables upgrade and replacement by 30 June 2020	Project scoped and documented Tenders received and price and scope confirmed.
4.2.3	Implement key priorities of the Melbourne Gardens' Landscape Succession Plan by 30 June 2019	<i>Climate Change Summit</i> hosted at Melbourne Gardens 20-year Strategic Tree Plan completed.

Action	2018-19 Specific actions	Overall progress against deliverables and performance measures 2018-19
Long-term Strategy 4.3: Developing a sustainable business		
4.3.1	Implement the Information and Communication Technology (ICT) Strategy and subsequently review it by 30 June 2019	EDRMS (Records Management System) implemented and relevant staff training completed Mobile Device Management system will be rolled-out with the Microsoft 365 suite by September 2019 Victorian Protective Data Security Framework report completed by 31 July 2018 Current online booking system replaced Cabling completed in Works Yard in preparation for PABX replacement.
4.3.2	Seek to address shortcomings in Royal Botanic Gardens Victoria resourcing through a Transforming Victoria's Royal Botanic Gardens bid by 30 June 2018	\$27 million funding package secured from Victorian State Government.
	Invest in social impact evaluation and 'Nature for Health' research to support philanthropic and government lobbying efforts	Framework for evaluating success of Engagement and Impact activity established and early data collection training continues.
	Scope appropriate commercial and tourism development cases	Appropriate new partnerships established with Tourism and Visitor Economy sector Appropriate new revenue-raising projects identified 2018-19 targets met for increased visitation and participation (2.3 million visitors overall), increase in occupancy rates for tours (by 66% across all tours) and earned/contributed revenue (53% increase).
	Leverage impact data and new value proposition to secure uplift in philanthropic, corporate and earned revenue	Fundraising and Business Development Plans implemented New relationships and prospects established and actively leveraged. Integrated Marketing and Communications Plan implemented. Targets were met for increased Corporate engagement. Framework for evaluating the success of all fundraising and business development activity established and data collection in process.
4.3.4	Develop a stronger consultancy capability around key skills such as children's gardens, water conservation, and Victorian flora by 30 June 2020	New structure allowed for the expansion of consultancy capacity, with at least two new major consultancies engaged.
	Develop a whole-of-organisation fundraising campaign	Royal Botanic Gardens Victoria Christmas and tax appeals met budgeted financial targets Increase in total number of donor prospects New relationships established with key Trusts, Foundations and potential donors.

Our Supporters

It has been a great honour to serve the Royal Botanic Gardens Foundation Victoria since 2013, initially as a Foundation Board Director and then as Chair. There are few organisations in this State that are as beloved as the Royal Botanic Gardens Victoria, and it is a position of great responsibility and trust to protect and grow the body of the Foundation from donations we receive from our supporters.

The past year has seen huge strides made by the staff of the Engagement and Impact team with whom the Foundation has a close working relationship. They have developed initiatives and wonderful ideas that have put the Gardens into the spotlight it deserves. We have seen many Victorians delight in the burst of programming activities that have catered for all ages at the Melbourne and Cranbourne sites.

I am immensely proud of what Royal Botanic Gardens Victoria has achieved in the last 12 months in all facets of the dedicated work. With new talent on the Foundation Board we are continuing to provide greater support to the Director and staff by raising much needed funds to grow our corpus and provide programming support.

My thanks to all our donors and supporters who have actively engaged with the Foundation this year, your generosity is greatly appreciated.

Gillian Hund, Chair, Royal Botanic Gardens Foundation Victoria

“With the Royal Botanic Gardens being one of the top attractions in Melbourne, how inspiring it is to have joined the Royal Botanic Gardens Foundation Board! As a proud Melbournian, it doesn’t get much better than working with a wonderful group of people; ongoing preservation, digitalisation, and global knowledge sharing are just some of the activities on the transformative agenda.”

Alice Sidhu, Royal Botanic Gardens Foundation Board Member



Eyre Peninsula Blue Gum (*Eucalyptus petiolariss*)

ROYAL BOTANIC GARDENS FOUNDATION BOARD

The Royal Botanic Gardens Foundation Victoria was established in May 2001. Its goal is to provide the Royal Botanic Gardens Victoria with a secure source of future income from the investment of bequests, seat sponsorships, Director's Circle donations and general donations. The Royal Botanic Gardens Foundation Victoria has Deductible Gift Recipient (Item 2) status and is endorsed as an Income Tax Exempt Fund.

During 2018–19, the Royal Botanic Gardens Foundation Victoria continued to manage its capital base by growing the investment of its corpus with Perpetual Trustees, thus strengthening stewardship of donor funds to enhance its capacity to provide long-term financial support to Royal Botanic Gardens Victoria.

The Royal Botanic Gardens Foundation Victoria also generously contributed three grants to Royal Botanic Gardens Victoria from its annual corpus distributions. The grants were provided to the following projects:

Revealing the secrets of the Global Collection (Year 3 of 3)

VicFlora – digitising Victoria's plant identification guide (Year 3 of 3)

New programming initiatives and market research (Year 1 of 1)

Fund distributions were also made from two in-perpetuity sub-funds for the Jim Willis Studentship and the Pauline Ladiges Plant Systematics Fellowship with The University of Melbourne.

Donations to the Foundation from individual donors made possible the provision of grants toward multiple ongoing fellowships, landscape and programming projects at both sites. The Foundation has also demonstrated leadership in the area of 'friend-raising' and donor engagement through new events in 2018–19, which included a spring visit to Elizabeth Dax's garden in the Dandenongs in November 2018, and an autumn visit to our Chairman's property near Geelong and to the Geelong Botanic Gardens.

The generous effort, support and time of Foundation members is essential to the Gardens' success. This year we welcomed three new Foundation Board Directors including David Lawson, Alice Sidhu, and Michelle Varcoe.

These three new Directors complete the skill set of the Foundation Board required to further assist the development team with their professional expertise in the areas of: law, government, digital experience and Major Gift Fundraising. In October, we farewelled Ms Elaine Canty AM and extend our sincerest thanks to her for her many years of service both to the Royal Botanic Gardens Board Victoria and the Foundation Board. We also farewelled Ms Misha Prusa and thanked her for her three years of Board duties and her assistance with the Foundation's *Beyond the Garden Gate* events.

Members of the Royal Botanic Gardens Foundation Victoria Board, 2018-19

Mrs Gillian Hund, Chair Foundation Board, Finance and Audit Committee Member

Ms Elaine Canty AM, Emeritus Chair Foundation Board (retired October 2018)

Professor Tim Entwisle, Secretary

Mr Kenneth Harrison AM, Foundation Board and Finance and Audit Committee Member

Mr David Lawson, Foundation Board and Finance and Audit Committee Member

Mr John Patrick, Foundation Board

Ms Farren Williams, Deputy Chair, Foundation Board, Chair Finance and Audit Committee

Ms Michelle Varcoe, Foundation Board

Mr Ian Wong, Foundation Board, Finance and Audit Committee Member.

A list of the generous donors and organisations that have made contributions of \$5,000 or more during the 2018-19 financial year can be found on page 71 under Royal Botanic Gardens Victoria major donors.

Maud Gibson Trust

The Royal Botanic Gardens Foundation Victoria is also the Trustee for the Maud Gibson Trust, a public ancillary fund, which is required to make annual distributions to the Royal Botanic Gardens Victoria.

The Maud Gibson Trust was established in 1945 with a donation from Miss Maud Gibson for the maintenance, development, or otherwise for the benefit of, Royal Botanic Gardens Victoria. The Trust facilitated the initial purchase of land to establish Cranbourne Gardens and continues to have an influential role in the development of that site, including the multi-award-winning Australian Garden. It has also encouraged and supported botanical research and educational programs for many years at the Melbourne Gardens.

The Maud Gibson Trust supported the following projects at Royal Botanic Gardens Victoria during the year:

Elisabeth Murdoch Scholarship

Warren Worboys — Plant collection, northern Queensland high peaks: \$5,300

Bronwyn Swartz — Plant collection trip: North Western Victoria and Calperum Station (SA): \$3,100

Global Collection Project: \$25,000

Improved entry signage at Cranbourne Gardens: \$15,000

Other Acknowledgements

The Foundation wishes to acknowledge the following people and their significant contributions of over \$5,000 during 2018-19:

Royal Botanic Gardens Victoria Major Donors:

Mr John Calvert-Jones AM and Mrs Janet Calvert-Jones AO

Mr Leon Gorr and Mrs Judith Gorr

Dr Robert Hare and Mrs Geraldine Hare

Mr Brian Little

Dr Philip Moors AO and Dr Debbie Moors

Lady Potter AC

Mrs Margaret Ross AM and Dr Ian Ross

Dr Elizabeth Xipell

Mr Frank Van Straten AM and

Mr Adrian Turley

Ms Judy Backhouse and Mr Gary Backhouse

The Estate of the Late Mrs Marian Brookes

Dr Ian Henderson and

Mrs Titania Henderson

Mr Peter Greenham and

Mrs Anne Greenham

Mrs Joan S Darling

Mrs Meg Bentley

Mrs Merrill Shulkes and

Prof Arthur Shulkes

Mrs Judy Dunster

Mrs Betsy Polasek

Ms Sandra Clark and Mr Alex Ivory

Mr Angus Fletcher and Mrs Holly Fletcher

Mr George Ventouras

Mr Ian Darling AO

Bruce W Wilson

Margaret A Johnson

Margaret Nelson

Cranbourne Friends Royal Botanic Gardens Victoria Inc.

Trusts and Foundations

Calvert-Jones Foundation

Helen MacPherson Smith Trust

The Ian Potter Foundation

Schapper Family Foundation

The Stuart Leslie Foundation

Betsy and Ollie Polasek Endowment

Portland House Foundation

Brian and Virginia McNamee Foundation

and Hamson Philanthropic Fund.



A dedicated seat at Melbourne Gardens

Perennial Gardeners

Mrs Hazel Brentnall and
Dr Edward Brentnall
Ms Sally Browne
Mrs Elsie Carter
Mr Rob Grant
Mrs Margaret Grummet
The Late Arno Herpe and
Mrs Maria Jo Herpe
Mr Peter Jopling AM QC
The Estate of the Late Elena Keown
Ms Zara Kimpton OAM
The Late Athol Lapthorne and
Mrs Millie Lapthorne
Janet Lilley
Dr Patrice Raselli Marriott
Mrs Anne Miller
Dr Philip Moors AO
Mr Damian Robertson and
Mrs Lisa Robertson
The Estate of the Late Peter and
Barbara Shearer
The Estate of the Late Judy Ann Stewart
Mr Richard A Farrar
Mr David Plant and Mrs Diana Plant
The Estate of the Late Jack MacDonald Reid
Mrs Merrill Shulkes and
Prof Arthur Shulkes
Ms Sonja Roglic and Mr Marcel Berkhout
Mrs Tamara Boldiston and
Mr Mark Boldiston (Lord Coconut)
Ms Misha Prusa
Mrs Lorna Downey

Ms Rosemary O'Brien
The Estate of the Late Charles A Hill
The Estate of the Late Michael J
Mavrogordato
Ms Rosemary Cotter
Prof Roderick Home
The Estate of the Late Marion A I H M
Spence and 28 anonymous donors.

Seat Dedications

Vera Selezneva
Norman Lewis
Ann Thornton
Gerry Le Bon
Lynn Rudd
Gail and Kevin Ryan
Simon Sleight
Diana O'Brien
Emma Allen
Penny Tarrant
Susan Kennett and Derrick Friedman
Damian and Lauren Hely
Lynette Dunn
Mark White
Pauline Caldwell.

Director's Circle

The Director's Circle Program is the annual giving program for many of Royal Botanic Gardens Victoria's closest supporters to pledge their annual, untied contributions to protect and enable the Gardens to flourish for future generations. In collaboration with the Royal Botanic Gardens Foundation, Director's Circle members support vital projects that improve the landscapes, collections, research and educational programs at the Gardens.

Director's Circle gifts support vital projects that improve the landscapes, collections, research and educational programs at the Gardens.

The Royal Botanic Gardens Victoria sincerely thanks the following Director's Circle supporters for their vision and continuing generosity.

Patron: Prof. Tim J Entwisle
Mr David Adam and Mrs Judy Adam
Mr Marc Besen AC and Mrs Eva Besen AO
Mr Ian Beynon and Mrs Beth Beynon
Mr Philip Brass and Mrs Vivien Brass
Mr John Calvert-Jones AM and Mrs Janet Calvert-Jones AO
Mr Peter Canet and Mrs Ivanka Canet
Sir Daryl Dawson AC, KBE, BC QC and Lady Lou Dawson
Mr Bruce Echberg and Mrs Kerry Echberg
Mr Rodger Elliot AM and Mrs Gwen Elliot AM
Mr Ian Endersby
Dr Helen Ferguson
Mr Robert Green and Mrs Jan Green
Mrs Joan Grigg and Mr John Grigg
Mrs Lesley Griffin
Dr Robert Hare and Mrs Geraldine Hare
Mr Ken Harrison AM and Mrs Jill Harrison
Mrs Maria Jo Herpe
Mr Frank Hook and Mrs Sheryl Hook
Mr Peter Kelly and Mrs Liz Kelly
Ms Zara Kimpton OAM
Mr Tom Latham and Mrs Marianne Latham
Mrs Janet Limb
Dr Brian McNamee AO and Dr Virginia McNamee
Mr Ross Milne-Pott and Mrs Judy Milne-Pott
Dr Philip Moors AO and Dr Debbie Moors
Mrs Diana Morgan AM

Mrs Susan Morgan
Mr Richard Oliver AM and Ms Louise Jamson
Mr George Pappas AO and Mrs Jillian Pappas
Mrs Lee Pinkus
Lady Potter AC
Mr John Ralph AC and Mrs Barbara Ralph
Mrs Maggie Richards and Dr Max Richards AM
Mr Damian Robertson and Mrs Lisa Robertson
Mr Ken Roche and Mrs Gail Roche
Mrs Margaret Ross AM and Dr Ian Ross
Mrs Elizabeth Sevier
Mr Greg Shalit and Ms Miriam Faine
Mr Brian Snape AM and Mrs Diana Snape
Assoc. Prof. Elizabeth M Dax AM and Professor Hugh Taylor AC
Mr Ralph Ward-Ambler AM and Mrs Barbara Ward-Ambler
Ms Linda White
Dr Elizabeth Xipell
Ms Elaine Canty AM and Mr Roy Masters AM
Mrs Gillian Hund and Mr Michael Hund
Mr Baillieu Myer AC and Mrs Sarah Myer
Ms Janet Whiting AM and Mr Phil Lukies
Professor Tony Bacic and Mrs Lee Bacic
Mr John Patrick and Mrs Bridget Patrick
Mrs Jenny Gold and Family
Mrs Wendy Smart and Mr Alex Smart OAM
Professor Tim Entwisle and Mrs Lynda Entwisle
Mr Mike Fogarty and Mrs Deb Fogarty
Mr Sandy Clark and Ms Marie McDonald
Mr Russell Board and Ms Narelle Ivers
Mrs Maryclare Los and Mr Pieter Los
Mr Graeme Baker and Mrs Lee Baker
Ms Wendy Olenick
Mrs Maria Ryan and Mr Martin Ryan
Mr Hugh Morgan AC and Mrs Libby Morgan
Mr Peter Griffin AM and Ms Terry Swann
Mr Robert McKay and Mrs Sarah McKay
Mr Duncan Andrews and Ms Jan Andrews
Mr Peter Greenham and Mrs Anne Greenham
Mrs Kathleen Garnaut
Mr Peter Wetenhall and Ms Joanna Horgan

Ms Robin Campbell
Dr Robin Collier OAM and Prof Neil Collier
Mr Michael and Mrs Judy Begg
Mr Anthony Fitzwilliams Hyde and Mrs Chloe Fitzwilliams Hyde
The Honourable Justice Kirsty Macmillan
Ms Carol Sisson
Ms Jennifer Shaw
Mr Geoff Steinicke and Mrs Judy Steinicke
Mrs Joan S Darling
Mr George Littlewood and Mrs Ann Littlewood
Mr Philip Sewell and Mrs Deborah Sewell
Mr Stephen Newton AO
Mr Paul Wheelton AM and Mrs Angela Wheelton OAM
Mr Richard Clarke and Mrs Margaret Clarke
Mrs Chris Collingwood and Mr John Collingwood
Dr Philip Williams AM and Mrs Elizabeth Williams
Mr David Johnston and Mrs Barbara Haynes
Professor David Chandler
Mrs Pam Habersberger and The Hon. David Habersberger QC
Mr Stephen Salerno and Dr Helen Maroulis
Ms Elizabeth Lane
Mr Paul Evans and Mr John Keats
Mr David Valentine
Mr Peter de Campo
Mrs Krystyna Campbell-Pretty and the Campbell-Pretty Family
Mrs Mary Davidson and Mr Frederick Davidson AM
Ms Caroline Liow
Ms Alex Mayes and Mr Mark Dempsey
Ms Jill Riseley and Dr Scott Taylor
Mrs Brigid Robertson and Mr Hugh Robertson
Ms Rosemary Cotter
Mr James Syme and Mrs Anne Syme
Mr Colin Golvan QC and Dr Deborah Golvan
Mr Robin Clements
Farren Williams
Mr Ian Wong and Dr Gillian Wong
Mr David Lawson and Mrs Belinda Lawson
and four anonymous donors.

