

Annual Report

2020-2021



Royal Botanic Gardens Victoria

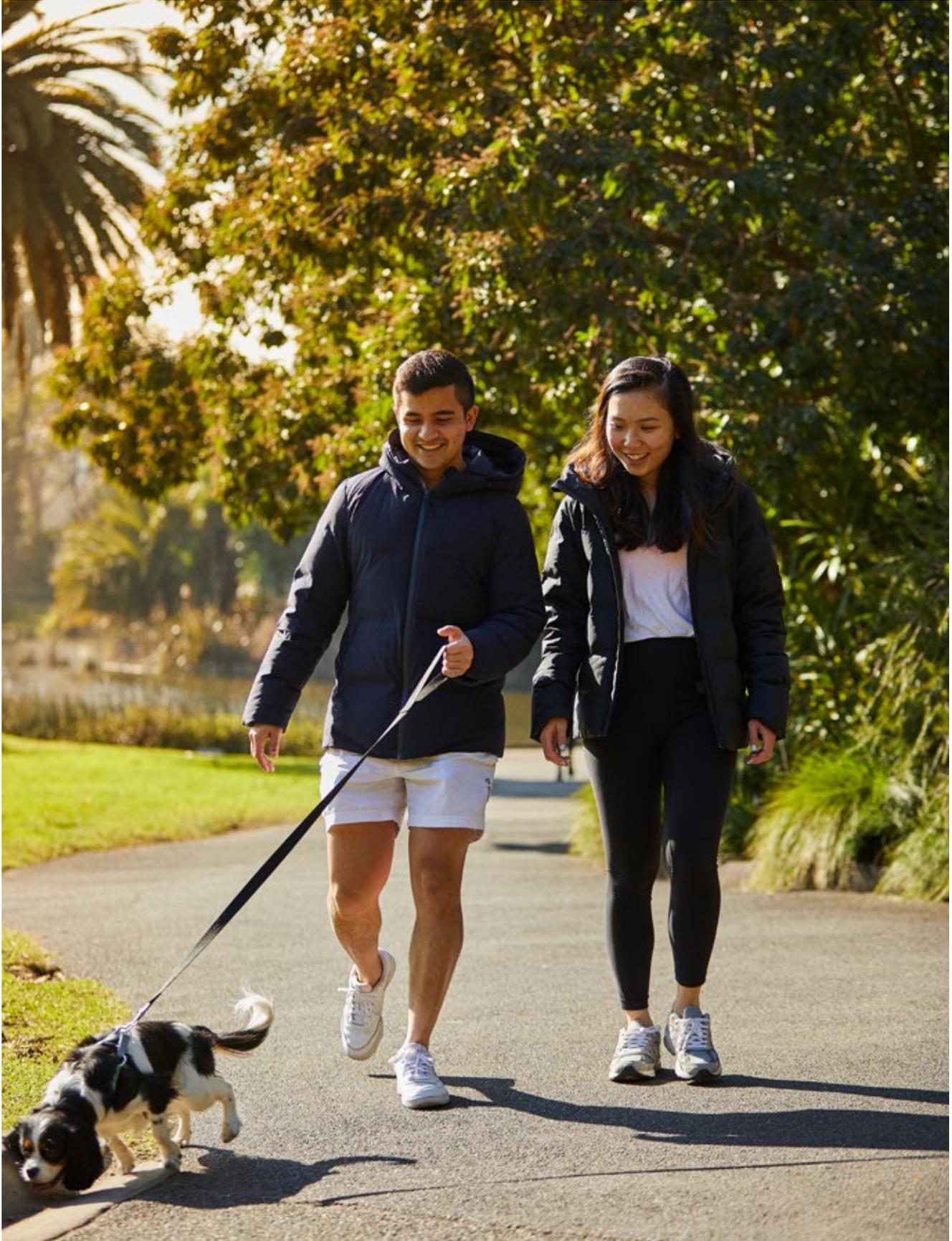


Acknowledgement of Traditional Owners

We acknowledge the Traditional Owners of the land on which we work and learn, and pay our respects to their Elders, past and present.

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Foreword



Chairperson and Director and Chief Executive's report



In accordance with the *Financial Management Act 1994*, we are pleased to present the Royal Botanic Gardens Board Victoria (RBGV) Annual Report for 2020–21. Royal Botanic Gardens Victoria's 175th milestone year demonstrated the organisation's ability to adapt and engage, despite the continuing impacts of coronavirus (COVID–19). There were many challenges, but also many great achievements, and our focus on nurturing resilient communities, creating vibrant places, sharing plant knowledge and discoveries, and taking conservation action, didn't waver.

Our botanists and horticulturalists continued to preserve and propagate the banked plant specimens and seeds from fire affected regions, following the devastating bushfires of 2019–20. In the last financial year alone, our experts collected more than 200 species from the East Gippsland fire scar over the course of the collecting season, over half of them rare and threatened.

This year also saw Royal Botanic Gardens Victoria secure its place as a global leader in the fight against the effects of climate change on plants with over 400 botanic gardens and botanic organisations from over 90 countries joining the Climate Change Alliance of Botanic Gardens. The Alliance, which began in Melbourne in 2018, has become a powerful global network responding to the impacts of climate change on plants, and plant landscapes. A flagship initiative of the Alliance this year, that Royal Botanic Gardens Victoria contributed to, was the development of an international Climate Risk Assessment Tool, to help botanic gardens and others select tree species suitable for their emerging climates.

Chris Trotman
Chairperson
Royal Botanic Gardens Board

In December 2020, we launched the *Melbourne Gardens Master Plan 2020–2040*, with signature projects such as the new Arid Garden, Sensory Garden and the creative landscape response to the fallen White Oak already completed. While these projects were launched during COVIDSafe Principles, they garnered plenty of media coverage and captured the imagination of many.

In March 2021, the Gardens' 175th milestone year campaign and programs were launched by Hon. Lily D'Ambrosio MP, Minister for Energy, Environment and Climate Change, including COVIDSafe live events and self-guided activities. The Garden Gathering series of events offered visitors a unique mix of nature, scientific and cultural programs, talks and tours. When the pandemic introduced a raft of public health measures and COVIDSafe Principles, the Special Programs, Visitor Experience and Learning teams made a successful digital pivot, with the creation and delivery of the Virtual Garden, which attracted almost 190,000 views over the year, and Digital Garden Experiences to schools, which exceeded targets by over 100%, as well as the successful development of the new school biomimicry program.

The Gardens became even more accessible to all ages and abilities. Our free Cranbourne Shuttle Bus provided an alternative to private transport for accessing Cranbourne Gardens, thanks to support from the Cranbourne Friends and Royal Botanic Gardens Foundation. We also secured the funding for the installation of a Changing Places adult change facility at Melbourne Gardens in the coming year, through support from Department of Families, Fairness and Housing and Melbourne Friends.

The Science Division continued to push the boundaries of world-wide plant knowledge, publishing over 40 research papers, covering a diverse range of topics, from new plant and fungi species to climate modelling of succulents and

Tim Entwisle
Director and Chief Executive
Royal Botanic Gardens Victoria

grasses, as well as innovations in orchid conservation and the emerging field of phylogenomics (the intersection of evolution and genes). Over 17,000 plant specimens from Global Collection were databased, bringing the total number of electronic records close to one million.

Preventative maintenance continued, as the Gardens advocated for a new home for the State Botanical Collection within its planned Nature and Science Precinct. This advocacy reflects the Board's ongoing concerns about the safety and security of the Collection.

We were pleased to secure \$8.52 million to support the delivery of Melbourne and Cranbourne's master plans, in addition to the \$3.3 million received for Cranbourne infrastructure upgrades earlier this year, with thanks to the Victorian Government.

Our Board continued to provide leadership and strong governance to Royal Botanic Gardens Victoria. This year we saw the departure of Traci Williams in May and we acknowledge her contribution during her tenure as Board member.

On behalf of Royal Botanic Gardens Victoria, we would like to thank the Victorian Government for their continued support, particularly the Hon. Lily D'Ambrosio MP, Minister for Energy, Environment and Climate Change, and the Department of Environment, Land, Water and Planning. This support is testament to the important role we play for Victoria and the excellence of our work, particularly during the challenges of the last 12 months.

Thank you also to our donors for your generous support, which has allowed this important scientific and horticultural excellence to occur. Urban green spaces have never been more important, and in the next financial year, we look forward to using our organisation's expertise to continue to positively impact Victoria's People, Places, Plants, and our Planet.

About us



Our Vision

Life is sustained and enriched by plants

Our vision is a flourishing community and healthy planet, sustained and enriched by plants. Through iconic landscapes, horticultural excellence and scientific eminence we will 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 habitat and shelter for our planet's wildlife. They give our lives meaning and inspiration. 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 plants.