Corporate Partners and Sponsors

Royal Botanic Gardens Victoria would like to thank its new and existing corporate partners and sponsors which include Major Partner Regis Aged Care, Official Partners Maxwell and Williams, and UnionPay and our newest sponsor, Katnook Estate.



Research Partners

Royal Botanic Gardens Victoria gratefully acknowledges the following organisations and individuals for supporting or collaborating with the activities of Royal Botanic Gardens Victoria Science in 2018-19:

Atlas of Living Australia (CSIRO)
Austin Health
Australasian Native Orchid Society
Australasian Systematic Botany Society
Australian Biological Resources Study
Australian Network for Plant Conservation
Australian Pacific Science Foundation
Australian Research Council
Australian Seed Bank Partnership
BioPlatforms Australia
Cybec Foundation
Department of Economic Development, Jobs, Transport and Resources (Victorian Government)
Department of Environment, Land, Water and Planning (Victorian Government)
Department of the Environment and Energy (Australian Government)
Edward Wilson Estate
Erica Foundation
Friends of the Royal Botanic Gardens, Melbourne Inc.
Global Partnerships Seedcorn Fund
Hermon Slade Foundation
The Ian Potter Foundation
James Cook University

Joint Genome Institute (United States Department of Energy)
Local Land Services Murray
Maud Gibson Trust
Nell and Hermon Slade Trust
Nillumbik Shire Office of Environment and Heritage (NSW Government)
Project Platypus Association Inc.
Royal Botanic Gardens Victoria Foundation
The Foundation for Australia's Most Endangered Species
The University of Melbourne and Wimmera Catchment Management Authority
Meg Bentley
Estate of Marian Brookes
Lindy Shelmerdine and David Moffatt.

Friends of the Royal Botanic Gardens, Melbourne Inc.

During 2018-19, the Friends of the Royal Botanic Gardens Melbourne approved grants of \$11,000 for the development of the new Sensory Garden, and in total the Friends' Trust Fund allocated \$200,000 over a two-year period towards this project. In addition, \$10,000 was awarded through scholarships for Royal Botanic Gardens Victoria staff for professional development.

Additional funds were invested by the Friends to refurbish Plant Craft Cottage. Over \$20,000 (the majority was capital investment) allowed a new kitchen to be installed to replace the deteriorated kitchen. Ageing furniture was also replaced and new fittings such as an art tracking system were installed to allow botanical art, created by Friends' artists, to be presented for sale. The refurbishment of the cottage was a strategic and integral investment to increase its use through relevant workshops, events and a Creative Residency Program, which will begin in late 2019, and will bring installations from Melbourne-based artists and craft groups.

The popular Botanical Illustration classes continued to produce an exceptional representation of plant species, some of which were enjoyed by visitors at one of Australia's leading Botanical Art Exhibitions, 'The Art of Botanical Illustration' in October 2018.

This exhibition, presented by the Friends of the Royal Botanic Gardens Melbourne, showcased an exceptional selection of art from artists around Australia. The 4,000 visitors to the exhibition were captivated by the intricate detail and exact botanical

representation of various plant species with more than \$29,000 in profit raised for the Friends from art and merchandise sales.

The Growing Friends raised over \$56,000 during their autumn and spring plant sales, while continuing to encourage people into the Gardens for these key events. Weekly plant sales introduced each Friday morning have also contributed to the profitability of the Growing Friends. A new Point of Sale system was successfully introduced at the autumn 2019 plant sale which improved efficiencies in customer service and accounting.

The Friends' events continued to enhance visitors' engagement and experience within the Gardens through workshops for both adults and children in the refurbished Plant Craft Cottage. This was achieved through educational talks in Mueller Hall and Domain House, and guided walks.

Cranbourne Friends, Royal Botanic Gardens Victoria INC.

This year, the Cranbourne Friends donated \$93,608 to Royal Botanic Gardens Victoria, bringing the total donated funds to \$697,000. Plant sales exceeded a record \$70,000 for the year, higher than in 2018 (which included the extra plant sale for the Kangaroo Paws).

Members had the opportunity to attend 28 different events, some for adults, others for children and their families, including botanical illustrators' workshops and plant sales. A Cranbourne Friends Expo and weekend open house talks were introduced. There was a successful tour program featuring an overseas trip to Sicily, one-week and weekend within Victoria, and Discovery Day tours.

The special interest groups of the Cranbourne Friends continued to attract many members. This year Botanical Fabricators made handbags for Leesa Chandler's Botanical Bag Exhibition and general goods for sale, while other groups were able to showcase their high-quality work at the Exhibition. This was well received by visitors and staff and boosted overall membership.

The Cranbourne Friends played a key role in the community planting days held in the Red Sand Garden to restock the North South Line with *Chrysocephalum apiculatum* and the circles with *Westringia 'Smokey'*.



Volunteers at Melbourne Gardens

VOLUNTEERS AND ASSOCIATES

Volunteers and Honorary Associates worked across Royal Botanic Gardens Victoria in a variety of roles at Cranbourne Gardens, Melbourne Gardens, in the Herbarium and with the Engagement and Impact Division. Working in partnership with staff, they welcomed visitors, guided tourists, supported science, planted and propagated, and provided important knowledge and skills. In 2018-19, volunteers and associates contributed almost 14,000 hours to Royal Botanic Gardens Victoria, adding significant value to the organisation.

Science Division Volunteers

During 2018-19 year, volunteers contributed more than 8,500 hours of work to the Science Division, worked with staff on curation and documentation of the State Botanical Collection, assisted in the Royal Botanic Gardens Library, and with conservation research projects.

'Fungimap' had eight volunteers attending the gardens to work in the reporting period of the project, collectively contributing more than 630 hours to enter fungi record data and respond to fungal identification requests, manage the 'Fungimap' bookshop, assist with archiving projects and attend to other administrative and operational tasks. Other volunteers have contributed to work in the field as part of the 'Putting Victoria's Fungal Diversity on the Map' project, which has expanded the work from previous years to now include 15 rare and threatened fungi species. Other volunteers assist remotely with updates to the 'Fungimap' website, e-Newsletters and social media platforms.

Volunteers with the orchid conservation program assisted in over 1,240 hours of laboratory micropropagation and nursery repotting/maintenance across both Cranbourne and Melbourne. A total of 10 volunteers assisted in 600 hours of field work involving orchid site maintenance, fencing/caging threatened populations, reintroduction programs and pollinator surveys.

The library's 10 volunteers contributed 1,750 hours of work towards two of the library's goals to preserve and increase access to the collection. Work included cataloguing both new and old material (including artworks), barcoding journals, digitising artworks and paper records, databasing and re-housing the nursery catalogue collection, transcribing Mueller's 19th century ledger, and creating descriptive lists of manuscript collections, including the remains of Guilfoyle's Museum of Economic Botany. Volunteers also continued to select images from the library's image database for publication in the eFloras (*VicFlora*, *HortFlora*).

Herbarium Volunteers

Marina Albert
Eve Almond
Neil Anderton
Ruth Ault
Caine Barlow
Lydia Beshara
Jenepher Beudel
Margaret Brookes
Robyn
Brownscombe
Sally Bufe
Wendy Cook
Ema Corro
Sandra Cumbari
Simone Currie
Jane Dennithorne
Krystyna
Derwinska
Nury Echeverria
Silva
Lynda Entwisle
Alwynne
Fairweather
Francis Faul
Katherine Flynn
Jessie Ford
Neil Freestone
Hazel Gabriel
Robert Hare
Mary Hills
Eva Hookey
Elizabeth Howcroft
Vicki Jaeger
Sumali Jayaweera
Meran Jennings
Janne Lade
Bryan Lawrence
Anne Lawson
Geoffrey Lay
Jannie Lay
Angela Little
Anna Long
Vicky McGimpsey
Cherie McKeich
Anne McLachlan
Sapphire
McMullan-Fisher
Angela Mitchell
Josephine Mitchell
Graham Patterson
Lynsey Poore

Chirta
Ramanadhan
Veronica Reeve
Sara Romberg
Jennifer Ross
Judy Ryan
David Sambrooks
Roslyn Savio
Russell Stanley
Catherine Taylor
Joan Thomas
Robert Thomas
Catherine Trinca
Peter Wallace
Ann Walsham
Mary Ward
Robert Webb
Sandra Whitty
Mike Wicks
Jenny Williams
Charles Young.

**The Ian Potter
Foundation
Children's
Garden
Volunteers**
Anne Ada
Moira Bainbridge
Mary Becker
Angela Bentley
Lesley Blow
Lorraine Brock
Jan Brown
Stephanie
Campbell-Gabb
Billie DeBondi
Jenni Eaton
Susan Hope
Lea Levy
Anna Malone
Susan Moloney
Billy Moore
Regina Pike
Anna Priester
Jakub Mardon
Merienne
Shortridge
Cathy Simpson
Marg Smith
Sue Smith
Julie Troschke
Kate Welsh.

Melbourne Gardens Volunteers

At Melbourne Gardens, 100 volunteers contributed 8,110 hours of work during 2018-19. In addition, 10 horticulture volunteers contributed 212 hours to the work undertaken by the Melbourne Gardens horticulture team, including 672 hours worked by interns.

The Ian Potter Foundation Children's Garden Volunteers

Anne Ada
Moira Bainbridge
Mary Becker
Angela Bentley
Lesley Blow
Lorraine Brock
Jan Brown
Stephanie
Campbell-Gabb
Billie DeBondi
Jenni Eaton
Susan Hope
Lea Levy
Anna Malone
Susan Moloney
Billy Moore
Regina Pike
Anna Priester
Jakub Mardon
Merienne
Shortridge
Cathy Simpson
Marg Smith
Sue Smith
Julie Troschke
Kate Welsh.

Garden Ambassadors Melbourne

Dianne Allen
Marie Banic
Carmel Bateman
Judy Cain
Susanne Clarke
Frances Coffey
Dianne Costelloe
Rosemary Cotter
Helen Creedon
Rose Davey
Berys Dixon
Sue Dorning
Veronica Harrison
Angela Herd
Wendy Hopkins
Anne Krelle
Gail Latchford
Lea Levy
Alasdair
Macdonald
Claire McGoldrick
Marian McLean
Jadzia Rae
Sandia Rose
Anne Scott
Christine Stott
Libby Tronson.

Voluntary Guides

Jill Bartlett
Bud Batrouney
Judith Bennett
Doris Berry
Dimi Bouzala
Susan Broadbent
Pamela Carder
Liz Cooper
Rosemary Cotter
Anna Denton
David Forbes
Kay Hall
Jenny Happell
Ross Harris
Virginia Heywood
David Johnston
Marg Kerr
Scott Kerr
Terry Lennon
Julianne Lewis
Christine Mitchell
Bill Mooney
Georgina
Mountford
Gary Nelson
Jenny Nicholas
Rosemary O'Brien
Donna Osbourne
Anne Peterson
Kathryn Pile
David Plant
Ian Polmear
Margaret Polmear
Lynsey Poore
Faye Retchford
Maggie Richards
Jayne Salmon
Louise Sexton
Julian Simpson
Carole Spillane
Michael Stevens
Nada Stojkovic
Catherine Trinca
Robin Viney
Chris Wallis
Bryon Wicks
Mali Wilson.

Engagement and Impact Volunteer

Fay Chomley

Horticulture Volunteers

Sam Amo
Meg Bentley
Rosemary Cotter

Helping Hands

Sue Hoare
Kay Howden
Janet Moritz
Marguerite O'Hara
Gill Taylor.

Horticulture Internship Program

Maria Brandani
Jordan Lammers
Georgia Moyes
Alex Sinclair
Emma Warren.



Barrie Gallacher, garden ambassador at Cranbourne Gardens

Cranbourne Gardens Volunteers

Garden Ambassadors make an important contribution to the experience of visitors to Cranbourne Gardens. During 2018-19 at Cranbourne Gardens, 47 Garden Ambassadors contributed 2,849 hours, 19 Natural Areas volunteers contributed 721 hours, 10 Nursery volunteers contributed 680 hours, and eight Landscape volunteers contributed 50 hours. (Some individuals volunteer in more than one capacity.)

Garden Ambassadors

Anne Adams
Margaret Barnes
Pamela Binks
Lyn Blackburne
Trevor Blake
Lorraine Borthwick
Brian Cole
Erin Cosgriff
Peter Cowley
Andrew Cremona
Ron Deane
Johan DeBree
Derek De Korte
Mack Fenwick
Barrie Gallacher
Ralph Henger
Faye Hobby
Phil Jackson
Helen Kennedy
Christine Kenyon
Sue Keon-Cohen
Eva Kowal
Linda Lee
Nancy Leonard
Mary Macdermid

Judy Mallinson
Don Matthews
Peter McGrath
Lauris McInerney
Mark Nelson
Paula Nicholas
David Redfern
Leanne Reid
Charles Saffroy
Maria Santander
Javier Santander
Marj Seaton
Sue Spicer
Sharon Start
Laurie Stephens
John Steward
Sue Tatton
Ray Turner
Jean Wallis
Kate Walsh
Roger Watts
Charles Young.

Landscape Volunteers

Dave Cundall
Sue Gilbert
Ralph Henger (GA)
Carolyn Landon
Edie Paterson
Christine Kenyon (GA)
Marj Seaton (GA)
Kitson Wignell.

Nursery Volunteers

Pam Binks (GA)
Bernard Boulton
Eva Campi
Amanda Ford
Gillian Jervis
Sue Keon-Cohen (GA)
Nancy Leonard (GA)
Peter McGrath (GA)
Marj Seaton (GA)
Sue Spicer (GA).

Natural Areas Volunteers

Bianca Carnovale
Kathy Capanec
Michael Cook
Dave Cundall
Michelle Curtain
Len Gardner
Allan Gillies
Muvi
Liyanapathirana
Alex Marshall
Liam Martin
Ammar Mozafari
Dawn Neyland
Mike Paterson
Leanne Reid (GA)
Jaffa Richardson
Mick Robertson
Donna Shamoan
Jarrah Simao.



A Kangaroo Paw flower (*Anigozanthos flavidus*)

Honorary Associates

Dr Roger Spencer and Dr Rob Cross were both appointed Honorary Associates on their retirement from the Gardens in early 2019 as Horticultural Botanists. Honorary Associates are appointed by the Royal Botanic Gardens Board on the recommendation of the Director and Chief Executive for a fixed term of up to three years, with the option of reappointment by mutual agreement. Honorary Associates are individuals who possess expertise in areas that supplement or complement Royal Botanic Gardens Victoria employees. They contribute greatly to the achievements of Royal Botanic Gardens Victoria through their research on various angiosperm plant families, as well as bryophytes, fungi, lichens and algae, through studies in urban ecology, or by curating the specimens held in the State Botanical Collection. Others add to the value of the State Botanical Collection by collecting specimens, including undescribed plants and fungi, from areas that employees are unable to survey.

The Library also benefits from the input of several Honorary Associates to the Mueller Correspondence Project.

Honorary Associates include: Dr Austin Brown (Glen Waverley, Victoria)
Dr Michelle Casanova (Westmere, Victoria)
Mr Ian Clarke (Bentleigh, Victoria)
Dr Thomas Darragh (University of Melbourne)
Professor Rod Home (University of Melbourne)
Dr Gerry Kraft (Lindisfarne, Tasmania)
Dr Graeme Lorimer (Biosphere Pty Ltd)
Dr Sara Maroske (University of Melbourne)
Mrs Enid Mayfield (Noosa Heads, Queensland)
Ms Mali Moir (Mt Evelyn, Victoria)
Mr Kevin Rule (Nunawading, Victoria)
Mrs Katrina Syme (Shadforth, WA)
Dr Anneke Veenstra (Deakin University).

Education Partners

Royal Botanic Gardens Victoria gratefully acknowledges our partners in support of learning and participation for primary and secondary school students in Victoria. For specific grants and collaborations, thank you to:

Betsy and Ollie Polasek Endowment
Brian and Virginia McNamee Foundation
Catholic Education Victoria
City of Casey
Department of Education and Training
Department of Environment, Land, Water and Planning
Department of Health and Human Services
Kids in Nature Network

Financial Statements

How this report is structured

The Royal Botanic Gardens Board Victoria (the Board) has presented its audited general purpose financial statements for the financial year ended 30 June 2019 in the following structure to provide users with information about the Board's stewardship of the resources entrusted to it.

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DECLARATION IN THE FINANCIAL STATEMENTS

The attached financial statements for the Royal Botanic Gardens Board Victoria (the Board) have been prepared in accordance with Direction 5.2 of the Standing Directions of the Assistant Treasurer under the *Financial Management Act 1994*, applicable Financial Reporting Directions, Australian Accounting Standards including Interpretations, and other mandatory professional reporting requirements.

We further state that, in our opinion, the information set out in the comprehensive operating statement, balance sheet, statement of changes in equity, cash flow statement and accompanying notes, presents fairly the financial transactions during the year ended 30 June 2019 and financial position of the Board at 30 June 2019.

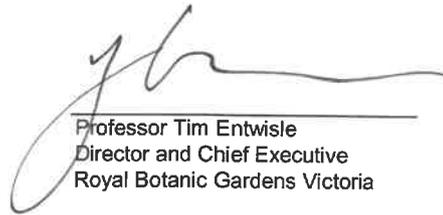
At the time of signing, we are not aware of any circumstance which would render any particulars included in the financial statements to be misleading or inaccurate.

We authorise the attached financial statements for issue on 4 September 2019.



Ken Harrison AM
Chairman
Royal Botanic Gardens Board Victoria

Melbourne
4 September 2019



Professor Tim Entwisle
Director and Chief Executive
Royal Botanic Gardens Victoria

Melbourne
4 September 2019



Lola Makdissi
Chief Finance Officer
Royal Botanic Gardens Victoria

Melbourne
4 September 2019

Comprehensive operating statement

For the financial year ended 30 June 2019

	Notes	2019 \$	2018 \$
Income from transactions			
Grants	2.2.1	22,242,712	24,318,867
Sponsorships and donations	2.2.2	2,201,485	2,757,102
Sale of goods and services	2.2.3	2,174,511	2,038,762
Fair value of assets and services received free of charge or for nominal consideration	2.2.4	1,143,110	699,819
Interest	2.2.5	343,397	216,737
Other income	2.2.6	1,619,495	1,784,732
Total income from transactions		29,724,710	31,816,019
Expenses from transactions			
Employee expenses	3.1.1	(17,917,622)	(15,747,667)
Depreciation	4.1.1	(2,440,321)	(2,374,883)
Interest expense		(3,302)	(5,995)
Other operating expenses	3.2	(10,509,233)	(7,561,561)
Total expenses from transactions		(30,870,478)	(25,690,106)
Net result from transactions (net operating balance)		(1,145,768)	6,125,913
Other economic flows included in net result			
Net gain/(loss) on non-financial assets ^(a)	8.1	14,145	10,764
Net gain/(loss) on financial instruments ^(b)	8.1	(535)	1,540
Other gains/(losses) from economic flows	8.1	168,181	4,523
Total other economic flows included in net result		181,791	16,827
Net result		(963,977)	6,142,740
Other economic flows - other comprehensive income			
Items that will not be reclassified to net result			
Changes in physical asset revaluation surplus	8.3	-	56,276,607
Total other economic flows - other comprehensive income		-	56,276,607
Comprehensive result		(963,977)	62,419,347

The accompanying notes form part of these financial statements.

Notes:

- (a) 'Net gain/(loss) on non-financial assets' includes impairments and disposals of all physical assets, except where these are taken through the asset revaluation surplus.
- (b) 'Net gain/(loss) on financial instruments' includes bad and doubtful debts from other economic flows, unrealised and realised gains/(losses) from revaluations and impairments and reversals of impairments.

Balance sheet

As at 30 June 2019

	Notes	2019 \$	2018 \$
Assets			
Financial assets			
Cash and deposits	6.3	17,399,293	10,500,661
Receivables	5.1	623,195	5,697,312
Total financial assets		18,022,488	16,197,973
Non-financial assets			
Inventories	5.3	152,109	262,748
Non-financial physical assets classified as held-for-sale	8.2	-	19,756
Prepayments	5.4	114,789	135,188
Property, plant and equipment	4.1	659,552,674	659,870,239
Total non-financial assets		659,819,572	660,287,931
Total assets		677,842,060	676,485,904
Liabilities			
Payables	5.2	1,437,264	1,803,956
Borrowings	6.1	496,179	594,386
Employee related provisions	3.1.2	4,552,240	4,061,562
Liabilities directly associated with assets classified as held-for-sale	8.2	-	17,646
Total liabilities		6,485,683	6,477,550
Net assets		671,356,377	670,008,354
Equity			
Accumulated surplus		25,975,486	26,939,463
Physical asset revaluation surplus	8.3	555,102,922	555,102,922
Contributed capital		90,277,969	87,965,969
Net worth		671,356,377	670,008,354

The accompanying notes form part of these financial statements.

Cash flow statement

For the financial year ended 30 June 2019

	Notes	2019 \$	2018 \$
Cash flows from operating activities			
Receipts			
Receipts from government		26,553,402	18,595,238
Receipts from other entities		7,336,758	7,851,993
Goods and Services Tax received from the ATO ^(a)		417,626	269,857
Interest received		343,397	216,737
Total receipts		34,651,183	26,933,825
Payments			
Payments to suppliers and employees		(27,861,637)	(22,500,841)
Interest and other costs of finance paid		(3,127)	(5,995)
Total payments		(27,864,764)	(22,506,836)
Net cash flows from/(used in) operating activities	6.3.2	6,786,419	4,426,989
Cash flows from investing activities			
Proceeds from sale of non-financial assets		68,844	14,347
Purchases of non-financial assets		(2,014,962)	(1,321,720)
Net cash flows from/(used in) investing activities		(1,946,118)	(1,307,373)
Cash flows from financing activities			
Owners contributions by State Government		2,312,000	1,667,000
Proceeds from borrowings		-	-
Repayment of borrowings and finance leases		(253,669)	(191,338)
Net cash flows from/(used in) financing activities		2,058,331	1,475,662
Net increase/(decrease) in cash and cash equivalents		6,898,632	4,595,278
Cash and cash equivalents at the beginning of financial year		10,500,661	5,903,231
Effect of exchange rate fluctuations on cash held in foreign currency		-	2,152
Cash and cash equivalents at the end of financial year	6.3.1	17,399,293	10,500,661

The accompanying notes form part of these financial statements.

Note (a): Goods and Services Tax paid to the ATO is presented on a net basis.

Statement of changes in equity

For the financial year ended 30 June 2019

	Physical Asset Revaluation \$	Accumulated Surplus \$	Contributions By Owner \$	Total \$
Balance at 1 July 2017	498,826,315	20,796,723	86,298,969	605,922,007
Net result for the year	-	6,142,740	-	6,142,740
Capital contributions	-	-	1,667,000	1,667,000
Other comprehensive income for the year	56,276,607	-	-	56,276,607
Balance at 30 June 2018	555,102,922	26,939,463	87,965,969	670,008,354
Net result for the year	-	(963,977)	-	(963,977)
Capital contributions	-	-	2,312,000	2,312,000
Other comprehensive income for the year	-	-	-	-
Balance at 30 June 2019	555,102,922	25,975,486	90,277,969	671,356,377

The accompanying notes form part of these financial statements.

1. ABOUT THIS REPORT

The Royal Botanic Gardens Board Victoria (the Board) is a Statutory Authority of the State of Victoria, established pursuant to the *Royal Botanic Gardens Act 1991*.

A description of the nature of its operations and its principal activities is included in the *Report of operations*, which does not form part of these financial statements.

Its principal address is:

Royal Botanic Gardens Victoria
Birdwood Avenue
Melbourne VIC 3004.

Basis of preparation

These financial statements are in Australian dollars and the historical cost convention is used unless a different measurement basis is specifically disclosed in the note associated with the item measured on a different basis.

The accrual basis of accounting has been applied in the preparation of these financial statements whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

Consistent with the requirements of *AASB 1004 Contributions*, contributions by owners (that is, contributed capital and its repayment) are treated as equity transactions and, therefore, do not form part of the income and expenses of the Board.

Additions to net assets which have been designated as contributions by owners are recognised as contributed capital. Other transfers that are in the nature of contributions to or distributions by owners have also been designated as contributions by owners.

Judgements, estimates and assumptions are required to be made about financial information being presented. The significant judgements made in the preparation of these financial statements are disclosed in the notes where amounts affected by those judgements are disclosed. Estimates and associated assumptions are based on professional judgements derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in applying Australian Accounting Standards (AASs) that have significant effects on the financial statements and estimates are disclosed in the notes under the heading 'Significant judgements or estimates'.

The financial statements cover the Board as an individual reporting entity which administers the operations of the Melbourne Gardens and the Cranbourne Gardens.

All amounts in the financial statements have been rounded to the nearest dollar.

Compliance Information

These general purpose financial statements have been prepared in accordance with the *Financial Management Act 1994* (FMA) and applicable AASs which include Interpretations, issued by the Australian Accounting Standards Board (AASB). In particular, they are presented in a manner consistent with the requirements of *AASB 1049 Whole of Government and General Government Sector Financial Reporting*.

Where appropriate, those AAS paragraphs applicable to not-for-profit entities have been applied. Accounting policies selected and applied in these financial statements ensure that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported.

2. FUNDING DELIVERY OF OUR SERVICES

Introduction

The Board's overall objective is to nurture an understanding of the scientific, environmental, social, economic, cultural and spiritual importance of plants to our existence, and provide our community with opportunities to prosper from a deep connection with plants.

To enable the Board to fulfil its objective, it receives income from the Parks and Reserves Trust Account, supplemented by income generated through grants, donations, programs, business operations and investment.

Structure

- 2.1 Summary of income that funds the delivery of our services... 85
- 2.2 Income from transactions..... 85

2.1 Summary of income that funds the delivery of our services

	Notes	2019 \$	2018 \$
Grants	2.2.1	22,242,712	24,318,867
Sponsorships and donations	2.2.2	2,201,485	2,757,102
Sale of goods and services	2.2.3	2,174,511	2,038,762
Fair value of assets and services received free of charge or for nominal consideration	2.2.4	1,143,110	699,819
Interest	2.2.5	343,397	216,737
Other income	2.2.6	1,619,495	1,784,732
Total income from transactions		29,724,710	31,816,019

Income is recognised to the extent it is probable the economic benefits will flow to the Board and the income can be reliably measured at fair value. Where applicable, amounts disclosed as income are net of returns, allowances, duties and taxes.

2.2 Income from transactions

2.2.1 Grants

	2019 \$	2018 \$
Parks and Reserves Trust Account grants	20,827,000	23,069,814
Other grants	1,415,712	1,249,053
Total grants	22,242,712	24,318,867

Income from grants (other than contributions by owners) is recognised when the Board gains control over the contribution.

Parks and Reserves Trust Account Grant. The annual Parks and Reserves Trust Account grant received from the Department of Environment, Land, Water and Planning is recognised when the Board gains control over the funds. The Parks and Reserves Trust Account derives its funding from the rate levied on metropolitan properties under the provisions of the *Water Industry Act 1994* and is provided to the Board for the purposes of conservation, recreation, leisure and tourism within the metropolitan area.

Other Grants. For reciprocal grants (ie equal value is given back by the Board to the provider), the Board is deemed to have assumed control when the Board is satisfied its performance obligations under the terms of the grant have been met. For non-reciprocal grants, the Board is deemed to have assumed control when the grant is receivable or received. Conditional grants may be reciprocal or non-reciprocal depending on the terms of the grant.

2.2.2 Sponsorships and donations

	2019 \$	2018 \$
Cash donations and gifts	2,201,485	2,757,102
Total Sponsorships and donations	2,201,485	2,757,102

Sponsorships and donations are non-reciprocal in nature and the Board is deemed to have control when the monies are received from the provider.

2. FUNDING DELIVERY OF OUR SERVICES

2.2.3 Sale of goods and services

	2019 \$	2018 \$
Sale of goods	1,435,956	1,310,165
Rendering of services	738,555	728,597
Total sale of goods and services	2,174,511	2,038,762

Income from the **sale of goods** is recognised when:

- the Board no longer has any of the significant risks and rewards of ownership of the goods transferred to the buyer;
- the Board no longer has continuing managerial involvement to the degree usually associated with ownership, nor effective control over the goods sold;
- the amount of income, and the costs incurred or to be incurred in respect of the transactions, can be reliably measured; and
- it is probable that the economic benefits associated with the transaction will flow to the Board.

Income from the **supply of services** is recognised by reference to the stage of completion of the services being performed. The income is recognised when:

- the amount of the income, stage of completion and transaction costs incurred can be reliably measured; and
- it is probable that the economic benefits associated with the transaction will flow to the Board.

Under this method, income is recognised by reference to labour hours supplied or to labour hours supplied as a percentage of total services to be performed in each annual reporting period.

2.2.4 Fair value of assets and services received free of charge or for nominal consideration

	2019 \$	2018 \$
Services	1,140,815	699,819
Assets	2,295	-
Total fair value of assets and services received free of charge or for nominal consideration	1,143,110	699,819

Contributions of resources received free of charge or for nominal consideration are recognised at fair value when control is obtained over them, irrespective of whether these contributions are subject to restrictions or conditions over their use.

Contributions in the form of services are only recognised when a fair value can be reliably determined and the services would have been purchased if not received as a donation.

2.2.5 Interest

	2019 \$	2018 \$
Interest on bank deposits	207,664	131,586
Other miscellaneous interest income	135,733	85,151
Total interest	343,397	216,737

Interest income includes interest received on bank term deposits and other investments. Interest income is recognised using the effective interest method, which allocates the interest over the relevant period.

Net realised and unrealised gains and losses on the revaluation of investments do not form part of income from transactions, but are reported as part of income from other economic flows in the net result or as unrealised gains and losses taken directly to equity.

2.2.6 Other income

	2019 \$	2018 \$
Rental income	1,383,728	1,483,804
Royalties	88,992	91,405
Other	146,775	209,523
Total other income	1,619,495	1,784,732

2. FUNDING DELIVERY OF OUR SERVICES

Rental income in relation to leasing of the Board's assets is recognised when received or receivable under the terms of the lease agreement.

Operating leases mainly relate to the provision of catering and function and event management in the Gardens, with lease terms of 5 years and options to extend for a further 5 years. All operating lease contracts contain market review clauses in the event that the Board or lessee exercises its option to renew. The lessees do not have an option to purchase the leased asset at the expiry of the lease period.

The following operating lease receivables were held by the Board at reporting date^(a):

	2019 \$	2018 \$
Not longer than 1 year	790,641	1,034,994
Longer than 1 year and not longer than 5 years	1,202,591	1,795,083
Total operating lease receivables	1,993,232	2,830,077

Note (a): The operating lease receivables balances are stated at their nominal amount including GST.

Royalties are recognised when received or receivable in accordance with the substance of the licensing agreement.

3. THE COST OF DELIVERING SERVICES

Introduction

This section provides an account of the expenses incurred by the Board in delivering services. In Section 2, the funds that enable the provision of services were disclosed and in this note the costs associated with provision of services are recorded.

Structure

3.1 Expenses incurred in delivery of services.....	88
3.2 Other operating expenses.....	90

3.1 Expenses incurred in delivery of services

	Notes	2019 \$	2018 \$
Employee benefits expense	3.1.1	17,917,622	15,747,667
Other operating expenses	3.2	10,509,233	7,561,561
Total expenses incurred in delivery of services		28,426,855	23,309,228

3.1.1 Employee benefits in the comprehensive operating statement

	2019 \$	2018 \$
Salary and wages	13,490,052	11,975,212
Superannuation	1,362,599	1,203,792
Annual and long service leave	2,050,992	1,478,994
Termination benefits	-	-
Other on-costs	1,013,979	1,089,669
Total employee expenses	17,917,622	15,747,667

Employee expenses include all costs related to employment including wages and salaries, fringe benefits tax, leave entitlements, termination payments and WorkCover premiums.

The amount recognised in the comprehensive operating statement in relation to superannuation is employer contributions for members of both defined benefit and defined contribution superannuation plans that are paid or payable during the reporting period. The Board does not recognise any defined benefit liabilities because it has no legal or constructive obligation to pay future benefits relating to its employees. Instead, the Department of Treasury and Finance (DTF) discloses in its annual financial statements the net defined benefit cost related to the members of these plans as an administered liability.

Termination benefits are payable when employment is terminated before normal retirement date, or when an employee accepts an offer of benefits in exchange for the termination of employment. Termination benefits are recognised when the Board is demonstrably committed to terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal or providing termination benefits as a result of an offer made to encourage voluntary redundancy.

3.1.2 Employee benefits in the balance sheet

Provision is made for benefits accruing to employees in respect of wages and salaries, annual leave and long service leave for services rendered to the reporting date and recorded as an expense during the period the services are delivered.

	2019 \$	2018 \$
Current provisions		
<i>Annual Leave</i>		
Unconditional and expected to be settled within 12 months	1,000,169	950,318
Unconditional and expected to be settled after 12 months	226,350	153,744
<i>Long service leave</i>		
Unconditional and expected to be settled within 12 months	342,094	266,499
Unconditional and expected to be settled after 12 months	1,955,578	1,933,952
<i>Provision for on-costs</i>		
Unconditional and expected to be settled within 12 months	218,541	198,117
Unconditional and expected to be settled after 12 months	355,253	339,910
Total current provisions	4,097,985	3,842,540

3. THE COST OF DELIVERING SERVICES

	2019 \$	2018 \$
Non-current provisions		
Employee benefits	390,651	188,355
On-costs	63,604	30,667
Total non-current provisions	454,255	219,022
Total provisions	4,552,240	4,061,562

Reconciliation of movement in on-cost provision

	2019 \$
Opening balance	568,694
Additional provision recognised	254,578
Reductions arising from payments	(156,400)
Reductions resulting from settlement without cost	(5,925)
Effect of changes in discount rate	(23,549)
Closing balance	637,398
Current on-costs	573,794
Non-current on-costs	63,604
Total on-costs	637,398

Wages and salaries, annual leave and sick leave: Liabilities for wages and salaries (including non-monetary benefits, annual leave and on-costs) are recognised as part of the employee benefit provision as current liabilities, because the Board does not have an unconditional right to defer settlement of these liabilities.