Our Mission

Safeguarding plants for the wellbeing of people and the planet

Our mission underscores our commitment to evidence-based social, scientific, educational and economic benefit for the state. In this way, we are an influencer, communicator, collaborator, and catalyst for behavioral change, within Victoria and through our extensive international networks.

Our Charter

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

- to conserve, protect and improve the Royal Botanic Gardens managed land and its 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.

Our Values



Our organisational culture

Organisational culture arises from the shared beliefs, behavioural expectations and practices that govern how people approach their work and interact with each other.

At Royal Botanic Gardens Victoria (RBGV), we're clear about the culture we wish to have, and this is reflected through our four values:

Creative

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

Open

We make time to listen, learn and be clear; we listen to each other and to the community. We are friendly and respectful of different perspectives and 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 safeguarding plants for the wellbeing of people and the planet.

Brave

We have the courage to change things. We have the confidence to challenge established ways of thinking to improve our collective understanding of plants and we embrace our responsibility to protect plants and biodiversity. We have the courage to try new things and we support each other in these ventures. We are positive and strive to turn challenges into opportunities, leading 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, we aim to inspire others. We seek out knowledge and apply our learning because we believe in the importance of plants and our planet. We do things that are different and exciting if they help us achieve our vision. We are proud of our past and passionate about our future.

Our organisational performance

We recognise that a great workplace culture is informed by a framework that influences how we perform as an organisation. These include:

- a clear strategy and goals so our people can immediately see and understand the aims of the RBGV
- inclusive planning frameworks and mechanisms that ensure our people influence and contribute to the future direction of the organisation
- strong systems and processes to support our people to do their best
- empowering leadership skills and behaviours that engage and involve our people.

Our Organisation



For nearly 175 years, RBGV has connected people with nature: originally at a heritage-listed landscape in the heart of Melbourne and, more recently, with the addition of a contemporary native garden set within a natural bushland reserve at Cranbourne. These sites are home to extraordinary landscapes, innovative public programming and world-leading plant science, horticultural science and conservation research.

Beyond their physical beauty, the Gardens also contribute to global and local biodiversity knowledge, through research, discovery, protection, cultivation and restoration of rare and threatened plant species, both ex-situ and in the bushland, and as the insurance policy for a state's unique flora pre- and post-bushfire recovery.

RBGV is also the custodian of the \$340 million State Botanical Collection (including over 1.5 million preserved plants, algae and fungi), housed within the National Herbarium of Victoria, and is a hub for global plant knowledge, with internationally recognised biodiversity management and conservation research programs.

The Gardens is also a steward for irreplaceable preserved plant collections, plant records, seeds and knowledge required for future generations to thrive; and 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 visitors, at every stage of their lives.

Snapshot of Royal Botanic Gardens Victoria

Science and conservation

 <p>46%</p> <p>of Victoria's rare plants protected in the Victorian Conservation Seedbank</p>	<p>450</p> <p>endangered orchids grown and planted</p>	 <p>42</p> <p>research papers published, furthering the world's knowledge of plants</p>	 <p>200</p> <p>species collected after the East Gippsland bushfires for seed banking and live plant banking</p>	<p>25,920</p> <p>records matched to a taxon uploaded to VicFlora</p>
 <p>Largest-ever population of rare Tea-Tree Finger Fungus was discovered</p>	 <p>439</p> <p>members from 90 countries recruited for the Climate Change Alliance of Botanic Gardens</p>	<p>20,227</p> <p>specimen sheets were prepared for mounting and databasing</p>	<p>17,432</p> <p>specimens retained in databases this year for the Global Collection.</p>	 <p>1.5m</p> <p>preserved specimens of plants, fungi and algae stored safely in the State Botanical Collection</p>

A valuable tourism asset for Victoria

 <p>#1</p> <p>Tripadvisor attraction in Melbourne</p>	 <p>1.5m</p> <p>visitors per year</p>	 <p>17,000</p> <p>native Australian plant species grown at Cranbourne Gardens</p>	 <p>6km</p> <p>cycling and walking tracks at Cranbourne Gardens</p>
 <p>\$1=\$4.40</p> <p>for every \$1 invested in RBGV, Victorians receive \$4.40 benefit</p>	<p>WINNER</p> <p>Major Attraction at Tourism Awards</p>	<p>98%</p> <p>Melbourne Gardens is home to plants from 98% of the world's countries</p>	<p>38ha</p> <p>of urban green space at Melbourne Gardens</p>

A meeting place for wellbeing, learning and entertainment

 <p>20 mins</p> <p>immersed in nature leads to decrease in stress</p>	 <p>324,000</p> <p>people participated in onsite and digital programs</p>	 <p>19,500</p> <p>students participated in onsite learning and 12,500 participated in digital learning</p>	 <p>134,000</p> <p>visitors attended onsite live and self-guided public programs</p>
 <p>6°C</p> <p>cooler in Fern Gully than the CBD</p>	<p>190,000</p> <p>people tuned in to 40 new Virtual Garden videos</p>	<p>NEW</p> <p>Indigenous programs and videos drive awareness and appreciation for Indigenous culture</p>	<p>100+</p> <p>jobs created for artists and companies</p>



Royal Botanic Gardens Melbourne

Established in 1846, Royal Botanic Gardens Melbourne has been an iconic Victorian attraction for 175 years. This heritage-listed landscape is loved by generations of Victorians, as well as visitors from interstate and overseas.

Located less than three kilometers from the CBD, Melbourne Gardens is an important green sanctuary and resource for learning, conservation, science and horticulture. It extends over 38 hectares and houses a collection of 7,500 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.

It is also home to the National Herbarium of Victoria, the ark for Victoria's flora, where scientific laboratories and the Victorian Conservation Seedbank are based, together with the irreplaceable State Botanical Collection. This is where the organisation works to build knowledge of plant life and how to conserve it.

RBGV is also the proud steward of the Melbourne Observatory site, established in 1862 to map the southern skies for the first time and serve as a scientific research institution for Melbourne. The Observatory closed its working operations in 1945 and is now opened for tourism and heritage research purposes.

Royal Botanic Gardens Cranbourne

Royal Botanic Gardens Cranbourne is recognised and celebrated – locally, nationally, and internationally – as a vibrant centre for the appreciation and conservation of Australian flora, with emphasis on the plants and ecosystems of Victoria and southeastern mainland Australia.

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. The site is a critical remnant of intact ecosystem in Melbourne's fast-growing south-east and is 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 found at Cranbourne Gardens.

The award-winning Australian Garden celebrates the beauty and diversity of Australian landscapes and features approximately 170,000 plants representing 1,700 different taxa. Bushland facilities include over 10 kilometres of walking tracks, six kilometres of cycling tracks, a lookout tower, picturesque shelters, playgrounds, barbecue facilities, and picnic tables.

Scientific Research

RBGV is the Victorian Government's primary centre for botanical studies, including plant identification, systematics, classification and bioinformatics. Research areas encompass biodiversity, classification, evolution, genomics, biogeography, molecular systematics, conservation, and horticulture.

RBGV is custodian to the irreplaceable State Botanical Collection, Australia's largest and richest herbarium collection, founded in 1853 and housed in the National Herbarium of Victoria at Melbourne Gardens. This Collection is an invaluable resource of approximately 1.5 million dried specimens of plants, fungi and algae from across Australia and from abroad. Historically significant, the State Botanical Collection is one of the world's premier resources for scientific research. It is used by the global scientific community and by the horticultural and biosecurity industries, providing data on climate change and the environmental health of Victoria, for enhanced biodiversity, improved agriculture, and biopharma innovation. 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

RBGV is a thriving hub for community engagement and diverse public programs, including major events, outings for families and friends, school programs, nature play activities, creative interpretive displays, art exhibitions, science seminars, seasonal plant information, and much more. Site interpretation acknowledges the important role each garden plays in the health and wellbeing of the local community, from the rich history and heritage of Melbourne Gardens to the critical green space provided by Cranbourne Gardens in one of Victoria's fastest-growing municipalities.

Melbourne Gardens and Cranbourne Gardens offer exceptional hospitality through on-site partners such as Jardin Tan (Vue Group), Gardens House (Atlantic Group), The Terrace (Delaware North), and Blakes Feast; retail experiences through three vibrant shops; and exciting events including live performances, Moonlight Cinema, and Punting on the Lake at Melbourne Gardens. At Cranbourne Gardens, the Woodland Picnic Area, Stringybark Picnic Area and extensive walking and cycling tracks offer 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.

RBGV is focused on diversity and social inclusion. It looks to, and learns from, the deep knowledge of the Traditional Owners and custodians of the land, the peoples of the Kulin Nation.

Governance

The Royal Botanic Gardens Board 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 2020 to 30 June 2021 was the Hon. Lily D'Ambrosio MP, Minister for Energy, Environment and Climate Change.

The Board comprises a maximum of seven members, including a Chairperson and a Deputy Chairperson, 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 and business management, fundraising, public administration, major projects and arts and culture. 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 RBGV 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. The Director and Chief Executive has responsibility for the day-to-day management and control of RBGV.

Board Members 2020–21

**Ms Chris Trotman BBus (Acc)
Grad Dip Ed (Health), MoE, GAICD**
*Chairperson – Appointed 9 April 2020
Appointed to the Board 9 April 2020*

Ms Trotman has extensive Executive and Non-Executive Director experience in the not-for-profit sector and with statutory authorities. Ms Trotman is currently the Deputy Chair of the Mine Land Rehabilitation Authority and a Board member of Parks Victoria and TAFE Gippsland. A former registered nurse, Ms Trotman holds undergraduate and postgraduate degrees in accounting and business management and has expertise in finance, corporate governance and strategic planning. Living on a farm, she has a keen interest in agriculture and is committed to public health, public land management and conservation.

Mrs Penny Fowler BBus, GAICD
*Deputy Chairperson – Appointed 9 April 2016, reappointed 9 April 2020
Appointed to the Board 8 April 2014,
reappointed 9 April 2020*

Mrs Fowler has a Bachelor of Business (Marketing) and is a graduate of the Australian Institute of Company Directors and a CEW member. She has also been a member of the Royal Botanic Gardens Board Victoria since 2014 and is currently the Deputy Chairperson. She is also Chair of the Herald and Weekly Times and the Royal Children's Hospital Good Friday Appeal. In addition, Mrs Fowler is a Board Member of the Australian Ballet, The National Portrait Gallery, Tourism Australia and is on the Advisory Boards of Visy and the Bank of Melbourne Foundation.

Professor Tony Bacic FAA
Appointed to the Board 17 December 2013, reappointed 9 April 2020

Professor Bacic is a highly respected plant scientist. Previously he was Director of the Bio21 Molecular Science and Biotechnology Institute at The University of Melbourne, Deputy Director of the ARC Centre of Excellence in Plant Cell Walls, and was a long serving member of the Maud Gibson Trust Advisory Committee. He is currently the Director of the La Trobe Institute for Agriculture and Food at La Trobe University and ARC Industrial Transformation Research Hub in Medicinal Agriculture. His primary focus is on understanding plant growth and development to secure a sustainable food supply with optimal nutritional and health benefits. He has been a member of the Royal Botanic Gardens Board Victoria since 2013.

**Ms Gillian Hund OAM B Ed,
Grad Dip Spec. Ed, MA
(Soc Invmt & Philanthropy)**
Appointed to the Board 9 April 2020

Ms Hund began her career in teaching, before co-founding and publishing a national magazine group. She currently holds several roles in the philanthropic sector, including Co-Founder of Melbourne Women's Fund, and Foundation Officer at the Jack Brockhoff Foundation. She is also a member of Australian Institute of Company Directors and Philanthropy Australia and received an Order of Australia medal in 2020 for service to charitable organisations. She is currently a Director of the Royal Botanic Gardens Foundation Victoria, and has served on the Foundation for the past eight years.

Mr Tim Jacobs BA (Hons)
Appointed to the Board 9 April 2020

Mr Jacobs contributed in senior management roles to a variety of high-profile cultural organisations over the past 35 years. He was previously Director of Visual Arts, Craft and Design at the Australia Council, Director of Arts Victoria, and Chief Executive of both the Sydney Opera House and the Victorian Arts Centre. He recently served as the Executive Director of Melbourne Festival, as a trustee of the Melbourne and Olympic Parks Trust, and as a director of The Myer Foundation.

**Ms Traci Williams B Bus,
MA (Int Rels), MA
(Soc Invmt & Philanthropy)**
*Appointed to the Board 9 April 2020,
resigned 3 May 2021*

Ms Williams has over 25 years' experience across corporate, Federal government and non-profit environments in policy, strategy, communications, journalism and international affairs and diplomacy. She is a past Churchill Fellow, British Council Chevening Scholar and Wolfson College Press Fellow, Cambridge University. Ms Williams has operated her own consultancy in social impact and Indigenous affairs since 2011, following a senior role in Corporate Affairs at Qantas. She is a member of the Queen Victoria Women's Centre Trust and the Australian Institute of Company Directors.

**Ms Susanne Williamson Grad Dip
Bus & Mktng, GAICD**
*Appointed to the Board 9 April 2016,
reappointed 9 April 2020*

Ms Williamson has been a senior executive and fundraising professional, advising leading organisations in the not-for-profit sector for more than 25 years. 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. Ms Williamson is currently Senior Director, Development at Monash University, supporting a \$500 million fundraising campaign. She joined the board of the Royal Botanic Gardens Victoria in 2016. She is a Certified Change Management Practitioner (APMG International).

Board attendance 2020–21

The Board meets formally at least six times a year or more frequently as required.

Board Member	No. of meetings eligible	No. of meetings attended
Chris Trotman (Chairperson)	8	8
Penny Fowler (Deputy Chairperson)	8	7
Professor Tony Bacic	8	8
Gillian Hund OAM	8	8
Tim Jacobs	8	8
Traci Williams (until 3 May 2021)	7	5
Susanne Williamson	8	8

Board Committees

Board members participate in one or more Board Committees. During the 2020–21 year, the following Committees were in place:

- Audit and Risk Committee
- Finance Committee
- Major Capital Projects Committee (established January 2021)
- Remuneration Committee

Audit and Risk Committee

The Audit and Risk Committee consists of five members appointed by the Board, including four Board members and one external member. Its responsibilities include:

- assisting the Board in reviewing the effectiveness of Royal Botanic Gardens Victoria's internal control environment, including systems, processes and controls for financial management, performance, sustainability and regulatory compliance.
- overseeing the internal audit function, including scope of work, performance and independence of the internal audit function, appointment of internal auditors and communication with the external auditors.

- considering and reviewing implementation of recommendations made by internal and external auditors.

- reviewing and considering the appropriateness of accounting and other policies relating to the governance of the Royal Botanic Gardens Victoria and its ethical environment.

- advising the Board on the effectiveness and appropriateness of the Royal Botanic Gardens Victoria's Risk Management Framework.

Members: Susanne Williamson (Committee Chairperson), Penny Fowler, Tim Jacobs, Chris Trotman

External Members: Rochelle Wrigglesworth (from April 2021)

Finance Committee

The Finance Committee consists of four members, appointed by the Board. The role of the Finance Committee is to oversee the financial reporting process and financial performance of Royal Botanic Gardens Victoria.

Members: Professor Tony Bacic (Committee Chairperson), Gillian Hund OAM, Chris Trotman, Traci Williams (until May 2021)

Major Capital Projects Committee

The Major Capital Projects Committee consists of three members, appointed by the Board. The Major Capital Projects Committee provides governance, oversight and advice to the Board relating to the delivery of major capital projects across Royal Botanic Gardens Victoria sites.

Members: Tim Jacobs (Committee Chairperson), Penny Fowler, Chris Trotman

Remuneration Committee

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

Members: Professor Tony Bacic (Committee Chairperson), Chris Trotman, Penny Fowler, Tim Jacobs



Executive Team

Executive Team as at 30 June 2021

Director and Chief Executive (2013) Professor Timothy J Entwisle PhD, BSc (Hons)

Professor Entwisle is 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. He is a highly respected scientist, scientific communicator and botanic gardens Director, and 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. He 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)

Mr Cole is responsible for the leadership, development and management of Melbourne Gardens, including horticultural planning and operations, landscape design, management and development of living plant collections, and nursery operations. He 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)

Professor Cantrill is 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. He 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, and he holds an honorary professorship with the School of BioSciences at The University of Melbourne.



Executive Director Corporate Services (2020)

Fiona McLaughlin BA (Hons), MAICD

Ms McLaughlin is responsible for leading Royal Botanic Gardens Victoria's corporate governance, project management, strategic planning, human resources, information services, and finance functions. She is also responsible for providing advisory support and guidance to the Royal Botanic Gardens Board and its Committees.

Ms McLaughlin has extensive leadership experience in public sector administration, planning, policy development, project management, strategic and business reform, having spent the last 15 years in a broad range of roles across both the Victorian and Commonwealth governments.

Prior to joining the Gardens, Ms McLaughlin held the role of Director, Corporate Operations at the Department of Environment, Land, Water and Planning. In this role, she led the integration and coordination of corporate activities related to the transition of the \$1.34 billion Solar Homes Program from Sustainability Victoria to DELWP.