The liability for salaries and wages is recognised in the balance sheet at remuneration rates which are current at the reporting date. As the Board expects the liabilities to be wholly settled within 12 months of reporting date, they are measured at undiscounted amounts.

The annual leave liability is classified as a current liability and measured at the undiscounted amount expected to be paid, as the Board does not have an unconditional right to defer settlement of the liability for at least 12 months after the end of the reporting period.

No provision has been made for sick leave as all sick leave is non-vesting and it is not considered probable that the average sick leave taken in the future will be greater than the benefits accrued in the future. As sick leave is non-vesting, an expense is recognised in the comprehensive operating statement as it is taken.

Employment on-costs such as payroll tax, workers compensation and superannuation are not employee benefits. They are disclosed separately as a component of the provision for employee benefits when the employment to which they relate has occurred.

Unconditional Long Service Leave (LSL) is disclosed as a current liability, even where the Board does not expect to settle the liability within 12 months, because it will not have the unconditional right to defer the settlement of the entitlement should an employee take leave within 12 months.

The components of this current LSL liability are measured at:

- undiscounted value – if the Board expects to wholly settle within 12 months; or
- present value – if the Board does not expect to wholly settle within 12 months.

Conditional LSL is disclosed as a non-current liability. There is a conditional right to defer the settlement of the entitlement until the employee has completed the requisite years of service. This non-current LSL is measured at present value.

Any gain or loss following revaluation of the present value of non-current LSL liability is recognised as a transaction, except to the extent that a gain or loss arises due to changes in bond interest rates for which it is then recognised as an 'other economic flow' in the net result.

3. THE COST OF DELIVERING SERVICES

3.1.3 Superannuation contributions

Employees of the Board are entitled to receive superannuation benefits and the Board contributes to both defined benefit and defined contribution plans. The defined benefit plan(s) provides benefits based on years of service and final average salary. As noted before, the defined benefit liability is recognised by DTF as an administered liability.

However, superannuation contributions paid or payable for the reporting period are included as part of employee benefits in the comprehensive operating statement of the Board.

The contribution amounts paid to employee superannuation funds by the Board are as follows:

	2019 \$	2018 \$
Defined benefit plans ^(a)		
State Superannuation Fund	28,827	28,000
Defined contribution plans		
VicSuper	756,046	757,253
Other	1,046,417	844,320
Total ^(b)	1,831,290	1,629,573

Notes:

(a) The basis for determining the level of contributions is determined by the various actuaries of the defined benefit superannuation plans.

(b) Total contributions outstanding at 30 June 2019 are \$0 (2018 - \$0).

3.2 Other operating expenses

	2019 \$	2018 \$
Supplies and services		
Contract costs	2,951,883	1,512,252
Garden and office equipment and supplies	861,128	673,351
Non-financial assets hire, maintenance and operational costs	1,164,867	1,026,539
Consultancies and professional services	1,471,919	866,535
Cleaning and waste disposal costs	501,543	548,220
Water charges	504,572	474,578
Advertising and promotion	440,259	353,958
Motor vehicle expenses	114,622	111,730
Computer expenses	423,328	298,690
Travel expenses	215,537	148,369
Staff training and development	150,704	129,640
Insurance costs	175,695	183,342
Postage and communication expenses	95,908	112,644
Books, periodicals and subscriptions	140,109	96,851
Legal costs	16,577	35,078
Security	175,794	89,532
Catering costs	89,536	61,202
Other	317,903	210,156
Subtotal	9,811,884	6,932,667
Cost of goods sold	678,280	612,310
Operating lease rental expenses	19,069	16,584
Total other operating expenses	10,509,233	7,561,561

3. THE COST OF DELIVERING SERVICES

Other operating expenses generally represent the day-to-day running costs incurred in normal operations.

Supplies and services are recognised as an expense in the reporting period in which they are incurred.

Operating rental expenses payments are recognised on a straight line basis over the lease term, except where another systematic basis is more representative of the time pattern of the benefits derived from the use of the leased asset.

Cost of goods sold: When inventories are sold, the carrying amount of those inventories are recognised as an expense in the period in which the related income is recognised. The amount of any write down of inventories to net realisable value and all losses of inventories are recognised as an expense in the period the write down or loss occurs.

The amount of any reversal of any write down of inventories, arising from an increase in net realisable value, is recognised as a reduction in the amount of inventories recognised as an expense in the period in which the reversal occurs.

Comparative amounts

Consistent with the requirements of AASB 101 *Definition and Recognition of the Elements of Financial Statements*, the value of volunteer services received free of charge is recognised as other operating expenses in the Comprehensive Operating Statement. Accordingly, the prior year comparative for other operating expenses and employee benefits expenses has been increased and decreased by \$699,414 respectively.

4. KEY ASSETS AVAILABLE TO SUPPORT SERVICE DELIVERY

Introduction

The Board controls infrastructure and other investments that are utilised in fulfilling its objectives and conducting its activities. They represent the resources that have been entrusted to the Board to be utilised for delivery of those services.

Where the assets included in this section are carried at fair value, additional information is disclosed in Note 7.2 in connection with how those fair values were determined.

Structure

4.1 Total property, plant and equipment..... 92

4.1 Total property, plant and equipment

	2019 \$	2018 \$
Land at fair value	310,676,607	310,676,607
	310,676,607	310,676,607
Buildings at fair value	34,077,897	33,463,343
Less accumulated depreciation	(1,728,376)	(1,167,317)
	32,349,521	32,296,026
Infrastructure at fair value	65,178,258	64,795,706
Less accumulated depreciation	(3,844,876)	(2,491,867)
	61,333,382	62,303,839
Plant, equipment and vehicles at fair value	7,955,297	7,517,958
Less accumulated depreciation	(4,492,877)	(4,515,953)
	3,462,420	3,002,005
Cultural assets at fair value	251,524,239	251,440,848
	251,524,239	251,440,848
Assets under construction at fair value	206,505	150,914
	206,505	150,914
Total property, plant and equipment	659,552,674	659,870,239

Initial recognition: Items of property, plant and equipment are measured initially at cost and subsequently revalued at fair value less accumulated depreciation and impairment. Where an asset is acquired for no or nominal cost, the cost is its fair value at the date of acquisition.

The initial cost for non-financial physical assets under a finance lease is measured at amounts equal to the fair value of the leased asset or, if lower, the present value of the minimum lease payments, each determined at the inception of the lease.

Subsequent measurement: Property, plant and equipment are subsequently measured at fair value less accumulated depreciation and impairment. Fair value is determined with regard to the asset's highest and best use (considering legal or physical restrictions imposed on the asset, public announcements or commitments made in relation to the intended use of the asset). For details of fair value measurement of non-financial physical assets by asset category, refer to Note 7.2.2.

Restricted assets: The Board holds \$16.1 million worth of buildings and infrastructure assets (2018 - \$16.4 million) listed as heritage assets on the Victorian Heritage Register under the *Heritage Act 1995*. These heritage assets cannot be modified or disposed of without approval from Heritage Victoria.

Impairment of Property, Plant and Equipment: The recoverable amount of primarily non-cash-generating assets of not-for-profit entities, which are typically specialised in nature and held for continuing use of their service capacity, is expected to be materially the same as fair value determined under *AASB 13 Fair Value Measurement*, with the consequence that AASB 136 does not apply to such assets that are regularly revalued.

4. KEY ASSETS AVAILABLE TO SUPPORT SERVICE DELIVERY

4.1.1 Depreciation

	2019 \$	2018 \$
Buildings	561,059	567,122
Infrastructure	1,353,123	1,343,878
Plant, equipment and vehicles	526,139	463,883
Total depreciation	2,440,321	2,374,883

All infrastructure assets, buildings and plant and equipment that have finite useful lives, are depreciated. The exceptions to this rule include items under operating leases, assets held for sale and land.

Depreciation is generally calculated on a straight line basis, at rates that allocate the asset's value, less any estimated residual value, over its estimated useful life. Typical estimated useful lives for the different asset classes for current and prior years are as follows:

Asset	Useful Life years
Buildings	4 to 100
Infrastructure	5 to 100
Plant, equipment and vehicles	4 to 10

The estimated useful lives, residual values and depreciation method are reviewed at the end of each annual reporting period, and adjustments made where appropriate.

Land and core cultural assets, which are considered to have an indefinite life, are not depreciated. Depreciation is not recognised in respect of these assets because their service potential has not, in any material sense, been consumed during the reporting period.

4.1.2 Reconciliation of movements in carrying amount of property, plant and equipment

2019	Land	Buildings	Infrastructure	Plant, equipment and vehicles	Cultural assets	Assets under construction	Total
	\$	\$	\$	\$	\$	\$	\$
Opening balance	310,676,607	32,296,026	62,303,839	3,002,005	251,440,848	150,914	659,870,239
Additions	-	547,916	373,228	1,116,444	83,391	133,549	2,254,528
Disposals	-	-	(1,882)	(129,890)	-	-	(131,772)
Revaluations	-	-	-	-	-	-	-
Transfers ^(a)	-	66,638	11,320	-	-	(77,958)	-
Depreciation	-	(561,059)	(1,353,123)	(526,139)	-	-	(2,440,321)
Closing balance	310,676,607	32,349,521	61,333,382	3,462,420	251,524,239	206,505	659,552,674

Note (a): Transfers balances represent amounts transferred between asset classes and out to disposal group held-for-sale.

2018	Land	Buildings	Infrastructure	Plant, equipment and vehicles	Cultural assets	Assets under construction	Total
	\$	\$	\$	\$	\$	\$	\$
Opening balance	254,400,000	32,742,517	62,908,162	2,603,553	251,424,572	430,774	604,509,578
Additions	-	120,631	368,079	906,073	16,276	109,116	1,520,175
Disposals	-	-	-	(41,482)	-	-	(41,482)
Revaluations	56,276,607	-	-	-	-	-	56,276,607
Transfers ^(a)	-	-	371,476	(2,256)	-	(388,976)	(19,756)
Depreciation	-	(567,122)	(1,343,878)	(463,883)	-	-	(2,374,883)
Closing balance	310,676,607	32,296,026	62,303,839	3,002,005	251,440,848	150,914	659,870,239

Note (a): Transfers balances represent amounts transferred between asset classes and out to disposal group held-for-sale.

5. OTHER ASSETS AND LIABILITIES

Introduction

This section sets out those assets and liabilities that arose from the Board's operations.

Structure

5.1 Receivables.....	94
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5.4 Prepayments.....	95

5.1 Receivables

	2019 \$	2018 \$
Contractual		
Sales of goods and services	493,992	607,004
Grant receivables	-	5,000,000
Accrued interest income	-	23,765
	493,992	5,630,769
Statutory		
Net GST input tax credit recoverable	129,203	66,543
	129,203	66,543
Total receivables ^(a)	623,195	5,697,312

Note (a): All receivables balances held at reporting date are classified as current.

Contractual receivables are classified as financial instruments and categorised as 'financial assets at amortised costs'. They are initially recognised at fair value plus any directly attributable transaction costs. The Board holds the contractual receivables with the objective to collect the contractual cash flows and therefore subsequently measured at amortised cost using the effective interest method, less any impairment.

Statutory receivables do not arise from contracts and are recognised and measured similarly to contractual receivables (except for impairment), but are not classified as financial instruments for disclosure purposes. The Board applies AASB 9 for initial measurement of the statutory receivables and as a result statutory receivables are initially recognised at fair value plus any directly attributable transaction cost.

Details about the Board's impairment policies, the Board's exposure to credit risk, and the calculation of the loss allowance are set out in Note 7.1.5.

5.2 Payables

	2019 \$	2018 \$
Contractual		
Supplies and services	1,236,144	1,643,741
Other payables	104,010	85,312
	1,340,154	1,729,053
Statutory		
Taxes payable	97,110	74,903
	97,110	74,903
Total payables ^(a)	1,437,264	1,803,956

Note (a): All payables balances at reporting date are classified as current.

Payables consist of:

- contractual payables, classified as financial instruments and measured at amortised cost. Accounts payable represent liabilities for goods and services provided to the Board prior to the end of the financial year that are unpaid; and
- statutory payables, that are recognised and measured similarly to contractual payables, but are not classified as financial instruments and not included in the category of financial liabilities at amortised cost, because they do not arise from contracts.

Payables for supplies and services have an average credit period of 30 days. No interest is charged on late payments.

5. OTHER ASSETS AND LIABILITIES

Other payables balances include security deposits and unearned income for which the timing and amount payable varies according to the terms of agreement.

The maturity analysis for the Board's contractual payables is as follows:

2019	Carrying amount ^(a)	Nominal amount ^(b)	Maturity dates				
			Less than 1 month	1- 3 months	3 months - 1 year	1 - 5 years	More than 5 years
	\$	\$	\$	\$	\$	\$	\$
Supplies and services	1,236,144	1,236,144	1,232,958	3,186	-	-	-
Other payables	104,010	104,010	104,010	-	-	-	-
Total	1,340,154	1,340,154	1,336,968	3,186	-	-	-

2018	Carrying amount ^(a)	Nominal amount ^(b)	Maturity dates				
			Less than 1 month	1- 3 months	3 months - 1 year	1 - 5 years	More than 5 years
	\$	\$	\$	\$	\$	\$	\$
Supplies and services	1,643,741	1,643,741	1,598,818	44,923	-	-	-
Other payables	85,312	85,312	85,312	-	-	-	-
Total	1,729,053	1,729,053	1,684,130	44,923	-	-	-

Notes:

(a) The carrying amounts disclosed exclude statutory amounts (eg GST payable).

(b) Maturity analysis is presented using the contractual undiscounted cash flows (ie nominal amount).

5.3 Inventories

	2019	2018
	\$	\$
Inventories held-for-sale at cost	152,109	262,748
Total inventories ^(a)	152,109	262,748

Note (a): Inventory balances held at reporting date are classified as current.

Inventories include goods held-for-sale in the ordinary course of business operations and are measured at the lower of cost and net realisable value.

The cost of inventory is measured on the basis of weighted average cost. Where inventories are acquired for no cost or nominal consideration, they are measured at current replacement cost at the date of acquisition.

5.4 Prepayments

Prepayments represent payments made in advance of receipt of goods or services or that part of expenditure made in one accounting period covering a term extending beyond that period.

6. HOW WE FINANCE OUR OPERATIONS

Introduction

This section provides information on the sources of finance utilised by the Board during its operations, along with interest expenses (the cost of borrowings) and other information related to the financing activities of the Board.

This section includes disclosures of balances that are financial instruments (such as borrowings and cash balances). Notes 7.1 and 7.2 provide additional, specific financial instrument disclosures.

Structure

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6.1 Borrowings

	2019 \$	2018 \$
Current		
Finance lease liabilities ^(a)	154,997	153,867
Loan from TCV	-	145,223
	154,997	299,090
Non-Current		
Finance lease liabilities ^(a)	341,182	295,296
	341,182	295,296
Total borrowings	496,179	594,386

Note (a): Secured by the assets leased. Finance leases are effectively secured as the rights to the leased assets revert to the lessor in the event of default.

'Borrowings' refer to interest bearing liabilities mainly arising from public borrowings raised through Treasury Corporation of Victoria (TCV), and finance leases.

Borrowings are classified as financial instruments. All interest bearing borrowings are initially recognised at the fair value of the consideration received less directly attributable transaction costs. Subsequent to initial recognition, borrowings are measured at amortised cost with any difference between the initial recognised amount and the redemption value being recognised in net result over the period of the borrowing using the effective interest method.

During the current year, there were no defaults or breaches of the TCV loan.

The maturity analysis for the Board's borrowings is as follows:

2019	Carrying amount ^(a) \$	Nominal amount ^(b) \$	Maturity dates				
			Less than 1 month \$	1 - 3 months \$	3 months - 1 year \$	1 - 5 years \$	More than 5 years \$
Finance lease liabilities	496,179	526,258	63,740	37,660	66,932	357,926	-
Loan from TCV	-	-	-	-	-	-	-
Total	496,179	526,258	63,740	37,660	66,932	357,926	-

2018	Carrying amount ^(a) \$	Nominal amount ^(b) \$	Maturity dates				
			Less than 1 month \$	1 - 3 months \$	3 months - 1 year \$	1 - 5 years \$	More than 5 years \$
Finance lease liabilities	449,163	497,515	37,143	16,343	130,996	313,033	-
Loan from TCV	145,223	145,223	-	-	-	-	145,223
Total	594,386	642,738	37,143	16,343	130,996	313,033	145,223

Notes:

(a) The carrying amounts disclosed exclude statutory amounts (eg GST payable).