Executive Director Engagement and Impact (2016)

Robin Penty MFA, BFA (Hons)

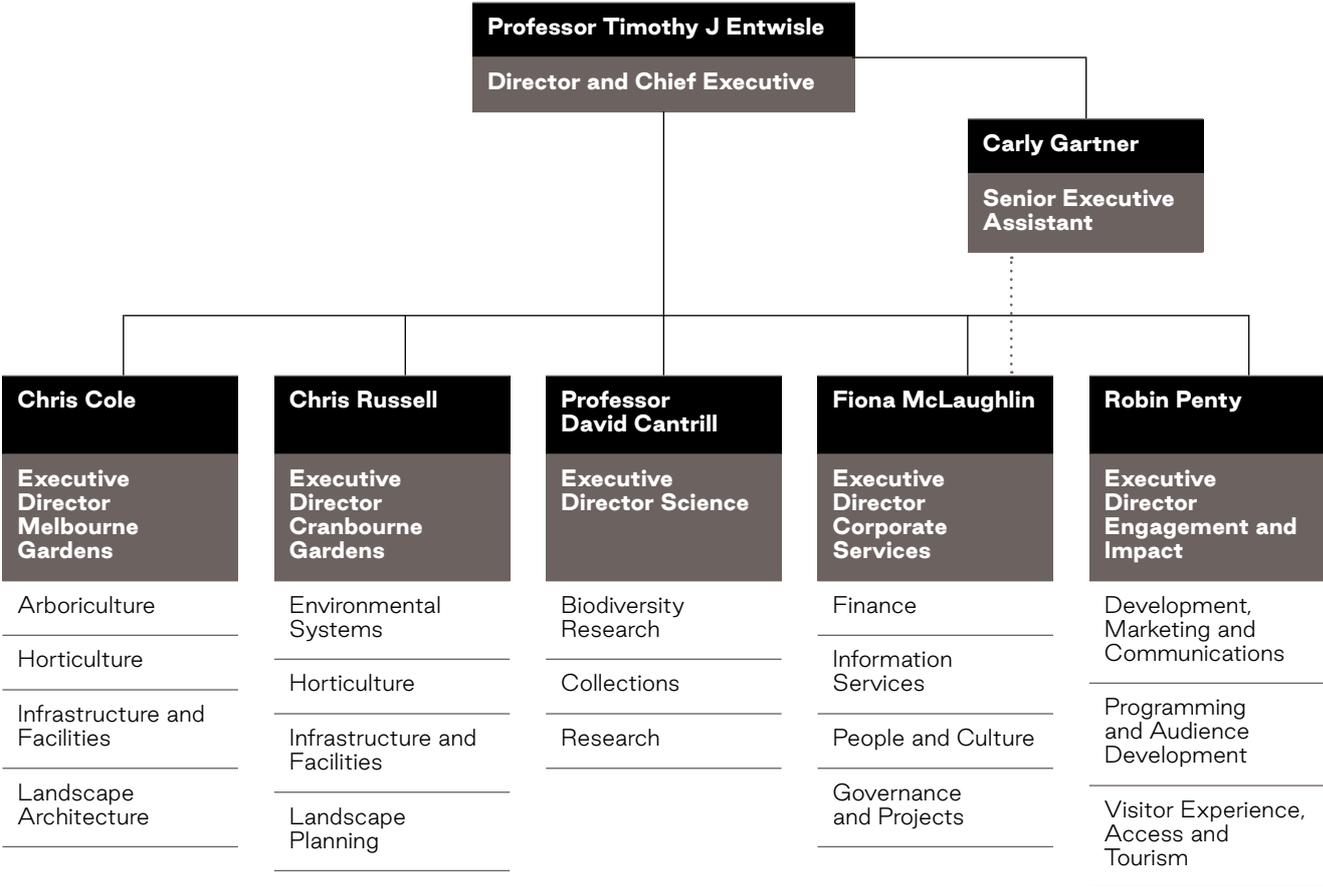
Ms Penty is responsible for leading programming and audience development, visitor experience, access, philanthropic fundraising, marketing, communications, business development, retail and tourism. She has held senior and national leadership roles within strategic partnerships, development, marketing and communications for The Smith Family, the Alcohol and Drug Foundation and The University of Melbourne. Experienced in state and local government leadership, notably as head of participation and public programs at Arts Centre Melbourne, she was part of the successful redevelopment and reopening of Hamer Hall. With a lifelong commitment to social inclusion, entrepreneurship and creative practice, Ms Penty has worked as an executive producer, arts and cultural programmer, researcher, strategic planning consultant, educator and 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 staff across the Gardens.

Executive Director Cranbourne Gardens (2001)

Chris Russell BSc (Hons), Grad Dip Land Rehab

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

Organisational Structure and Key Functional Areas



Our performance



Measuring our success

To track progress against the Gardens' four goals, it has developed success measures, factoring in COVID-19 restriction impacts.

Performance measures under State Budget Paper Number 3 are included here:

Visitation

	Sites	Target	Actual	Comments
Total visitors to the Royal Botanic Gardens	Total (BP3)	1.6–2.0 million	1,459,258	The Gardens visitation is 9% below the original target driven primarily by closures between August and September 2020 and again in February 2021, as well as travel limits between May and June 2021.

State Botanical Collection

	Target	Actual	Comments
Specimens curated in the State Botanical Collection	30,000	25,015	Performance is 17% below target due to the COVID-19 pandemic limiting fieldwork for specimen collection and on-site curation. Staff gradually returned to onsite work over the second half of 2020–21 and have dealt with a significant backlog of work. The COVIDSafe setting in February 2021 as well as June 2021 further limited fieldwork for specimen collection and on-site curation.

Performance Measures (Annual Business Plan)

Summary Table (without BP3 measures)

Performance Measures	Unit of Measures	Target	Actual
Visitors to Melbourne Gardens	Number	1,498,430	1,229,198
Visitors to Cranbourne Gardens	Number	270,000	230,060
Increase in the number of curated specimens in State Botanical Collection	Number	30,500	15,844
Increase in visitation to Royal Botanic Gardens Victoria website and social media channels	Percent	10%	-9.50%
Increase in donors to Royal Botanic Gardens Victoria	Percent	10%	11%
Increase in climate-suited taxa in Melbourne Gardens comprising a majority of wild provenance	Number	120	270
Increase in specimens from the Global Collection databased	Number (thousand)	17,500	17,432



Our Goals and Achievements



People: Resilient Communities

More than ever before, the Gardens welcome more visitors seeking comfort, solace and space to feel safe and connected through nature, humanity and story. The COVID-19 pandemic has affected individuals, families and communities.

As 'living hearts' in the urban landscape, Melbourne Gardens and Cranbourne Gardens provide profound opportunities for people to engage with the natural environment, and with each other.

Highlights

<p>190,000 people tuned in to 40 new Virtual Garden videos</p>	<p> 487 passengers enjoyed the Free Shuttle Bus to Cranbourne Gardens</p>	<p>\$180,000 secured for a Changing Places adult changing facility</p>
<p> New Child Safety Program was implemented</p>	<p> 19,500 students participated in onsite learning and 12,500 participated in digital learning programs</p>	<p>140% tax time appeal exceeded target by 140%</p>
<p> 1 new staff member hired to support new Biomimicry STEM program</p>	<p> 175th milestone year program launched by Hon. Lily D'Ambrosio MP and attended by major tv and print media</p>	<p> 1 free branded tram through Yarra Trams Community Partnerships Program</p>
<p>\$10,147 raised through Interflora flower bouquet partnership</p>	<p>Digital NAIDOC event and Reconciliation Week activities helped grow inclusion</p>	<p>Bloom bequest campaign launched across Melbourne and Cranbourne Gardens to help secure long-term financial sustainability for the organisation</p>



Digital and Onsite Learning and Participation

Royal Botanic Gardens Victoria created a new online platform, the *Virtual Garden* in response to Government COVID-19 related COVIDSafe Principles that necessitated the cancellation of programs and events. The platform features online tours, entertainment and educational videos, with over 40 videos created and viewed by an audience of close to 190,000 for the year.

Several highly successful and well-received digital learning programs were developed to support school student learning and engagement during COVIDSafe Settings and closures of the Gardens. Onsite programs at Melbourne Gardens and Cranbourne Gardens reached 19,500, and *Digital Garden Experiences* – available online free-of-charge – engaged 12,500 students.

Thanks to support from the Department of Education & Training funded Victorian Challenge and Enrichment Series, student participation in the Gardens' new Biomimicry STEM program exceeded expectations. This resulted in additional DET funding for a new fixed-term, part-time 0.6FTE Learning Innovation Programs Officer position to grow expertise in this area.

Access to Cranbourne Gardens

The Gardens undertook several initiatives this year to improve access to Cranbourne Gardens. The free shuttle service between Cranbourne Gardens and Cranbourne train station transported a total of 487 passengers between January and June (including 244 to-and-from the Gardens) and was supported by a marketing

letterbox drop campaign. The service is being used by a diverse visitor base from across Melbourne, including culturally and linguistically diverse (CALD) communities and people with access needs.

The Gardens also secured \$110,000 funding for a Changing Places adult changing facility from the Department of Families, Fairness and Housing and an additional \$70,000 from Friends of the Royal Botanic Gardens, Melbourne.

**Note: The shuttle service only operated in line with directions issued by the Chief Health Officer.*

175th Milestone Year Program

The Gardens' 175th milestone year program was launched by the Hon. Lily D'Ambrosio MP, Minister for Energy, Environment and Climate Change in early 2021. The launch attracted strong media attendance, including journalists from commercial television, the Australian Broadcasting Corporation and major metropolitan newspapers *The Age* and *Herald Sun*.

A year of programming was curated to celebrate the Gardens' place at the nexus of nature, culture and science. This included *Garden Gathering 1 and 2*, which showcased the expert knowledge and enthusiasm of staff, together with creative programs and self-guided activities. These sell-out events operated in line COVID-19 COVIDSafe Principles, and gained excellent visitor feedback.

Child Safety Program

This year RBGV implemented a Child Safety Program as part of its focus on visitor safety. This program ensures that child safety incidents are tracked through the Occupational Health and Safety Business Partner and reviewed and investigated by the Child Safety Officer when necessary. The People and Culture team has added the program to the staff induction process to ensure that all staff and volunteers are familiar with processes and requirements in this important area.

Investment in Aboriginal Culture, Representation and Employment

The Reconciliation Action Plan working group developed a comprehensive calendar of engaging activities and communications to raise awareness of Aboriginal reconciliation amongst staff. While these planned activities, along with the popular National Aborigines and Islanders Day Observance Committee (NAIDOC) events, were moved online due to COVID-19 COVIDSafe Principles, they still enjoyed high levels of engagement and participation.

The development of the Reflect RAP is in progress and a draft has been developed in consultation with Reconciliation Australia.



Donor Acquisition and Bequest Strategies

RBGV's donors and trust and foundation supporters generously funded many important projects across the organisation this year. Their support allows the critical projects identified through organisational planning to be carried out, helping to safeguard living collections for the future and to ensure the Gardens' unique work at the nexus of nature, culture and science continues, thereby positioning the RBGV as a world leader.

This year the Development team created two strategies to increase donor acquisition for the Gardens and bequests for the Royal Botanic Gardens Foundation. As a result, the end-of-financial-year appeal exceeded its target by 140%, securing \$84,075 in undirected funds for the Gardens. Our annual giving program, The Director's Circle, grew by 5% despite a challenging year where in-person stewardship was significantly restricted.

For the first time, the Gardens worked with one of its corporate donors, John Wardle Architects, to stage a charity auction to raise funds for biodiversity recovery work after the devastating summer bushfires of 2019–20. The auction raised over \$100,000 and will allow the Gardens' science and horticultural teams to visit bushfire-affected areas to research the impacts of fire on native plant life and to collect seed for the Victorian Conservation Seedbank.

Grants from trusts and foundations this year will see the refurbishment of historic landmark the Temple of the Winds at Melbourne Gardens, continued work on the Genomes of Australian Plants project, and curation of the Global Collection in the Science Division, as well as the delivery of the Cherry Ballart Schools Partnership Program in Learning – to name just a few.

The Friends of the Royal Botanic Gardens, Melbourne and Cranbourne Friends, Royal Botanic Gardens Victoria continue to provide enthusiastic and generous support to the Gardens.

New Partnership and Business Opportunities

The Gardens' Development team secured several partnership and business opportunities this year, to support the sustainability and growth of the organisation. These included the Yarra Trams Community Partnerships Program, which supported a fully branded Royal Botanic Gardens Victoria tram in the city centre, as well as renewal of the STIHL equipment sponsorship for third consecutive year. In addition, new Interflora RBGV Gift Collection of flower bouquets directed 5% of proceeds from sales to the Gardens, representing \$10,147 in the first 3 months.

Retail outlets performed well this year, despite repeated closures due to COVIDSafe Principles, and sales exceeded reforecast targets for April, May and June. Highlights included the Gardens' own Legacy range, celebrating the Royal Botanic Gardens Victoria's 175th Milestone Year, as well as a range inspired by the new Arid Garden at Melbourne Gardens, produced in partnership with Maxwell & Williams.



Place: Vibrant Places

Royal Botanic Gardens Victoria delivered a range of infrastructure, major events and interpretation projects at Melbourne and Cranbourne Gardens, deploying the required

creative and technical knowledge to ensure all projects improve the visitor experience and add to the quality, diversity and enjoyment of both sites.

Highlights

134,000

people attend onsite live and self-guided public programs



6 artists

commissioned to create new works for Garden Variety: Photography, Politics and the Picturesque



5 senses

to be explored at the Sensory Garden, which was launched for wellbeing during the pandemic

1 day

Scalia Ginsberg opera tickets sold out in one day

Sold out

sound installation SEASONS in Blak Box, which raises awareness of Aboriginal seasons

6

new permanent security cameras installed for visitor and staff safety



1 book

launched, Bindi and Buddy: A Bandicoot Tale at the Big Bandicoot Backyard, raising awareness of Cranbourne Gardens' endangered population of Southern Brown Bandicoots



Placemaking Projects

This year several placemaking projects were developed for the Melbourne Gardens and Cranbourne Gardens to generate greater visitor engagement, including multidimensional placemaking for the new Arid Garden. Work commenced on a new Interpretation & Exhibitions Framework for both sites, in alignment with the place plans for the Nature Science Precinct at Melbourne Gardens and the Cranbourne Gardens placemaking project.

The Gardens also commissioned an audio work, *Sonica Botanica – Stories and Sounds from the Gardens* by Patrick Cronin, that explores the relationship between people and plants. Featuring a range of staff, enthusiasts, children and diverse voices and music, episodes 1 and 2 were launched at *Garden Gathering Vol 1* (Arid and Drylands area) and *Garden Gathering Vol 2* (Oak Lawn).

As part of Waterfront for Melbourne Design Week 2021, research project *Mushi – From Concept to Prototype* was installed in the Ornamental Lake. In partnership with Centre for Architecture Victoria/Open House Melbourne,

Arup, Swinburne University and Studio Edwards the floating wetland prototype tested how mycelium from fungi can harbour plant growth to clean chemically sensitive rivers, making future-proof bio-ecologies. It is expected that it will lead to new ways to environmentally manage the Gardens and Melbourne's waterways.

Melbourne's vibrant new places

Several high-profile projects from the Melbourne Gardens Master Plan were completed and launched this year, offering visitors respite and visual beauty.

The launch of the Arid Garden, with its multi-layered interpretation, garnered excellent media coverage. Highlights included real-time video stream via Facebook, multiple live television segments, and a partnership with Melbourne Fashion Week, for which the garden became a catwalk.

The White Oak that fell in 2019 was transformed into a stunning new Oak Lawn attraction, becoming sculptural seating. The site has become a popular meeting and climbing place.

Another popular project for the year was the launch of the Sensory Garden. This project transformed the old bamboo bed into a place of peace and tranquility, with access to friendly paths and plantings that stimulate all five senses. The introduction of this garden resonated with visitors, particularly given the difficulties and challenges for people that have resulted from COVID-19, and its launch also attracted media coverage.

Other completed works included further landscaping works in Fern Gully and the spectacular move of the Lakeview Rest House, transported by crane to a new location by the lake.

Safety Improvements

Significant work was undertaken this year to improve visitor and staff safety at Melbourne Gardens, including the installation of six permanent security cameras, the update of the Emergency Management Plan and assignment of Venue Operations Centers. Radio-use protocols were also developed and communicated to on-site stakeholders by the Senior Leadership Group.



Cranbourne Gardens Built Form Resolution Place Plan

Following a tender process, the *Built Form Resolution Place Plan* design was awarded to architects Taylor Cullity Lethlean, along with the appointment of a project manager. The plan will guide the achievement of several master and corporate plan objectives, including increased visitation and a more diverse audience, growth of attendance from the local community and desire to increase social and scientific impact. It will be completed in October 2021.

Social and Cultural Impact

The Programming and Audience Development Team curated a program of engaging major live and online events to make positive social and cultural impact and to commemorate the Gardens' 175th milestone Year.

New content was created for the Virtual Garden, together with digital programming for the inaugural Victoria Nature Festival, in partnership with the Department of Environment, Land, Water and Planning, as well as a partnership with Melbourne Fashion Week that produced the highly successful Arid Garden Runway show.

Scalia Ginsberg, an opera by Derrick Wang and *Across the Aisle* was presented in partnership with Orchestra Victoria and The Wheeler Centre, and supported by Australian Shakespeare Company, sold out within a day. It enabled the first collaborative live performance by these companies and was attended by Minister for the Arts, the Hon. Danny Pearson.