(b) Maturity analysis is presented using the contractual undiscounted cash flows (ie nominal amount).

Interest expense

'Interest expense' includes costs incurred in connection with the borrowing of funds and includes the interest component of finance lease repayments and the loan from TCV and is recognised in the period in which it is incurred.

6.2 Leases**6.2.1 Finance leases (Board as lessee)**

	Minimum future lease payments ^(a)		Present value of minimum future lease payments	
	2019 \$	2018 \$	2019 \$	2018 \$
Not longer than 1 year	168,332	166,835	154,997	153,867
Longer than 1 year and not longer than 5 years	357,926	313,033	341,182	295,296
Longer than 5 years	-	-	-	-
Minimum future lease payments	526,258	479,868	496,179	449,163
Less: future finance charges	(30,079)	(30,705)	-	-
Present value of minimum lease payments	496,179	449,163	496,179	449,163
Included in the financial statements as:				
Current borrowings lease liabilities (Note 6.1)			154,997	153,867
Non-current borrowings lease liabilities (Note 6.1)			341,182	295,296
Total			496,179	449,163

Note (a): Minimum future finance lease payments include the aggregate of all base payments and any guaranteed residual.

At the commencement of the lease term, finance leases are initially recognised as assets and liabilities at amounts equal to the fair value of the leased property or, if lower, the present value of the minimum lease payment, each determined at the inception of the lease. The leased asset is accounted for as a non-financial physical asset and depreciated over the shorter of the estimated useful life of the asset or the term of the lease. Minimum finance lease payments are apportioned between the reduction of the outstanding lease liability and the periodic finance expense, which is calculated using the interest rate implicit in the lease and charged directly to the comprehensive operating statement.

6.3 Cash flow information and balances

Cash and deposits, including cash equivalents, comprise cash on hand and cash at bank, deposits at call and those highly liquid investments with an original maturity of three months or less, which are held for the purpose of meeting short-term cash commitments rather than for investment purposes, and which are readily convertible to known amounts of cash and subject to an insignificant risk of changes in value.

6.3.1 Reconciliation of cash and deposits

	2019 \$	2018 \$
Cash at bank and on hand	17,399,293	2,970,250
Term deposits	-	7,530,411
Balance as per cash flow statement	17,399,293	10,500,661

6. HOW WE FINANCE OUR OPERATIONS

6.3.2 Reconciliation of the net result for the period to net cash flows from operating activities

	2019 \$	2018 \$
Net result for the period	(963,977)	6,142,740
Non-cash movements		
(Gain)/loss on sale or disposal of non-current assets	(19,062)	(13,288)
Net (gain)/loss on financial instruments	-	(2,152)
Impairment of non-financial assets	-	-
Depreciation of non-financial assets	2,440,321	2,374,883
Movements in assets and liabilities		
(Increase)/decrease in receivables	5,074,117	(4,916,589)
(Increase)/decrease in inventories	110,639	2,733
(Increase)/decrease in other non-financial assets	20,395	(106,497)
Increase/(decrease) in payables	(366,692)	790,838
Increase/(decrease) in provisions	490,678	154,321
Net cash from/(used in) operating activities	6,786,419	4,426,989

6.4 Commitments for expenditure

Commitments for future expenditure include operating and capital commitments arising from contracts. These commitments are recorded below at their nominal value and inclusive of GST.

The following commitments have not been recognised as liabilities in the financial statements:

	2019 \$	2018 \$
Capital expenditure commitments payable		
Within 1 year	2,324,718	143,206
Later than 1 year but not later than 5 years	10,407	10,407
Subtotal	2,335,125	153,613
Operating expenditure commitments payable ^(a)		
Within 1 year	520,126	118,391
Later than 1 year but not later than 5 years	1,458,301	32,596
Subtotal	1,978,427	150,987
Total commitments including GST	4,313,552	304,600
Less GST recoverable	392,141	13,726
Total commitments excluding GST	3,921,411	290,874

Note (a): Operating expenditure commitments includes service contracts for building maintenance, security and data and lease commitments relating to office equipment with a lease term of up to 5 years. The Board does not have an option to purchase the leased asset at the expiry of the lease period under these leasing arrangements.

7. RISKS, CONTINGENCIES AND VALUATION JUDGEMENTS

Introduction

The Board is exposed to risk from its activities and outside factors. In addition, it is often necessary to make judgements and estimates associated with recognition and measurement of items in the financial statements. This section sets out financial instrument specific information (including exposures to financial risks), as well as those items that are contingent in nature or require a higher level of judgement to be applied, which for the Board relates mainly to fair value determination.

Structure

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7.1 Financial instruments specific disclosures

Financial instruments arise out of contractual agreements that give rise to a financial asset of one entity and a financial liability or equity instrument of another entity. Due to the nature of the Board's activities, certain financial assets and financial liabilities arise under statute rather than a contract (for example taxes). Such assets and liabilities do not meet the definition of financial instruments in AASB 132 *Financial Instruments: Presentation*.

From 1 July 2018, the Board has applied AASB 9 and classified all of its financial assets based on the business model for managing the assets and each asset's contractual terms.

7.1.1 Categories of financial instruments

Financial assets at amortised cost recognised under AASB 9

Financial assets are measured at amortised costs if both of the following criteria are met:

- the assets are held by the Board to collect the contractual cash flows; and
- the assets' contractual terms give rise to cash flows that are solely payments of principal and interest.

These assets are initially recognised at fair value plus any directly attributable transaction costs and subsequently measured at amortised cost using the effective interest method less any impairment. The Board recognises the following assets in this category:

- cash and deposits;
- receivables (excluding statutory receivables); and
- term deposits.

Financial assets at amortised cost previously recognised under AASB 139

Loans and receivables and cash are financial instrument assets with fixed and determinable payments that are not quoted on an active market. These assets and liabilities are initially recognised at fair value plus any directly attributable transaction costs. Subsequent to initial measurement, loans and receivables are measured at amortised cost using the effective interest method (and, for assets, less any impairment). The Board recognises the following assets in this category:

- cash and deposits;
- receivables; and
- term deposits.

Financial liabilities at amortised cost recognised under AASB 9 and previously under AASB 139

Financial liabilities at amortised cost are initially recognised on the date they are originated. They are initially measured at fair value plus any directly attributable transaction costs. Subsequent to initial recognition, these financial instruments are measured at amortised cost with any difference between the initial recognised amount and the redemption value being recognised in profit and loss over the period of the interest bearing liability, using the effective interest rate method. The Board recognises the following liabilities in this category:

- payables (excluding statutory payables); and
- borrowings (including finance lease liabilities).

7. RISKS, CONTINGENCIES AND VALUATION JUDGEMENTS

The carrying amounts of the Board's contractual financial assets and financial liabilities by category are as follows:

	Carrying amount	
	2019 \$	2018 \$
Contractual financial assets		
Cash and deposits	17,399,293	10,500,661
Receivables at amortised cost ^(a)		
Grant receivables	-	5,000,000
Sale of goods and services	493,992	607,004
Accrued interest income	-	23,765
Total ^(b)	17,893,285	16,131,430
Contractual financial liabilities at amortised cost		
Supplies and services payables	1,236,144	1,643,741
Other payables	104,010	85,312
Finance lease liabilities	496,179	449,163
Loan from TCV	-	145,223
Total ^(b)	1,836,333	2,323,439

Notes:

(a) Previously classified as Financial assets - loans and receivables under AASB 139.

(b) The total amounts disclosed here exclude statutory receivables (ie GST input tax credit recoverable and taxes payable).

7.1.2 Derecognition of financial assets and liabilities

A **financial asset** (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is derecognised when:

- the rights to receive cash flows from the asset have expired; or
- the Board has transferred its rights to receive cash flows from the asset and either:
 - has transferred substantially all the risks and rewards of the asset; or
 - has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

A **financial liability** is derecognised when the obligation under the liability is discharged, cancelled or expires.

When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised as an 'other economic flow' in the comprehensive operating statement.

7.1.4 Net holding gain/(loss) on financial instruments

The Board's net holding gains/(losses) on contractual financial assets and liabilities by category are as follows:

	Interest income/(expense)	
	2019 \$	2018 \$
Contractual financial assets		
Financial assets at amortised cost ^(a)	343,397	216,737
Total contractual financial assets	343,397	216,737
Contractual financial liabilities		
Financial liabilities at amortised cost	(3,302)	(5,995)
Total contractual financial liabilities	(3,302)	(5,995)

Note (a) : Previously classified as Financial assets - loans and receivables under AASB 139.

7. RISKS, CONTINGENCIES AND VALUATION JUDGEMENTS

The net holding gains or losses disclosed above are determined as follows:

- for cash and cash equivalents and financial assets at amortised cost, the net gain or loss is calculated by taking the movement in interest income minus any impairment recognised in the net result; and
- for financial liabilities measured at amortised cost, the net gain or loss is equal to the interest expense incurred during the reporting period.

7.1.5 Financial risk management objectives and policy

As a whole, the Board's financial risk management program seeks to manage these risks and the associated volatility of its financial performance.

Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, with respect to each class of financial asset and financial liability above, are disclosed in Note 7.2 to the financial statements.

The main purpose in holding financial instruments is to prudentially manage the Board's financial risks within the requirements of the *Royal Botanic Gardens Act 1991* and the government's policy parameters.

The Board's main financial risks include credit risk, liquidity risk and interest rate risk. The Board manages these financial risks in accordance with its financial risk management policy.

The Board uses different methods to measure and manage the different risks to which it is exposed. Primary responsibility for the identification and management of financial risks rests with the Finance and Audit Committee of the Board.

Financial instruments - credit risk

Credit risk refers to the possibility that a borrower will default on its financial obligations as and when they fall due. The Board's exposure to credit risk arises from the potential default of a counter party on their contractual obligations resulting in financial loss to the Board. Credit risk is measured at fair value and is monitored on a regular basis.

Credit risk associated with the Board's contractual financial assets is minimal, especially in relation to its sale of goods and services receivables due to the adoption of stringent credit establishment and collection policies and procedures. In addition, the Board does not engage in hedging for its contractual financial assets and mainly obtains contractual financial assets that are on fixed interest, except for cash and deposits, which are mainly cash at bank. As with the policy for debtors, the Board's policy is to only deal with banks with high credit ratings.

Provision of impairment for contractual financial assets is recognised when there is objective evidence that the Board will not be able to collect a receivable. Objective evidence includes financial difficulties of the debtor, default payments, debts which are more than 60 days overdue, and changes in debtor credit ratings.

The carrying amount of contractual financial assets recorded in the financial statements represents the Board's maximum exposure to credit risk without taking account of the value of any collateral obtained.

There has been no material change to the Board's credit risk profile in 2018-19.

Contractual receivables at amortised cost

The Board applies AASB 9 simplified approach for all contractual receivables to measure expected credit losses using a lifetime expected loss allowance based on the assumptions about risk of default and expected loss rates. The Board has grouped contractual receivables on shared credit risk characteristics and days past due and selected the expected credit loss rate based on the Board's past history and existing market conditions, as well as forward looking estimates at the end of the financial year.

On this basis, the Board determines the opening loss allowance on initial application date of AASB 9 and the closing loss allowance at end of the financial year as follows:

2019	Current	Less than 1 month	1 - 3 months	3 months - 1 year	1 - 5 years	Total
Expected loss rate	0%	0%	0%	0%	0%	
Gross carrying amount	460,896	2,414	28,184	2,498	-	493,992
Loss allowance	-	-	-	-	-	-

7. RISKS, CONTINGENCIES AND VALUATION JUDGEMENTS

2018	Current	Less than 1 month	1 - 3 months	3 months - 1 year	1 - 5 years	Total
Expected loss rate	0%	0%	0%	0%	0%	
Gross carrying amount	5,423,268	160,658	17,674	29,169	-	5,630,769
Loss allowance	-	-	-	-	-	-

Contractual receivables are written off when there is no reasonable expectation of recovery and impairment losses are classified as a transaction expense. Subsequent recoveries of amounts previously written off are credited against the same line item.

In prior years, a provision for doubtful debts is recognised when there is objective evidence that the debts may not be collected and bad debts are written off when identified. A provision is made for estimated irrecoverable amounts from the sale of goods when there is objective evidence that an individual receivable is impaired. Bad debts are considered as written off by mutual consent.

Statutory receivables at amortised cost

The Board's non-contractual receivables arising from statutory requirements are not financial instruments. However, they are nevertheless recognised and measured in accordance with AASB 9 requirements as if those receivables are financial instruments.

The Board's statutory receivables are considered to have low credit risk, taking into account the counterparty's credit rating, risk of default and capacity to meet contractual cash flow obligations in the near term. As a result, the loss allowance recognised for these financial assets during the period was limited to 12 months' expected losses. No loss allowance has been recognised at 30 June 2018 under AASB 139. No additional loss allowance was required upon transition into AASB 9 on 1 July 2018.

Financial instruments - liquidity risk

Liquidity risk is the risk that the Board would be unable to meet its financial obligations as and when they fall due. The Board's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed in the face of the balance sheet. The Board continuously manages risk through monitoring future cash flows and maturities planning to ensure adequate holding of high quality liquid assets and dealing in highly liquid markets.

The Board's exposure to liquidity risk is deemed insignificant based on prior periods' data and current assessment of risk. Cash for unexpected events is generally sourced from its cash and deposits balance.

Financial instruments - market risk

The Board's exposures to market risk are primarily through interest rate risk.

The Board's sensitivity to market risk is determined based on past performance, future expectations and economic forecasts and, accordingly, the Board believes that a movement of 100 basis points is 'reasonably possible' over the next 12 months.

Interest rate risk

Fair value interest rate risk is the risk that the fair value of a financial instrument will fluctuate because of changes in market interest rates. The Board does not hold any interest bearing financial instruments that are measured at fair value and therefore has nil exposure to fair value interest rate risk.

Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

The Board has minimal exposure to cash flow interest rate risk through its cash and deposits and finance lease liabilities that are at a floating rate.

The Board manages this risk by mainly undertaking fixed rate or non-interest bearing financial instruments with relatively even maturity profiles, with only insignificant amounts of financial instruments at a floating rate. Management has concluded that cash at bank financial assets can be left at floating rate without necessarily exposing the Board to significant bad risk. Movements in interest rates are monitored on a daily basis by Management.

7. RISKS, CONTINGENCIES AND VALUATION JUDGEMENTS

The carrying amounts of financial assets and financial liabilities that are exposed to interest rates are as follows:

2019	Weighted average effective interest rate %	Carrying amount ^(a) \$	Interest rate exposure		
			Fixed interest rate \$	Variable interest rate \$	Non-interest bearing \$
Financial assets					
Cash and deposits	1.90	17,399,293	-	17,362,563	36,730
Sale of goods and services	-	493,992	-	-	493,992
Accrued interest income	-	-	-	-	-
		17,893,285	-	17,362,563	530,722
Financial liabilities					
Supplies and services payables	-	1,236,144	-	-	1,236,144
Other payables	-	104,010	-	-	104,010
Finance lease liabilities	3.57	496,179	496,179	-	-
Loans from TCV	-	-	-	-	-
		1,836,333	496,179	-	1,340,154

2018	Weighted average effective interest rate %	Carrying amount ^(a) \$	Interest rate exposure		
			Fixed interest rate \$	Variable interest rate \$	Non-interest bearing \$
Financial assets					
Cash and deposits	2.01	10,500,661	7,530,411	2,942,884	27,366
Grant Receivables	-	5,000,000	-	-	5,000,000
Sale of goods and services	-	607,004	-	-	607,004
Accrued interest income	-	23,765	-	-	23,765
		16,131,430	7,530,411	2,942,884	5,658,135
Financial liabilities					
Supplies and services payables	-	1,643,741	-	-	1,643,741
Other payables	-	85,312	-	-	85,312
Finance lease liabilities	3.70	449,163	449,163	-	-
Loans from TCV	-	145,223	-	145,223	-
		2,323,439	449,163	145,223	1,729,053

Note (a): The carrying amounts disclosed here exclude statutory amounts (eg GST input tax credit recoverable and GST payable).

The Board's sensitivity to possible movements in interest rates is as follows:

	Carrying amount		+100 basis points		-100 basis points	
	2019 \$	2018 \$	Net result		Net result	
			2019 \$	2018 \$	2019 \$	2018 \$
Contractual financial assets						
Cash and deposits ^(a)	17,399,293	10,500,661	173,626	104,733	(173,626)	(104,733)
	17,399,293	10,500,661	173,626	104,733	(173,626)	(104,733)
Contractual financial liabilities						
Borrowings ^(b)	496,179	594,386	4,962	5,944	(4,962)	(5,944)
	496,179	594,386	4,962	5,944	(4,962)	(5,944)

Notes:

(a) Cash and deposits includes deposits of \$17,362,563 (2018 - \$10,473,295) that are exposed to floating rate movements. Sensitivities to these movements are calculated as follows:

- 2019 - $\$17,362,563 \times 0.01 = 173,626$ and $\$17,362,563 \times -0.01 = -\$173,626$; and
- 2018 - $\$10,473,295 \times 0.01 = \$104,733$ and $\$10,473,295 \times -0.01 = -\$104,733$.

(b) Borrowings include finance lease liabilities and a Loan from TCV to the value of \$0 (2018 - \$594,386) that are exposed to movements in interest rates. Sensitivities to these movements are calculated as follows:

- 2019 - \$0
- 2018 - $\$594,386 \times 0.01 = \$5,944$; and $\$594,386 \times -0.01 = -\$5,944$.

7. RISKS, CONTINGENCIES AND VALUATION JUDGEMENTS

7.2 Fair value determination

Fair value determination requires judgement and the use of assumptions. This section discloses the most significant assumptions used in determining fair values. Changes to assumptions could have a material impact on the results and financial position of the Board.

This section sets out information on how the Board determined fair value for financial reporting purposes. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

The following assets and liabilities are carried at fair value:

- property, plant and equipment; and
- financial assets and liabilities measured at amortised cost.

The Board determines the policies and procedures for determining fair values for both financial and non-financial assets and liabilities as required.

In determining fair values a number of inputs are used. To increase consistency and comparability in the financial statements, these inputs are categorised into levels, also known as the fair value hierarchy.

How this section is structured

For those assets and liabilities for which fair values are determined, the following disclosures are provided:

- carrying amount and the fair value (which would be the same for those assets measured at fair value);
- which level of the fair value hierarchy was used to determine the fair value; and
- in respect of those assets and liabilities subject to fair value determination using Level 3 inputs:
 - a reconciliation of the movements in fair values from the beginning of the year to the end; and
 - details of significant unobservable inputs used in the fair value determination.

This section is divided between disclosures in connection with fair value determination for financial instruments (refer to Note 7.2.1) and non-financial physical assets (refer to Note 7.2.2).

7.2.1 Fair value determination of financial assets and liabilities

The fair values and net fair values of financial assets and liabilities are determined according to the following fair value hierarchy:

- Level 1 – the fair value of financial instruments with standard terms and conditions and traded in active liquid markets is determined with reference to quoted market prices; and
- Level 2 – the fair value is determined using inputs other than quoted prices that are observable for the financial asset or liability, either directly or indirectly.

The Board currently holds a range of financial instruments that are recorded in the financial statements where the carrying amounts are a reasonable approximation of fair value, either due to their short term nature or with the expectation that they will be paid in full by the end of the 2018-19 reporting period.

These financial instruments include:

Financial assets	Financial liabilities
<ul style="list-style-type: none">• Cash and deposits• Receivables:<ul style="list-style-type: none">- Sale of goods and services- Grant receivables- Accrued investment income• Investments and other contractual financial assets:<ul style="list-style-type: none">- Term deposits	<ul style="list-style-type: none">• Payables:<ul style="list-style-type: none">- For supplies and services- Other payables• Loan from TCV

Where the fair value of the financial instruments is different from the carrying amounts, the following information has been included to disclose the difference.

7. RISKS, CONTINGENCIES AND VALUATION JUDGEMENTS

	Carrying amount	Fair value	Carrying amount	Fair value
	2019	2019	2018	2018
	\$	\$	\$	\$
Financial liabilities				
Finance lease liabilities	496,179	496,179	449,163	449,163
Loan from TCV	-	-	145,223	145,223
	496,179	496,179	594,386	594,386

7.2.2 Fair value determination of non-financial physical assets

The fair values of non-financial physical assets are determined according to the following fair value hierarchy:

- Level 1 – quoted (unadjusted) market prices in active markets for identical assets or liabilities;
- Level 2 – valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and
- Level 3 – valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

The Board determines whether transfers have occurred between levels in the hierarchy by reassessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

The Valuer-General Victoria is the Board's independent valuation agency and monitors changes in the fair value of each asset and liability through relevant data sources to determine whether revaluation is required.

The fair value measurement hierarchy for assets at the end of the reporting period is as follows:

	Carrying amount		Fair value measurement using: ^(a)			
			Level 2		Level 3	
	2019	2018	2019	2018	2019	2018
	\$	\$	\$		\$	\$
Land						
Specialised land	310,676,607	310,676,607	-	-	310,676,607	310,676,607
	310,676,607	310,676,607	-	-	310,676,607	310,676,607
Buildings						
Specialised buildings	17,128,625	16,774,797	-	-	17,128,625	16,774,797
Heritage assets	15,220,896	15,521,229	-	-	15,220,896	15,521,229
	32,349,521	32,296,026	-	-	32,349,521	32,296,026
Infrastructure						
Specialised infrastructure	60,429,253	61,361,237	-	-	60,429,253	61,361,237
Heritage assets	904,129	942,602	-	-	904,129	942,602
	61,333,382	62,303,839	-	-	61,333,382	62,303,839
Plant, equipment and vehicles						
Plant and equipment	2,585,952	2,249,490	-	-	2,585,952	2,249,490
Vehicles ^(b)	876,468	752,515	-	-	876,468	752,515
	3,462,420	3,002,005	-	-	3,462,420	3,002,005
Cultural assets						
Antiques and artwork	9,461,339	9,377,948	9,461,339	9,377,948	-	-
Specialised cultural assets	242,062,900	242,062,900	-	-	242,062,900	242,062,900
	251,524,239	251,440,848	9,461,339	9,377,948	242,062,900	242,062,900

Notes:

(a) Classified in accordance with the fair value hierarchy. The Board does not hold any assets classified as Level 1 assets for the reporting periods ended 30 June 2019 and 30 June 2018.

(b) Vehicles are categorised as Level 3 assets as fair value of the vehicles is estimated based on the current replacement cost.

There have been no transfers between levels during the period.

Non-specialised antiques and artworks

Non-specialised antiques and artworks are valued using the market approach. Under this valuation method, valuation of the assets is determined by a comparison to similar examples of the artists' work in existence throughout Australia and research on prices paid for similar examples offered at auction or through art galleries in recent years. An independent valuation of antiques and artwork was undertaken by the Valuer-General Victoria to determine their fair value at 30 June 2016.

7. RISKS, CONTINGENCIES AND VALUATION JUDGEMENTS

Specialised land and buildings

The market approach is also used for specialised land, although it is adjusted for the community service obligation (CSO) to reflect the specialised nature of the land being valued.

The CSO adjustment is a reflection of the valuer's assessment of the impact of restrictions associated with an asset to the extent that is also equally applicable to market participants. This approach is in light of the highest and best use consideration required for fair value measurement, and takes into account the use of the asset that is physically possible, legally permissible, and financially feasible. As adjustments of CSO are considered as significant unobservable inputs, specialised land is classified as a Level 3 asset.

For the majority of the Board's specialised buildings, the current replacement cost method is used, adjusting for the associated depreciations. As depreciation adjustments are considered significant unobservable inputs in nature, specialised buildings are classified as Level 3 fair value measurements.

An independent valuation of the Board's specialised buildings was performed by the Valuer-General Victoria. The valuation was performed using the market approach adjusted for CSO. The effective date of the valuation was 30 June 2016. In accordance with the requirements of FRD 103F *Non-financial physical assets*, a managerial revaluation was performed on the carrying amount of the Board's land based on the land indices issued by the Valuer-General to reflect the increase in fair value at 30 June 2018.

Specialised cultural assets

Specialised cultural assets, including the State Botanical Collection, are valued using replacement cost method. Replacement costs are costs to replace the current service capacity of the asset. The method used calculates a unit cost per sample unit that is then scaled up to each collection.

An independent valuation of the Board's specialised cultural assets was performed by the Valuer-General Victoria. The valuation was performed using the replacement cost approach. The effective date of the valuation was 30 June 2016.

Infrastructure assets

Infrastructure assets are valued using the current replacement cost method. This cost represents the replacement cost of the building/component after applying depreciation rates on a useful life basis. Replacement costs are costs to replace the current service capacity of the asset.

Where it has not been possible to examine hidden works such as structural frames and floors, the use of reasonable materials and methods of construction have been assumed, bearing in mind the age and nature of the building. The estimated cost of reconstruction, including structural services and finishes, also factors in any heritage classifications as applicable.

An independent valuation of the Board's infrastructure assets was performed by the Valuer-General Victoria. The valuation was performed based on the current replacement cost of the assets. The effective date of the valuation was 30 June 2016.

Vehicles

Vehicles are valued using the current replacement cost method. The Board acquires new vehicles and at times disposes of them before the end of their economic life. The process of acquisition, use and disposal in the market is managed under finance leasing arrangements with DTF and Westpac Bank. Depreciation rates used reflect the utilisation of the vehicles.

Plant and equipment

Plant and equipment is held at fair value. When plant and equipment is specialised in use, such that it is rarely sold other than as part of a going concern, fair value is determined using the current replacement cost method.

There were no changes in valuation techniques throughout the period to 30 June 2019.

For all assets measured at fair value, the current use is considered the highest and best use.

The reconciliation of Level 3 fair value is as follows:

2019	Specialised land \$	Buildings \$	Vehicles \$	Plant and equipment \$	Infrastructure \$	Specialised Cultural \$
Opening balance	310,676,607	32,296,026	752,515	2,249,490	62,303,839	242,062,900
Purchases/(sales)	-	614,554	257,043	729,511	382,666	-
<i>Gains or losses recognised in net result:</i>						
Impairments	-	-	-	-	-	-
Depreciation	-	(561,059)	(133,090)	(393,049)	(1,353,123)	-
<i>Gains or losses recognised in other economic flows - other comprehensive income:</i>						
Revaluations	-	-	-	-	-	-
Closing balance	310,676,607	32,349,521	876,468	2,585,952	61,333,382	242,062,900

7. RISKS, CONTINGENCIES AND VALUATION JUDGEMENTS

2018	Specialised land \$	Buildings \$	Vehicles \$	Plant and equipment \$	Infrastructure \$	Specialised Cultural \$
Opening balance	254,400,000	32,742,517	417,341	2,186,212	62,908,162	242,062,900
Purchases/(sales)	-	120,631	445,754	416,581	739,555	-
<i>Gains or losses recognised in net result:</i>						
Impairments	-	-	-	-	-	-
Depreciation	-	(567,122)	(110,580)	(353,303)	(1,343,878)	-
<i>Gains or losses recognised in other economic flows - other comprehensive income:</i>						
Revaluations	56,276,607	-	-	-	-	-
Closing balance	310,676,607	32,296,026	752,515	2,249,490	62,303,839	242,062,900

A description of significant unobservable inputs to Level 3 valuations is as follows:

Asset Category	Valuation technique	Significant unobservable inputs
Specialised Land	• Market approach	• Community Service Obligation (CSO) adjustment
Buildings (<i>specialised and heritage</i>)	• Current Replacement Cost	• Direct cost per square metre • Useful life of buildings
Vehicles	• Current Replacement Cost	• Cost per unit • Useful life of vehicles
Plant and Equipment	• Current Replacement Cost	• Cost per unit • Useful life of plant and equipment
Infrastructure (<i>specialised and heritage</i>)	• Current Replacement Cost	• Cost per unit • Useful life of infrastructure assets
Specialised Cultural Assets	• Current Replacement Cost	• Cost per unit • Size of collections

7.3 Contingent liabilities

Contingent liabilities are:

- possible obligations that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity; or
- present obligations that arise from past events but are not recognised because:
 - it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligations; or
 - the amount of the obligations cannot be measured with sufficient reliability.

Contingent liabilities are not recognised in the balance sheet and are classified as either quantifiable or non-quantifiable. If quantifiable, contingent liabilities are measured at nominal value inclusive of GST payable.

Non-quantifiable contingent liability

A legal dispute has arisen between the Board and an Australian event promoter in relation to the existence of agreement to allow the conduct of a music event within Melbourne Gardens in 2019. While discussions on the matter are in progress, the amount payable, if any, cannot be reliably estimated at reporting date.

8. OTHER DISCLOSURES

Introduction

This section includes additional material disclosures required by accounting standards or otherwise, for the understanding of this financial report.

Structure

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8.1 Other economic flows included in net result

Other economic flows are changes in the volume or value of an asset or liability that do not result from transactions. Other gains/(losses) from other economic flows include the gains or losses from the revaluation of the present value of the long service leave liability due to changes in the bond interest rates.

	2019 \$	2018 \$
Net gain/(loss) on non-financial assets		
Net gain/(loss) on disposal of property, plant and equipment	19,062	13,288
Impairment of property, plant and equipment	-	-
Write down of inventory	(4,917)	(2,524)
	14,145	10,764
Net gain/(loss) on financial instruments		
Net FX gain/(loss) arising from foreign cash held	(535)	1,540
	(535)	1,540
Other gains/(losses) from economic flows		
Net gain/(loss) arising from revaluation of long service leave liability	168,181	4,523
	168,181	4,523

8.2 Non-financial assets held-for-sale

The following non-financial assets held-for-sale exist at the reporting date:

	2019 \$	2018 \$
Non-current assets		
Leased vehicles held-for-sale ^(a)	-	19,756
	-	19,756
Liabilities		
Finance lease liabilities	-	17,646
	-	17,646

Note (a): The Board holds vehicles under the leasing arrangement with DTF which are awaiting sale at the end of the reporting period. No impairment loss was recognised on re-classification of vehicles held-for-sale or at the end of the reporting period.

8.3 Reserves

	2019 \$	2018 \$
Physical asset revaluation surplus		
Balance at beginning of financial year	555,102,922	498,826,315
Revaluation increments/(decrements)	-	56,276,607
Balance at end of financial year	555,102,922	555,102,922
Net change in reserves	555,102,922	555,102,922

8.4 Responsible persons

In accordance with the Ministerial Directions issued by the Minister for Finance under the *Financial Management Act 1994*, the following disclosures are made regarding responsible persons for the reporting period:

Names

The persons who held the positions of Minister, Governing Board and Accountable Officer of the Royal Botanic Gardens Victoria are as follows:

Minister

Minister for Energy, Environment and Climate Change Hon Lily D'Ambrosio MP 1 July 2018 to 30 June 2019

Governing Board

Chairman	Mr Ken Harrison AM	1 July 2018 to 30 June 2019
Deputy Chairman	Mrs Penny Fowler	1 July 2018 to 30 June 2019
Member	Professor Rob Adams AM	1 July 2018 to 28 September 2018
Member	Professor Antony Bacic	1 July 2018 to 30 June 2019
Member	Ms Jillian Riseley	1 July 2018 to 30 June 2019
Member	Ms Susanne Williamson	1 July 2018 to 30 June 2019
Member	Ms Jennifer Wolcott	1 July 2018 to 30 June 2019

Accountable Officer

Director and Chief Executive Professor Tim Entwisle 1 July 2018 to 30 June 2019

Remuneration

Remuneration received or receivable by responsible persons, other than the Minister, in connection with the management of the Board during the period is as follows:

	2019	2018 \$
\$0 - \$9,999	6	6
\$10,000 - \$19,999	1	1
\$290,000 - \$299,000	-	1
\$300,000 - \$309,999	1	-
Total numbers	8	8

8.5 Remuneration of executives

The number of executive officers, other than Ministers and accountable officers, and their total remuneration during the reporting period are shown in the table below. Total annualised employee equivalents provide a measure of full-time equivalent executive officers over the reporting period.

Remuneration comprises employee benefits in all forms of consideration paid, payable or provided by the entity, or on behalf of the entity, in exchange for services rendered, and is disclosed in the following categories.

Short-term employee benefits include amounts such as wages, salaries, annual leave or sick leave that are usually paid or payable on a regular basis, as well as non-monetary benefits such as allowances and free or subsidised goods or services.

Post-employment benefits include pensions and other retirement benefits paid or payable on a discrete basis when employment is ceased.

Other long-term benefits include long service leave, other long service benefits or deferred compensation.

Several factors affected total remuneration payable to executives over the year. A number of employment contracts were completed and renegotiated.

Remuneration was paid to executives during the reporting period as follows:

	2019	2018
	\$	\$
Short-term benefits	952,106	934,545
Post-employment benefits	84,282	84,133
Other long-term benefits	21,030	20,871
Total remuneration	1,057,418	1,039,549
Number of executives	5	5
Total annualised employee equivalents ^(a)	5.0	5.0

Note (a): Annualised employee equivalent is based on the time fraction worked over the reporting period.

8.6 Related parties

The Board is a wholly owned and controlled entity of the State of Victoria.

Related parties of the Board include:

- all key management personnel and their close family members and personal business interests (controlled entities, joint ventures and entities they have significant influence over);
- all Cabinet Ministers and their close family members; and
- all departments and public sector entities that are controlled and consolidated into the whole of state consolidated financial statements.

All related party transactions have been entered into on an arm's length basis.

Significant transactions with government-related entities

The Board received funding from the Department of Environment, Land, Water and Planning of \$21.3 million (2018 - \$23.6 million) during the reporting period.

Key management personnel (KMP) of the Board include the Portfolio Minister, Hon Lily D'Ambrosio MP, the members of the governing board and the Director and Chief Executive.