RBGV commissioned six artists to create new works for *Garden Variety: Photography, Politics and the Picturesque*, a seven-part exhibition across Melbourne Gardens as part of *PHOTO 2021 (Inaugural International Festival of Photography)*. This event was hugely successful with strong media coverage.

The popular *Big Bandicoot Backyard* returned to Cranbourne Gardens in the April holidays with a range of workshops and self-guided activities. Children's book *Bindi and Buddy* by Jo Watson was commissioned by the Gardens and launched on the day. The event generated positive feedback and raised awareness of the need to conserve the endangered Southern Brown Bandicoot.

In May 2021, the Gardens presented *SEASONS in Blak Box* by UTP, in partnership with *Yirramboi First Nations Festival* and *RISING*. This work was originally commissioned and presented by Royal Botanic Gardens Victoria in March 2020; however, it was cut short by COVID-19 COVIDSafe Principles. This year's season sold out and received excellent feedback and media reviews.

The Programming and Audience Development team also facilitated the participation of two RBGV staff members as featured speakers in *Not a Drop to Drink* as part of *Arts House's Refuge* program in May.

Overall attendances for the year for onsite live and self-guided public programs was 134,000 with the Virtual Garden reaching an additional 190,000.



Plants: Sharing Plant Knowledge and Discovery

The Gardens will continue to strengthen its role as leaders in scientific, horticultural and biodiversity research. We will maintain high-quality research output and safeguard, curate and showcase valuable plants through

living and preserved collections. The Gardens will work closely with scientific peers, media and partners to effectively translate and disseminate its diverse research outputs.

Highlights



Largest-ever

population of Tea-Tree Finger Fungus was discovered



42

research papers published by the science division to better understand the taxonomy, conservation, genetics and evolution of the Australian biota

616

whole-specimen sheets of *Acacia* exemplars imaged with 392 close-ups of diagnostic characters, representing all 130 species of *Acacia* recorded in Victoria

25,920

records matched to a taxon uploaded to VicFlora, with 5954 specimen images, making important plant information available to land managers, scientists, students and indeed anyone with an interest in Victorian plants



17,432

specimens retained in databases this year for the Global Collection

20,227

specimen sheets prepared for mounting and databasing

Completed

analyses for chloroplast genome of *Acacia pycnantha* and a manuscript finalised as part of the Genomics for Australian Plants initiative



VicFlora Illustrated Diagnostic Features

This year, much progress was made to upload diagnostic features for every species in VicFlora, which is a comprehensive guide to the wild plants of Victoria, with plant profiles, identification tools and illustrations.

Imaging of the *Acacia* exemplars was completed with 616 whole-specimen sheets imaged and 392 close-ups of diagnostic characters, representing all 130 *Acacia* species recorded in Victoria.

VicFlora now contains 25,920 images that are matched to a taxa, with 5954 specimen images. These high-resolution images are accessible in VicFlora and The Australasian Virtual Herbarium. Royal Botanic Gardens Victoria provides this resource free-of-charge for land managers, scientists, students and indeed anyone with an interest in Victorian plants.

Database more of the Global Collection

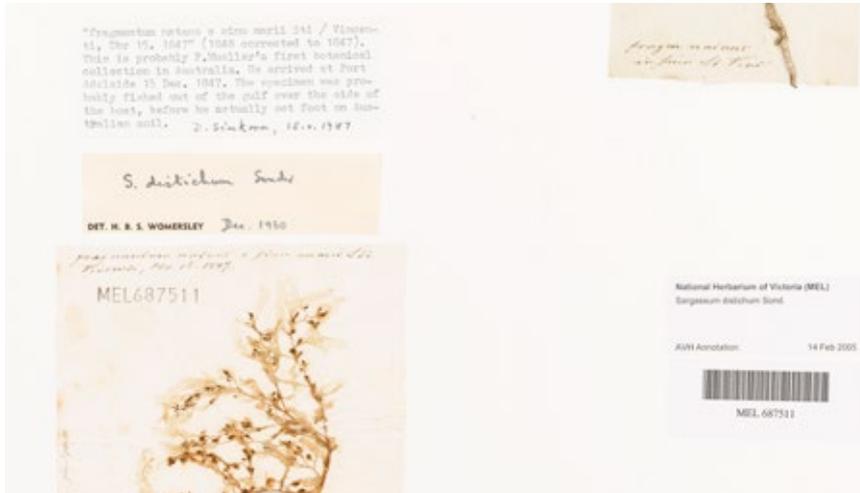
To allow greater access to the scientific and historically important information from the Global Collection (non-Australian component of the State Botanical Collection) 17,432 specimens were added to databases this year.

Mounting of Specimens

To prepare the State Botanical Collection specimens for digitisation, 20,227 specimen sheets were sorted and prepared for mounting by the Preparing for Digitisation Project Team and Volunteers. A total of 17,519 specimen sheets were mounted or remounted in preparation for digitisation.

Improving Understanding of the Australian Biota

To better understand the taxonomy, conservation, genetics and evolution of the Australian biota, the science division published 42 research papers, covering a diverse range of topics, such as new species of plants and fungi, climate modelling of succulents and grasses, historical collections, orchid conservation, nomenclature of fungi, and phylogenomics.



Genomics for Australian Plants

This year the Science Division worked to build capacity across the Australian research community to handle genomic data through the Genomics for Australian Plants initiative. Analyses for chloroplast genome of *Acacia pycnantha* were completed and a manuscript was finalised for submission for publication.

The analysis of the nuclear genome of *Acacia* was more complex, but is nearing completion, and a manuscript has been drafted. Sampling for first round of phylogenomics was completed and submitted for analysis. Applications for second round of phylogenomics and reference genomes were also submitted.

Melbourne Gardens Living Collections Strategy

The *Melbourne Gardens Living Collections Strategy* is currently being drafted. This document will contain a detailed account of the 23 living collections in Melbourne Gardens and help to guide the development of the broader landscape living collection's 7500 taxa. The document will be used for the planning, development and protection of Melbourne Gardens' living assets.



Planet: Conservation Actions

We will expand the role Royal Botanic Gardens Victoria plays in shaping how people value, perceive, and care for the environment and adapt to climate change. To do this, we will lead by

example in all aspects of work, in relation to sustainability. All actions of the Gardens will contribute to a healthy, flourishing planet.

Highlights

439

members, representing over 90 countries, recruited for the Climate Change Alliance of Botanic Gardens

400

endangered Brilliant Sun-orchids and 50 McIver Spider-orchids grown from seed and planted in secure sites managed by Parks Victoria

200

taxa collected from the East Gippsland bushfire scar; 105 rare and threatened taxa saved in seed banking and live plant banking

46%

of Victoria's rare and threatened species are now held in storage in the Victorian Conservation Seedbank



Bushfire Conservation Programs

Royal Botanic Gardens Victoria was an important partner in State-based conservation programs, including the establishment of a Plant Rescue and Care Unit to help to prepare for the next bushfire season.

After last year's devastating bushfires, the Gardens' botanists and horticulture staff were able to move swiftly to collect and accession more than 200 taxa from the East Gippsland fire scar over the course of the collecting season. Of these, 105 taxa were rare and threatened, representing 85% of the 125 total target species. 57 taxa were banked as seed, and 63 were banked as living plants for potential orcharding in the absence of seed material, and a proportion were banked as both.

In addition, Victorian Conservation Seedbank staff made 77 seed collections this season, of 69 species, 34 of which have not been previously collected. Almost 46% of Victorian rare and threatened species are now held in storage (818 of 1,780 taxa). In total the Gardens now has 2,107 collections covering 1,434 taxa.

Conservation of the Mclver Spider-orchid

Stunning and endangered species the Mclver Spider-orchid (*Caladenia audasii*) and Brilliant Sun-orchid

(*Thelymitra mackibbinii*) are endemic to the Box-Ironbark forests of Victoria.

The Orchid Conservation Program led by Dr Noushka Reiter grew these species from seed this year and introduced them into reserves in Western Victoria. In partnership with the Australian Network for Plant Conservation, the Australasian Native Orchid Society (Victoria Branch), Parks Victoria, Project Platypus and the Wimmera CMA. The project is funded through the Biodiversity On ground Actions Community Grants through the Department of Environment, Land, Water and Planning. This year's re-wilding events have seen an additional 400 Brilliant Sun-orchids and 50 Mclver Spider-orchids planted into secure sites managed by Parks Victoria.

Cranbourne Plant Conservation Centre

Facilities necessary to create a major centre at Cranbourne Gardens for the conservation of Victoria's most at-risk plants are currently being scoped as part of the Built Form Resolution Place Plan. The centre will house the Victorian Orchid Conservation program and other research activity, including a focus on seed and spore conservation, as well as providing a public engagement interface.

The plan is due for completion in October 2021.

Tree Management

A strategy to strengthen the management of the organisation's trees will be completed in 2021. Its objectives will be to provide a holistic, long-term approach to tree care, risk mitigation and succession, including mitigating the risks of age and climate change.

Melbourne Gardens' Infrastructure Upgrade

Work is underway to upgrade and replace the Gardens' aging irrigation, communication and electrical cables. Work will be completed by spring 2021.

Climate Change Alliance of Botanic Gardens

Royal Botanic Gardens Victoria continues to lead the Secretariat for the Climate Change Alliance of Botanic Gardens. The team hosted two successful workshops in June for partners and new 'alliance champions'. The overall international membership for the Alliance has steadily grown to 439 members, representing over 90 countries.

7th Global Botanic Gardens Congress

The 7th Global Botanic Gardens Congress was postponed to September 2021, subject to the easing of COVID-19 COVIDSafe Principles. The congress will be based on a hybrid in-person and virtual program, with submission of abstracts commencing in February 2022.

Our supporters



“Royal Botanic Gardens Victoria is fortunate to enjoy wonderful philanthropic support from a wide range of engaged and passionate donors. Our supporters helped us make many important projects a reality this year, including the new Arid Garden and refurbishment of Nareeb Gates at Melbourne, the Care for the Rare program at Cranbourne, as well as important biodiversity conservation work that is entirely funded by supporters.

Thank you to the following donors for their significant donations to RBGV of \$1,000 or more during 2020–21.”

Chris Trotman, Royal Botanic Gardens Board Chair

Royal Botanic Gardens Foundation Victoria

Royal Botanic Gardens Foundation Victoria was established in May 2001 to provide the Gardens with a secure source of future income from the investment of bequests, seat dedications as well as support for the Director’s Circle, the Gardens’ annual giving program. The Foundation has Deductible Gift Recipient (Item 2) status and is endorsed as an Income Tax Exempt Fund.

Maud Gibson Trust

Royal Botanic Gardens Foundation Victoria is also Trustee of the Maud Gibson Trust, a public ancillary fund, which is required to make annual distributions to Royal Botanic Gardens Victoria. The 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 supported the following projects at Royal Botanic Gardens Victoria during the year:

- Armillaria Project, for the second year
- Global Collection Project
- Support for an Australian Research Council Linkage Grant in Science

From the Royal Botanic Gardens Foundation Victoria Chairperson

Royal Botanic Gardens Victoria Foundation was established by Melbourne philanthropist Dame Elisabeth Murdoch AC, DBE in June 2001 so the 2020–21 year ends with the Foundation’s 20th anniversary. The year 2021 also marks the 175th anniversary of the Royal Botanic Gardens Victoria. As such, it feels timely to reflect on what has been created and stewarded over these many years at the Gardens and to look forward with excitement to the opportunities that lie ahead for the Gardens to continue to build upon their iconic role in Melbourne, their important global leadership in climate change succession planning and the critical scientific and community engagement work that is undertaken by the Gardens team. Countless memories have been formed at the Gardens, spanning generations and of course, for First Nations peoples, the cultural connections echo over many tens of thousands of years.

When setting up the Foundation twenty years ago, Dame Elisabeth reportedly sought to catalyse a source of in-perpetuity funding for the Gardens to allow it to flourish beyond what is achieved through the Victorian Government’s critical funding and much-needed donations from the public.

The Foundation prudently manages a pool of capital for the Gardens’ ultimate benefit; providing long term sustainable funding for a wide range of projects and initiatives at the Gardens that would not otherwise receive funding. Generous support through donations to the Directors Circle and Bequests provide vital funding for the Foundation to grow the impact and support a world-class Gardens across the two sites at Melbourne and Cranbourne.

The importance of thriving green spaces such as the Gardens for our mental health and wellbeing is especially poignant in the current environment as is the role of inclusive and innovative programming and partnerships in fostering community connections and creating magic moments and enduring memories.



During 2020–2021, the Foundation distributed \$411,611 in funding to the Gardens, including \$145,611 in grants from untied funds to the following priority projects:

- The Global (Foreign) Collection, and
- Detailed Place Plan for the Nature and Science Precinct

In addition, the Foundation gave \$266,000 in grants from tied funds to:

- the Pauline Ladiges Fellowship
- the Jim Willis Scholarship, and
- the final phase of the Fern Gully redevelopment (Sensory Garden).

Thank you to all Foundation Directors who generously provide their time, talents and treasure to support the Foundation’s mission. Over the last two years, the Foundation has embraced significant change, reviewing and changing financial service providers, updating our investment policy to ensure it provides a rigorous framework for the corpus, developing a strategic plan and refining processes. This work would not have been possible without the immense contributions of Foundation Directors and unwavering support from the Gardens team, most notably Ms Robin Penty, the Gardens’ Executive Director of Engagement and Impact, and her team including Alice Molan, Nichola Lefroy, Phoebe Danaher, Elizabeth Houwert and Payal Singh.

During the year, we farewelled Ken Harrison AM KSJ, one of the Foundation’s founding Directors. Ken’s enthusiasm and expertise helped guide the Foundation over many years and I thank him for his passionate commitment to the Foundation. I also wish to acknowledge and thank David Lawson and John Patrick, both of whom stepped down from the Board during the year. David’s legal and governance expertise were of great benefit to the Foundation Board and Finance & Audit Committee, whilst John brought botanical knowledge and a love of plants to the Foundation Board.

We look forward to welcoming our new Board Directors in a period of renewal as the Foundation finalises its new strategic plan and embarks upon the next chapter of its support for the Gardens.

Thank you also to the Gardens’ Director and Chief Executive, Professor Tim Entwisle and Chairperson, Mrs Chris Trotman and Board members, who understand the significant role the Foundation has in supporting these majestic Gardens.

Finally, and most importantly, thank you to the many donors who actively engage with and support the Gardens and the Foundation. We are very grateful for your support and look forward to welcoming you back to events at the Gardens when it is safe to do.

Ms Farren Williams
Royal Botanic Gardens Foundation
Victoria Board Chairperson

Members of the Royal Botanic Gardens
Foundation Victoria Board Chairperson
Ms Farren Williams, Chairperson
Finance and Audit Committee Mr
Ian Wong, Mrs Gillian Hund, Ms Alice
Sidhu, and Ms Michelle Varcoe, Ret.
Mr Ken Harrison AM KSJ, Mr David
Lawson, Mr John Patrick



Thank you

We are grateful to the following donors for their support of \$1,000 or more during 2020–21.

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Seekers: \$1,000 - \$4,999

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 Jan and Duncan Andrews
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 Paul Wheelton AM and
 Angela Wheelton
 Linda White
 Farren Williams
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 Anonymous (1)

Director’s Circle Donors 2021

Guardians: \$5,000 – \$19,999

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 Geoff Steinicke and the late
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 Philip Williams AM and
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 Anonymous (1)

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 Meg Bentley
 Graeme and Ruth Caple
 Gregory Charlton
 Jenny Darling
 Rodney Dux
 Lucas Elliot
 Lisa Farber
 Rafal and Lexie Grabinski
 Janiece Grenfell
 Natalie and Brian Hamersfeld
 Victor Kavals
 Catty Li
 Greg Lyndon
 Linda Mareni
 Samuel McCardel
 Sally McLaine
 Lois Menetti
 Daniel and Anne Mills
 Jennifer Molinari
 Michael Pietsch
 Rod Pietsch
 Cynthia Theobald
 Marius Yianni
 Debra Yung

Perennial Gardeners 2021

RBGV's Bequest Society

Paul Barnett
Meg Bentley
Tamara and Mark Boldiston
Hazel and Edward Brentnall
The late Marian Brookes
Sally Browne AM
Elsie Carter
Rosemary Cotter
Allan Dabscheck
Lorna Downey
Sebastien Dunn
Richard Farrar
Rob Grant
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Betsy Polasek
Misha Prusa
Patrice Raselli Marriott
Damian and Lisa Roberton
Sonja Roglic and Marcel Berkhout
Merrill and Arthur Shulkes
Ann Sprague
Anonymous (18)

Bequests realised in 2021

The Estate of Mildred Laphorne
The Estate of John Madden
The Estate of Gwendolyn
Phyllis Wheeler

Donors 2021

Supporters who gave \$1,000 or more to the Gardens

Australian Government Heritage Grant
Gary and Judy Backhouse
Liz Balogh
Michael Banney
Laurie Bebbington and
Elizabeth O'Keefe
Katherine Behrend
Meg Bentley
Ruseell Board and Narelle Ivers
Elizabeth Brown
Lynne Burgess
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Robin Campbell Family Foundation
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Corporate Partners and Sponsors

Royal Botanic Gardens Victoria would like to thank its corporate partners and sponsors, which include Official Partners STIHL, Maxwell & Williams, Yarra Trams Community Partnerships Program, Val Morgan; Platinum Sponsors Interflora; and Bronze partners Neutrog and Weedtechnics.