The compensation detailed below excludes the salaries and benefits received by the Portfolio Minister. The Minister's remuneration and allowances are set by the *Parliamentary Salaries and Superannuation Act 1968* and reported within the Department of Parliamentary Services' Financial Report.

8. OTHER DISCLOSURES

Compensation paid to KMPs during the reporting period is as follows:

	2019	2018
		\$
Short-term benefits	327,380	319,690
Post-employment benefits	24,624	24,142
Other long-term benefits	6,762	6,836
Termination benefits	-	-
Total	358,766	350,668

Transactions and balances with key management personnel and other related parties

Given the breadth and depth of State government activities, related parties transact with the Victorian public sector in a manner consistent with other members of the public, eg stamp duty and other government fees and charges. Further employment of processes within the Victorian public sector occur on terms and conditions consistent with the *Public Administration Act 2004* and Codes of Conduct and Standards issued by the Victorian Public Sector Commission. Procurement processes occur on terms and conditions consistent with the Victorian Government Procurement Board requirements.

Outside of normal citizen type transactions with the Board, there were no related party transactions that involved key management personnel, their close family members and their personal business interests. No provision has been required, nor any expense recognised, for impairment of receivables from related parties.

8.7 Remuneration of auditors

	2019	2018
	\$	\$
Victorian Auditor-General's Office		
Audit of the financial statements ^(a)	21,600	21,000
	21,600	21,000

Note (a): The Victorian Auditor-General's Office is not allowed to provide non-audit services.

8.8 Other accounting policies

Contribution by owners

Consistent with the requirements of AASB 1004 *Contributions*, contributions by owners (that is, contributed capital and its repayment) are treated as equity transactions and, therefore, do not form part of the income and expenses of the Board.

Additions to net assets that have been designated as contributions by owners are recognised as contributed capital. Other transfers that are in the nature of contributions to or distributions by owners have also been designated as contributions by owners.

8.9 Change in accounting policies

The Board has elected to apply the limited exemption in AASB 9 paragraph 7.2.15 relating to transition for classification and measurement and impairment, and accordingly has not restated comparative periods in the year of initial application. As a result:

- (a) any adjustments to carrying amounts of financial assets or liabilities are recognised at the beginning of the current reporting period with any difference recognised in opening retained earnings; and
- (b) financial assets and provision for impairment have not been reclassified and/or restated in the comparative period.

8.9.1 Changes to classification and measurement

On initial application of AASB 9 on 1 July 2018, contractual receivables previously classified as other loans and receivables under AASB 139 are now reclassified as financial assets at amortised cost under AASB 9. No change was recognised in the loss allowance for these assets in opening retained earnings for the period.

The accounting for financial liabilities remains largely the same as it was under AASB 139.

8.9.2 Changes to impairment

Under AASB 9, all loans and receivables at amortised cost are subject to AASB 9's new expected credit loss (ECL) impairment model, which replaces AASB 139's incurred loss approach.

The Board applies the AASB 9 simplified approach to measure expected credit losses based on the change in the ECLs over the life of the asset. Application of the lifetime ECL allowance method has not resulted in the recognition of an impairment loss allowance.

8.10 Australian Accounting Standards issued that are not yet effective

Certain new AAS have been published that are not mandatory for the 30 June 2019 reporting period. The DTF assesses the impact of these new standards and advises the Board of their applicability and early adoption where applicable.

The table below outlines the accounting standards that have been issued but are not yet effective for the 2018-19 reporting period, which may result in potential impacts on the Board's reporting for future periods:

Standard/ Interpretation	Summary	Application for annual reporting periods:	Impact on Board's Financial Statements
AASB 15 <i>Revenue from Contracts with Customers</i>	The core principle of AASB 15 requires an entity to recognise revenue when the entity satisfies a performance obligation by transferring a promised good or service to a customer. Note that amending standard AASB 2015 8 <i>Amendments to Australian Accounting Standards – Effective Date of AASB 15</i> has deferred the effective date of AASB 15 to annual reporting periods beginning on or after 1 January 2018, instead of 1 January 2017 for Not-for-Profit entities.	1 Jan 2019	The changes in revenue recognition requirements in AASB 15 may result in changes to the timing and amount of revenue recorded in the financial statements. Revenue from grants that are provided under an enforceable agreement that have sufficiently specific obligations, will now be deferred and recognised as the performance obligations attached to the grant are satisfied.
AASB 2016-3 <i>Amendments to Australian Accounting Standards – Clarifications to AASB 15</i>	This Standard amends AASB 15 to clarify the requirements on identifying performance obligations, principal versus agent considerations and the timing of recognising revenue from granting a licence. The amendments require: <ul style="list-style-type: none"> • A promise to transfer to a customer a good or service that is 'distinct' to be recognised as a separate performance obligation; • For items purchased online, the entity is a principal if it obtains control of the good or service prior to transferring to the customer; and • For licences identified as being distinct from other goods or services in a contract, entities need to determine whether the licence transfers to the customer over time (right to use) or at a point in time (right to access). 	1 Jan 2018	The assessment has indicated that there will be no significant impact for the public sector, other than the impact identified in AASB 15.
AASB 2016-7 <i>Amendments to Australian Accounting Standards – Deferral of AASB 15 for Not-for-Profit Entities</i>	This Standard defers the mandatory effective date of AASB 15 for not-for-profit entities from 1 January 2018 to 1 January 2019.	1 Jan 2019	This amending standard will defer the application period of AASB 15 for not-for-profit entities to the 2019-20 reporting period.

Standard/ Interpretation	Summary	Application for annual reporting periods:	Impact on Board's Financial Statements
AASB 2018-4 <i>Amendments to Australian Accounting Standards – Australian Implementation Guidance for Not-for-Profit Public Sector Licensors</i>	AASB 2018-4 amends AASB 15 and AASB 16 to provide guidance for revenue recognition in connection with taxes and Non-IP licences for Not-for-Profit entities.	1 Jan 2019	AASB 2018-4 provides additional guidance for not-for-profit public sector licences, which include Non-IP, such as casino licences, that are to be accounted for in accordance with the principles of AASB 15 after first having determined whether any part of the arrangement should be accounted for as a lease under AASB 16.
AASB 2016-8 <i>Amendments to Australian Accounting Standards – Australian Implementation Guidance for Not-for-Profit Entities</i>	AASB 2016-8 inserts Australian requirements and authoritative implementation guidance for not-for-profit entities into AASB 9 and AASB 15. This Standard amends AASB 9 and AASB 15 to include requirements to assist not-for-profit entities in applying the respective standards to particular transactions and events.	1 Jan 2019	This standard clarifies the application of AASB 15 and AASB 9 in a not-for-profit context. The areas within these standards that are amended for not-for-profit application include: AASB 9 • Statutory receivables are recognised and measured similarly to financial assets; AASB 15 • The “customer” does not need to be the recipient of goods and/or services; • The “contract” could include an arrangement entered into under the direction of another party; • Contracts are enforceable if they are enforceable by legal or “equivalent means”; • Contracts do not have to have commercial substance, only economic substance; and • Performance obligations need to be “sufficiently specific” to be able to apply AASB 15 to these transactions.
AASB 16 <i>Leases</i>	The key changes introduced by AASB 16 include the recognition of most operating leases (which are currently not recognised) on the balance sheet.	1 Jan 2019	The assessment has indicated that most operating leases, with the exception of short term and low value leases will come on to the balance sheet and will be recognised as right of use assets with a corresponding lease liability. In the operating statement, the operating lease expense will be replaced by depreciation expense of the asset and an interest charge. There will be no change for lessors as the classification of operating and finance leases remains unchanged.
AASB 1058 <i>Income of Not-for-Profit Entities</i>	AASB 1058 standard will replace the majority of income recognition in relation to government grants and other types of contributions requirements relating to public sector not-for-profit entities, previously in AASB 1004 <i>Contributions</i> . AASB 1058 establishes principles for transactions that are not within the scope of AASB 15, where the consideration to acquire an asset is significantly less than fair value to enable not-for-profit entities to further their objective.	1 Jan 2019	Grant revenue is currently recognised up front upon receipt of the funds under AASB 1004 <i>Contributions</i> . The timing of revenue recognition for grant agreements that fall under the scope of AASB 1058 may be deferred. For example, revenue from capital grants for the construction of assets will need to be deferred and recognised progressively as the asset is being constructed. The impact on current revenue recognition of the changes is the potential phasing and deferral of revenue recorded in the operating statement.
AASB 2018-7 <i>Amendments to Australian Accounting Standards – Definition of Material</i>	This Standard principally amends AASB 101 Presentation of Financial Statements and AASB 108 Accounting Policies, Changes in Accounting Estimates and Errors. The amendments refine and clarify the definition of material in AASB 101 and its application by improving the wording and aligning the definition across AASB Standards and other publications. The amendments also include some supporting requirements in AASB 101 in the definition to give it more prominence and clarify the explanation accompanying the definition of material.	1 Jan 2020	The standard is not expected to have a significant impact on the public sector.

8.11 Glossary of technical terms

Borrowings refers to interest-bearing liabilities mainly from public borrowings raised through finance leases and Treasury Corporation of Victoria.

Commitments include those operating, capital and other outsourcing commitments arising from non-cancellable contractual or statutory sources.

Comprehensive result is the amount included in the operating statement representing total change in net worth other than transactions with owners.

Depreciation is an expense that arises from the consumption through wear or time of a produced physical asset. This expense is classified as a 'transaction' and so reduces the 'net result from transaction'.

Effective interest method is used to calculate the amortised cost of a financial asset and of allocating interest income over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts through the expected useful life of the financial instrument or, where applicable, a shorter period to the net carrying amount of the financial asset or financial liability.

Employee benefits expenses include all costs related to employment including wages and salaries, leave entitlements, redundancy payments and superannuation contributions.

Financial asset is any asset that is:

- cash;
- an equity instrument of another entity;
- a contractual right:
 - to receive cash or another financial asset from another entity; or
 - to exchange financial assets or financial liabilities with another entity under conditions that are potentially favourable to the entity; or
- a contract that will or may be settled in the entity's own equity instruments and is:
 - a non-derivative for which the entity is or may be obliged to receive a variable number of the entity's own equity instruments; or
 - a derivative that will or may be settled other than by the exchange of a fixed amount of cash or another financial asset for a fixed number of the entity's own equity instruments.

Financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity. Financial assets or liabilities that are not contractual (such as statutory receivables or payables that arise as a result of statutory requirements imposed by governments) are not financial instruments.

Financial liability is any liability that is a contractual obligation:

- to deliver cash or another financial asset to another entity; or
- to exchange financial assets or financial liabilities with another entity under conditions that are potentially unfavourable to the entity.

Financial statements in the Model Report comprises:

- a balance sheet as at the end of the period;
- a comprehensive operating statement for the period;
- a statement of changes in equity for the period;
- a cash flow statement for the period;
- notes, comprising a summary of significant accounting policies and other explanatory information;
- comparative information in respect of the preceding period as specified in paragraph 38 of AASB 101 *Presentation of Financial Statements*; and
- a statement of financial position as at the beginning of the preceding period when an entity applies an accounting policy retrospectively or makes a retrospective restatement of items in its financial statements, or when it reclassifies items in its financial statements in accordance with paragraph 41 of AASB 101.

General government sector comprises all government departments, offices and other bodies engaged in providing services free of charge or at prices significantly below their cost of production. General government services include those that are mainly non-market in nature, those that are largely for collective consumption by the community and those that involve the transfer or redistribution of income. These services are financed mainly through taxes, or other compulsory levies and user charges.

Infrastructure systems provide essential services used in the delivery of final services or products. They are generally a complex interconnected network of individual assets and mainly include sewage systems and water storage and supply systems.

Interest expense represents costs incurred in connection with borrowings. It includes interest on loans and interest components of finance lease repayments.

Interest income includes interest received on bank term deposits, interest from investments, and other interest received.

Leases are rights to use an asset for an agreed period of time in exchange for payment. Leases are classified at their inception as either operating or finance leases based on the economic substance of the agreement so as to reflect the risks and rewards incidental to ownership. Leases of infrastructure, property, plant and equipment are classified as finance leases whenever the terms of the lease transfer substantially all the risks and rewards of ownership from the lessor to the lessee. All other leases are classified as operating leases.

Net acquisition of non-financial assets (from transactions) are purchases (and other acquisitions) of non-financial assets less sales (or disposals) of non-financial assets less depreciation plus changes in inventories and other movements in non-financial assets. Includes only those increases or decreases in non-financial assets resulting from transactions and therefore excludes write-offs, impairment write-downs and revaluations.

Net financial worth is equal to financial assets minus liabilities. It is a broader measure than net debt as it incorporates provisions made (such as superannuation, but excluding depreciation and bad debts) as well as holdings of equity. Net financial worth includes all classes of financial assets and liabilities, only some of which are included in net debt.

Net operating balance or net result from transactions is a key fiscal aggregate and is revenue from transactions minus expenses from transactions. It is a summary measure of the ongoing sustainability of operations. It excludes gains and losses resulting from changes in price levels and other changes in the volume of assets. It is the component of the change in net worth that is due to transactions and can be attributed directly to government policies.

Net result is a measure of financial performance of the operations for the period. It is the net result of items of revenue, gains and expenses (including losses) recognised for the period, excluding those classified as 'other non-owner movements in equity'.

Net worth is calculated as assets less liabilities, which is an economic measure of wealth.

Non-financial assets are all assets that are not financial assets. It includes inventories, land, buildings, infrastructure, plant and equipment, and cultural and heritage assets.

Operating result is a measure of financial performance of the operations for the period. It is the net result of items of revenue, gains and expenses (including losses) recognised for the period, excluding those that are classified as 'other non-owner movements in equity'. Refer also to 'net result'.

Other economic flows included in net result are changes in the volume or value of an asset or liability that do not result from transactions. In simple terms, other economic flows are changes arising from market re-measurements. They include gains and losses from disposals, revaluations and impairments of non-current physical and intangible assets; fair value changes of financial instruments and agricultural assets; and depletion of natural assets (non-produced) from their use or removal.

Other economic flows – other comprehensive income comprises items (including reclassification adjustments) that are not recognised in net result as required or permitted by other Australian Accounting Standards. They include changes in physical asset revaluation surplus.

Payables includes short and long-term trade debt and accounts payable, grants, taxes and interest payable.

Receivables include amounts owing from short and long-term trade credit and accounts receivable and interest receivable.

Sale of goods and services refers to income from the direct provision of goods and services and includes fees and charges for services rendered and sales of goods and services.

Supplies and services generally represent cost of goods sold and the day-to-day running costs, including maintenance costs, incurred in the normal operations of the Board.

Transactions are those economic flows that are considered to arise as a result of policy decisions, usually an interaction between two entities by mutual agreement. They also include flows within an entity such as depreciation where the owner is simultaneously acting as the owner of the depreciating asset and as the consumer of the service provided by the asset. Taxation is regarded as mutually agreed interactions between the government and taxpayers. Transactions can be in kind (eg assets provided/given free of charge or for nominal consideration) or where the final consideration is cash. In simple terms, transactions arise from the policy decisions of the government.

8.12 Style conventions

Figures in the tables and in the text have been rounded. Any discrepancies in tables between totals and sums of components reflect rounding. Percentage variations in all tables are based on the underlying unrounded amounts.

The notation used in the tables is as follows:

-	zero, or rounded
(xxx)	negative
201x	year
201x-1x	year period.

The financial statements and notes are presented based on the illustration in the *2018-19 Model Report for Victorian Government Departments*. The presentation of other disclosures is generally consistent with the other disclosures made in earlier publications of the Board's annual reports.

Independent Auditor's Report

To the Board of the Royal Botanic Gardens Board Victoria

<p>Opinion</p>	<p>I have audited the financial report of the Royal Botanic Gardens Board Victoria (the authority) which comprises the:</p> <ul style="list-style-type: none"> • balance sheet as at 30 June 2019 • comprehensive operating statement for the year then ended • statement of changes in equity for the year then ended • cash flow statement for the year then ended • notes to the financial statements, including significant accounting policies • declaration in the financial statements. <p>In my opinion, the financial report presents fairly, in all material respects, the financial position of the authority as at 30 June 2019 and its financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 7 of the <i>Financial Management Act 1994</i> and applicable Australian Accounting Standards.</p>
<p>Basis for Opinion</p>	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the authority in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
<p>Board's responsibilities for the financial report</p>	<p>The Board of the authority is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the <i>Financial Management Act 1994</i>, and for such internal control as the Board determines is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Board is responsible for assessing the authority's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>

Auditor's responsibilities for the audit of the financial report

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the authority's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board
- conclude on the appropriateness of the Board's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the authority's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the authority to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE
6 September 2019



Paul Martin
as delegate for the Auditor-General of Victoria

Appendix One: Disclosure Index

The annual report of the Department is prepared in accordance with all relevant Victorian legislations and pronouncements. This index has been prepared to facilitate identification of the Department's compliance with statutory disclosure requirements.

Legislation	Requirement	Page reference
Standing Directions & Financial Reporting Directions		
Report of operations		
Charter and purpose		
FRD 22H	Manner of establishment and the relevant Ministers	Page 10
FRD 22H	Purpose, functions, powers and duties	Page 18
FRD 8D	Departmental objectives, indicators and outputs	Page 16
FRD 22H	Key initiatives and projects	Page 31-67
FRD 22H	Nature and range of services provided	Page 11-17
Management and structure		
FRD 22H	Organisational structure	Page 22
Financial and other information		
FRD 8D	Performance against output performance measures	Page 32, 43
FRD 8D	Budget portfolio outcomes	Page 28-30
FRD 10A	Disclosure index	Page 119
FRD 12B	Disclosure of major contracts	Page 121
FRD 15E	Executive officer disclosures	Page 21
FRD 22H	Employment and conduct principles	Page 39
FRD 22H	Occupational health and safety policy	Page 26
FRD 22H	Summary of the financial results for the year	Page 29
FRD 22H	Significant changes in financial position during the year	Page 29
FRD 22H	Major changes or factors affecting performance	Page 28-30
FRD 22H	Subsequent events	Page N/A
FRD 22H	Application and operation of <i>Freedom of Information Act 1982</i>	Page 124
FRD 22H	Compliance with building and maintenance provisions of <i>Building Act 1993</i>	Page 124
FRD 22H	Statement on National Competition Policy	Page 121
FRD 22H	Application and operation of the <i>Protected Disclosure Act 2012</i>	Page 125

Legislation	Requirement	Page reference
FRD 22H	Application and operation of the <i>Carers Recognition Act 2012</i>	Page N/A
FRD 22H	Details of consultancies over \$10 000	Page 122
FRD 22H	Details of consultancies under \$10 000	Page 122
FRD 22H	Disclosure of government advertising expenditure	Page 121
FRD 22H	Disclosure of ICT expenditure	Page 122
FRD 22H	Statement of availability of other information	Page 121
FRD 24D	Reporting of officebased environmental impacts	Page 63
FRD 25D	Local Jobs First	Page 121
FRD 29C	Workforce Data disclosures	Page 24
SD 5.2	Specific requirements under Standing Direction 5.2	Page 123
Compliance attestation and declaration		
SD 5.4.1	Attestation for compliance with Ministerial Standing Direction	Page 123
SD 5.2.3	Declaration in report of operations	Page 18
Financial statements		
Declaration		
SD 5.2.2	Declaration in financial statements	Page 79
Standing Directions & Financial Reporting Directions		
Other requirements under Standing Directions 5.2		
SD 5.2.1(a)	Compliance with Australian accounting standards and other authoritative pronouncements	Page 84
SD 5.2.1(a)	Compliance with Standing Directions	Page 123
SD 5.2.1(b)	Compliance with Model Financial Report	N/A

Legislation	Requirement	Page reference
Other disclosures as required by FRDs in notes to the financial statements ^(a)		
FRD 9B	Departmental Disclosure of Administered Assets and Liabilities by Activity	Page 88, 90
FRD 11A	Disclosure of Ex gratia Expenses	Page N/A
FRD 13	Disclosure of Parliamentary Appropriations	Page N/A
FRD 21C	Disclosures of Responsible Persons, Executive Officers and other Personnel (Contractors with Significant Management Responsibilities) in the Financial Report	Page 109
FRD 103H	NonFinancial Physical Assets	Page 108
FRD 110A	Cash Flow Statements	Page 82
FRD 112D	Defined Benefit Superannuation Obligations	Page 90
FRD 114C	Financial Instruments – general government entities and public non-financial corporations	Page 99

Note: (a) References to FRDs have been removed from the Disclosure Index if the specific FRDs do not contain requirements that are of the nature of disclosure.

Legislation	Page reference
Freedom of Information Act 1982	Page 124
Building Act 1993	Page 124
Protected Disclosure Act 2012	Page 125
Carers Recognition Act 2012	Page N/A
Disability Act 2006	Page N/A
Local Jobs Act 2003	Page 121
Financial Management Act 1994	Page 124

Appendix Two: Other Disclosures

STATEMENTS OF COMPLIANCE WITH GOVERNMENT POLICY

Major Projects

During 2018–19, Royal Botanic Gardens Victoria did not enter into any contracts valued at over \$10 million.

Competitive Neutrality Policy

Competitive neutrality requires government businesses to ensure that where services compete, or potentially compete with the private sector, any advantage arising solely from their government ownership be removed if it is not in the public interest. Government businesses are required to cost and price these services as if they were privately owned. Competitive neutrality policy supports fair competition between public and private businesses and provides government businesses with a tool to enhance decisions on resource allocation. This policy does not override other policy objectives of government and focuses on efficiency in the provision of service. Royal Botanic Gardens Victoria continues to comply with the requirements of the Competitive Neutrality Policy.

DataVic Access Policy

Consistent with DataVic Access Policy issued by the Victorian Government in 2012, the Gardens will make available relevant data sets at <http://www.data.vic.gov.au/> in electronic readable format.

Local Jobs First – Victorian Industry Participation Policy statement

The *Local Jobs First Act 2003* requires public sector bodies to report on the implementation of the Local Jobs First Policy. Public sector bodies are required to apply the Local Jobs First Policy in all procurement activities valued at \$3 million or more in metropolitan Melbourne, where both Melbourne Gardens and Cranbourne Gardens are located. During 2018–19, the Royal Botanic Gardens Victoria commenced and/or completed no Local Jobs First Policy applicable procurements.

Advertising expenditure

The Royal Botanic Gardens Board Victoria's expenditure in the 2018/19 reporting period on campaign advertising was nil.

Statement of availability of other information

During 2018–19:

declarations of pecuniary interests were duly completed by all relevant officers

no shares were held by a senior officer as nominee, or held beneficially in a statutory authority or subsidiary

in addition, subject to the *Freedom of Information Act 1982*, the following information is available on request from the Director and Chief Executive, Royal Botanic Gardens Victoria:

details of publications produced by the Royal Botanic Gardens Victoria about itself, and how these can be obtained

details of changes in prices, fees, charges, rates and levies charged by the Royal Botanic Gardens Victoria

details of major research and development activities undertaken by the Royal Botanic Gardens Victoria

details of overseas visits undertaken, including a summary of the objectives and outcomes of each visit

details of major promotional, public relations and marketing activities undertaken by the Royal Botanic Gardens Victoria to develop community awareness of the Royal Botanic Gardens Victoria and its services

details of assessments and measures undertaken to improve the occupational health and safety of employees

a general statement on industrial relations within the Royal Botanic Gardens Victoria, and details of time lost through industrial accidents and disputes

a list of the Royal Botanic Gardens Victoria's major committees, the purposes of each committee, and the extent to which the purposes have been achieved

details of all consultancies and contractors including consultants/contractors engaged, services provided, and expenditure committed to for each engagement.

Information and Communications Technology (ICT) expenditure

For the 2018–19 reporting period, the Royal Botanic Gardens Victoria had a total ICT expenditure of \$1,469,000 as shown below.

(\$ thousand)

All operational ICT Expenditure	ICT expenditure relating to projects to create or enhance ICT capabilities		
Business as usual (BAU) ICT expenditure	Non-Business as usual	Operational Expenditure (OPEX)	Capital Expenditure (CAPEX)
(Total incl. salaries)	(Total = Operational Expenditure and Capital Expenditure)		
1,469	296	426	267

ICT expenditure refers to Royal Botanic Gardens Victoria's costs in providing business-enabling ICT services within the current reporting period. It comprises Business As Usual (BAU) ICT expenditure and Non-Business As Usual (Non-BAU) ICT expenditure.

Non-BAU ICT expenditure relates to extending or enhancing Royal Botanic Gardens Victoria's current ICT capabilities.

BAU ICT expenditure is all remaining ICT expenditure, which primarily relates to ongoing activities to operate and maintain the current ICT capability.

Table 19: Details of individual consultancies \$ thousand

Details of individual consultancies						
Consultant	Purpose of consultancy	Start Date	End Date	Total Approved Fee (excl. GST)	Expenditure 2018–9 (excl. GST)	Future Expenditure (excl. GST)
Australian Childhood Foundation	To identify organisational child protection strengths and requirements against required areas of compliance	13/08/2018	4/12/2018	36,350	36,350	0
Empirica Consulting Pty Ltd	To review the current financial budgeting and planning processes, and propose a series of changes to current processes to help improve the efficiency of the business and drive increased profitability of Royal Botanic Gardens Victoria retail operations	25/05/2018	25/06/2018	20,000	22,500	0
Halliday's Business Insights	Qualitative Workplace Assessment focusing on collecting information about culture, leadership, collegiality and workplace behaviour, as well as individual insights relevant to the future of the organisation.	14/06/2019	30/06/2019	26,800	26,800	0
Monkii	To develop a Digital and Customer Strategy with the primary objective to generate more revenue and to increase visitation to the Melbourne and Cranbourne sites.	11/12/2018	30/04/2019	77,875	77,875	0
Tim Rob Don Dow	To assess the interactions between visitors and Royal Botanic Gardens Victoria staff and volunteers, and provide recommendations for the future interpretation, signage and user experience strategy.	20/06/2019	31/08/2019	20,000	10,000	10,000
Votar Partners Pty Ltd	Review the various customer systems in the organisation and provide recommendations to improve efficiency.	1/04/2019	30/09/2019	36,800	11,200	25,600
Total				217,825	184,725	35,600

In 2018–19 one consultant was engaged where the total fees payable to the individual consultant were less than \$10,000. The total expenditure incurred during 2018–19 in relation to this consultant was \$1,000 (excluding GST).



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Royal Botanic
Gardens Board
ABN 36 600 553 934

Royal Botanic Gardens Board Victoria Financial Management Compliance Attestation Statement

I, Kenneth Harrison AM, on behalf of the Responsible Body, certify that the Royal Botanic Gardens Victoria has complied with the applicable Standing Directions 2018 under the *Financial Management Act 1994* and Instructions.

**Kenneth Harrison AM
Chairman
Royal Botanic Gardens Board Victoria**

28 August 2019

LEGISLATION

The *Royal Botanic Gardens Act 1991* was not amended in 2018–19.

LEGISLATIVE COMPLIANCE

Financial Management Act 1994

Full details of the Royal Botanic Gardens Board Victoria's compliance with the *Financial Management Act 1994* are outlined in the section 'Financial Management' and in the Disclosure Index.

Freedom of Information Act 1982

In 2017, the Victorian Government amended the *Freedom of Information Act 1982* (the FOI Act) to create the Office of the Victorian Information Commissioner (OVIC) as a primary regulator and source of independent advice to both the community and the Victorian Government about how the public sector collects, uses and shares information. OVIC commenced operating on 1 September 2017 and comprises the functions that previously sat with the Offices of the Freedom of Information Commissioner and the Commissioner for Privacy and Data Protection.

Principal Officer: Professor Timothy Entwisle, Director and Chief Executive, Royal Botanic Gardens Victoria.

Authorised officer: Seela Dushyanthen, Freedom of Information Officer.

The FOI Officer is responsible for ensuring that Royal Botanic Gardens Victoria meets its obligations under the FOI Act. The Freedom of Information Officer operates under delegation from the Director and Chief Executive (the Principal Officer). The FOI Act allows the public a right of access to documents held by Royal Botanic Gardens Victoria. The purpose of the FOI Act is to extend as far as possible the right of the community to access information in the possession of the Victorian Government and its various departments and authorities. Under the FOI Act any person can request access to documents held by the Royal Botanic Gardens Victoria relating to their personal affairs or to information about Royal Botanic Gardens Victoria activities.

Categories of documents

The Royal Botanic Gardens Board Victoria maintained a corporate records management hard copy filing system, until end of October 2018.

In November 2018 Royal Botanic Gardens Victoria successfully migrated into a fully Electronic Document Records Management System (EDRMS) called Content Manager (CM9) Version 3.

Access

The Royal Botanic Gardens Board Victoria has a FOI Officer to process and coordinate action on requests.

Requests

In 2018–19 there was one voluminous request, which was granted access within 45 days. FOI requests are made in writing describing all documents requested and including payment of the \$28.40 application fee (from 1 July 2017). FOI fees and charges are not subject to GST. Requests should be sent to:

Freedom of Information Officer
Royal Botanic Gardens Victoria
Private Bag 2000, South Yarra, VIC 3141.

Building and maintenance provisions of the Building Act 1993

Pursuant to section 220 of the *Building Act 1993*, all completed works requiring building approval have plans certified, works in progress are inspected, and Occupancy Permits are issued by independent Building Surveyors engaged on a local job-by-job basis. Plans for these works are lodged with the relevant local council. The Royal Botanic Gardens Board Victoria requires all building practitioners engaged on building works to be registered and to maintain registration throughout the course of the work.

Conformity

All essential safety measures are in place, with regular inspections and maintenance carried out.

Building works

In 2018–19 the following building-work related items occurred, which are at various stages of progression/completion:

Maintenance At Melbourne

Stage 1 of the Great Melbourne Telescope House restoration works was completed including the removal of non-heritage concrete floors and additions; internal and external soil level adjustments and drainage works; damp proofing; termite damage rectification; installation of new stumps, bearers and structural timber floors; and a new electrical switchboard

Observatory emergency speaker system cabling was replaced and upgraded to rectify an earth fault in the system

Construction of an 'amphibious harvester machine' lake backwater access ramp

New office fit out within the National Herbarium of Victoria

Full internal repaint throughout Observatory House

Heating and air conditioning replaced and upgraded throughout Observatory House

Restoration of the Tecoma Rest House commenced.

At Cranbourne

Installation of a new timber bridge in the Box Garden

Upgrade of the built assets in the Home Garden

Refurbishment of Perched Swamp observation deck and Trig Tower

Automation of the front entry gate.

The following measures were in place for all building work undertaken in 2018–19:

Appropriate supervision by suitably qualified and experienced project personal and/or where required by appropriately certified or registered building practitioners and/or trade specialists

All required building permits applied for and/or obtained, and at completion, with required final inspections carried out.

Maintenance works

The following infrastructure and facilities management practices were carried out at both Melbourne Gardens and Cranbourne Gardens:

Routine and scheduled maintenance audits and reporting

Ongoing routine and responsive servicing and repair

All essential safety measure inspections undertaken by a registered Building Surveyor with compliance issues being responded to and progressed as required.

Table 20: Disclosures about buildings owned or controlled by Royal Botanic Gardens Victoria

	Cranbourne Gardens	Melbourne Gardens
Building permits issued	2	7
Occupancy Permits / Final Certificates of Compliance issued	2	4, 2 x pending
Emergency and building orders issued	Nil	Nil

Compliance with the *Protected Disclosure Act 2012*

The *Protected Disclosure Act 2012* (PD Act) enables people to make disclosures about improper conduct by public officers and public bodies. The PD Act aims to ensure openness and accountability by encouraging people to make disclosures and protecting them when they do.

What is a ‘Protected Disclosure’?

A protected disclosure is a complaint of corrupt or improper conduct by a public officer or a public body. The Royal Botanic Gardens Board Victoria is a ‘public body’ for the purposes of the Act.

What is ‘Improper or Corrupt Conduct’?

Improper or corrupt conduct involves substantial:

Mismanagement of public resources, or risk to public health or safety or the environment, or corruption

The conduct must be criminal in nature or a matter for which an officer could be dismissed.

How do I make a ‘Protected Disclosure’?

You can make a protected disclosure about the Royal Botanic Gardens Board Victoria or its board members, officers or employees by contacting the Independent Broad-Based Anti-Corruption Commission on the contact details provided on this page. Please note that the Royal Botanic Gardens Board Victoria is not able to receive protected disclosures.

How can I access the Royal Botanic Gardens Board Victoria’s procedures for the protection of persons from detrimental action?

The Royal Botanic Gardens Board Victoria has established procedures for the protection of persons from detrimental action in reprisal for making a protected disclosure about the Royal Botanic Gardens Board Victoria or its employees. You can access the Royal Botanic Gardens Board Victoria’s procedures on its website at: www.rbg.vic.gov.au/Protected_Disclosure_Procedure.

Contacts

The Protected Disclosure Officers are:

Catherine Gallagher Protected Disclosure Officer, Melbourne Gardens, Royal Botanic Gardens Victoria, Birdwood Avenue, Melbourne, Victoria, 3004, Private Bag 2000, South Yarra, Victoria, 3141 Phone: (03) 9252 2457

Lynn Klavins Protected Disclosure Officer, Cranbourne Gardens, Royal Botanic Gardens Victoria, 1000 Ballarto Road, Cranbourne, Victoria, 3977, Phone: (03) 5990 2243.

Independent Broad-Based Anti-Corruption Commission (IBAC) Victoria

Address: Level 1, North Tower, 459 Collins Street, Melbourne Victoria 3000.
 Mail: IBAC, GPO Box 24234, Melbourne Victoria 3001.
 Internet: ibac.vic.gov.au
 Phone: 1300 735 135
 Email: see the website above for the secure email disclosure process, which also provides for anonymous disclosures.



Cover image: Learning Facilitator, Lenka Vanderboom interacts with children on Oak Lawn, Melbourne Gardens.
Inner cover: The rare *Caladenia formosa* Elegant Spider-orchid.

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