Friends of the Royal Botanic Gardens, Melbourne Inc.

This year, the Friends of the Royal Botanic Gardens Melbourne approved grants to the Royal Botanic Gardens Victoria through its Trust Fund of \$190,260. This represented a final instalment of \$143,864 to complete the grant of \$200,000 for the Sensory Garden, for which the Friends were the major contributor; \$15,656 towards scholarships for Gardens staff for professional development; and \$19,780 through the Helen McLellan Research Grant. This grant was awarded to Dr Camille Truong to fund her research work on the *Biodiversity and phylogenomics of Australian ectomycorrhizal fungi in the Peziziales (Ascomycota)*.

The Friends were able to respond to COVID-19 COVIDSafe Principles by successfully hosting regular events schedule online. The biennial art exhibition *The Art of Botanical Illustration* was also presented online as a virtual exhibition. This was a first in Australia for botanical art and proved profitable and engaging. The virtual presentation of the exhibition enabled it to connect with an international audience, allowing international artists to participate. All botanic art classes continued to be successfully delivered online, increasing reach to students across Australia and internationally, including in Dubai, Singapore, New Zealand, Taiwan, and Indonesia. However, plant sales during this financial year were largely cancelled. Some online plant sales were initiated via the Friends' website when possible, using a click and collect system.

Cranbourne Friends, Royal Botanic Gardens Victoria Inc.

For the first half of the year, the Elliot Centre provided physically distant accommodation for Gardens' staff due to COVID-19 COVIDSafe Principles and was unavailable to the Friends. In December Friends groups were able to return but the subsequent COVIDSafe Setting and regulations restricted its practical use. The Friends were appreciative of the Gardens staff looking after the nursery plants during the COVIDSafe Settings, which contributed greatly to major revenue raising of \$34,000 from plant sales, including \$22,000 raised at a plant sale held between COVIDSafe Settings in May. The Friends also contributed redundant stock to the East Gippsland Fire Recovery Project.

Most Friends regular events were suspended due to COVIDSafe Principles; the one major tour planned for Far North Queensland with 35 participants was cancelled for the second consecutive year (at two days' notice) due to border closures in Queensland. Despite this, the Committee has been active, using online conferencing, and has introduced an online system for payment of membership and for booking events with appropriate cancellation policies. At year's end, planning of future events has recommenced with the hope of 'normality' returning.

Relationships with Royal Botanic Gardens Victoria continue to be strong. Now in its 30th year, Cranbourne Friends look forward to the publication, in conjunction with the Gardens, of Carolyn Landon's upcoming *Of Friends and Gardens*.

OFFICIAL PARTNERS



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Education Partners

Royal Botanic Gardens Victoria gratefully acknowledges its partners in support of learning and participation for primary and secondary school students in Victoria. For specific grants and collaborations the Gardens acknowledges: Department of Environment, Land, Water and Planning Department of Education (Victoria) Department of Health and Human Services (Victoria), Catholic Education Victoria, Brian and Virginia McNamee Foundation, Betsy and Ollie Polasek Endowment, City of Casey, Kids in Nature Network, and Early Childhood Outdoor Learning Network.

Research Partners

Royal Botanic Gardens Victoria acknowledges the following organisations and individuals for supporting or collaborating with the activities of Royal Botanic Gardens Victoria's Science Division in 2020–21: 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, Wimmera Catchment Management Authority, Meg Bentley, Estate of Marian Brookes, J.T Reid Charitable Trusts, Lindy Shelmerdine, and David Moffatt.

Volunteers and associates

Volunteers and Honorary Associates worked across Royal Botanic Gardens Victoria in a variety of roles at Cranbourne Gardens, Melbourne Gardens, the National Herbarium of Victoria and 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. Over the year volunteers and associates contributed almost 8159 hours to Royal Botanic Gardens Victoria, adding significant value to the organisation.

Science Division Volunteer programs

Science Division volunteers contributed more than 2221 hours of work and continued supporting staff with the curation and documentation of the State Botanical Collection; assisted with the Royal Botanic Gardens Library; and supporter conservation research projects.

Orchid Conservation Program

The Orchid Conservation Project volunteer program did not run after February due to COVID-19 COVIDSafe Principles. Despite this, eight volunteers assisted in 945 hours of laboratory micro propagation, seed cleaning and storage, and maintenance of the diverse orchid conservation collection. This now consists of more than 20,000 plants and 160 species across Cranbourne and Melbourne.

Library

The library's six volunteers contributed 96 hours of work towards the library's mission to preserve and improve access to the collection. All efforts went into moving the journal and book collections following the purchase of new shelving.

Anna Long
David Sambrooks
Geoff Lay
Jenny Williams
Cherie McKeich
Anne McLachlan

Victorian Conservation Seedbank

The Victorian Conservation Seedbank volunteer program closed for several periods in response to COVID-19 COVIDSafe Principles. Even so, Bob Hare was able to clean and process 10 seed collections in readiness for long-term storage and seed germination trials for 12 species were run with the support of a university student.

Collections Branch

The Collections Branch volunteer program was suspended in mid-March and restructured to accommodate the Preparing for Digitisation project, resuming in November 2020. The Collections Branch volunteers contributed 1180 hours of work, curating 2441 plant, algae and fungi specimens. The volunteers contributed to the curation of 17 plant families from the Global Collection, in preparation for digitisation, databasing and eventual imaging. Six volunteers who work with the Curation Officer Team returned in late May and were responsible for the incorporation of 76 specimens into the State Botanical Collection, 68 specimen records added to the database, 189 records updated (including determination slips added to herbarium specimens) and an initial assessment of specimens for the Woelkerling Algae Project.

Science Division Volunteers

The Gardens acknowledges the contributions of these volunteers: Marina Albert, Eve Almond, Neil Anderton, Ruth Ault, Caine Barlow, Margaret Brookes, Robyn Brownscombe, Sally Bufe, Ema Corro, Sandra Cumbari, Shari Barmos, Krystyna Derwinska, Lynda Entwisle, Francis Faul, Katherine Flynn, Neil Freestone, Robert Hare, Elizabeth Howcroft, Vicki Jaeger, 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, Lynsey Poore, Veronica Reeve, Jennifer Ross, Meg Russell, Judy Ryan, David Sambrooks, Roslyn Savio, Russell Stanley, Catherine Taylor, Peter Wallace, Ann Walsham, Mary Ward, Mike Wicks, Jenny Williams, and Charles Young.

Honorary Associates

Honorary Associates are appointed by the Royal Botanic Gardens Board Victoria 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. They are individuals with expertise in areas that supplement or complement Royal Botanic Gardens Victoria employees. They have contributed greatly to the achievements of the organisation through their research on various angiosperm plant families, as well as bryophytes, fungi, lichens, and algae, or by curating the specimens held in the State Botanical Collection. Others contributed to 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.

The Gardens acknowledges these Honorary Associates:
Mr Rob Cross, Dr Roger Spencer, Dr Austin Brown, Dr Michelle Casanova, Mr Ian Clarke, Dr Thomas Darragh, Professor Rod Home, Dr Gerry Kraft, Dr Graeme Lorimer, Dr Sara Maroske, Mrs Enid Mayfield, Ms Mali Moir, Mr Kevin Rule, Mrs Katrina Syme, Dr Anneke Veenstra, Mrs Margaret Brookes, Professor David Guest, Dr Teresa Lebel, Dr Bee Gunn, and Dr Camille Truong.

Melbourne Gardens Volunteers

At Melbourne Gardens, 80 volunteers contributed 4,220 hours of work over the year. Due to the ongoing impact of COVID-19 COVIDSafe Principles, it has not been possible to safely manage and support ongoing work with volunteers and interns with the Melbourne Gardens Horticulture team. When limited opportunities were available, areas such as the Ian Potter Foundation Children's Garden benefitted.

The Ian Potter Foundation Children's Garden Volunteers

The Gardens thanks these volunteers for their contributions:
Anne Ada, Moira Bainbridge, Mary Becker, Lesley Blow, Lorraine Brock, Jan Brown, Stephanie Campbell-Gabb, Billie DeBondi, Jenni Eaton, Lea Levy, Anna Malone, Susan Moloney, Billy Moore, Claire McGoldrick, Donna Osbourne, Regina Pike, Jakub Mardon, Merienne Shortridge, Sue Smith, and Julie Troschke.

Garden Ambassadors Melbourne

The Gardens thanks these ambassadors for their contributions:
Dianne Allen, Marie Banic, Carmel Bateman, Judy Cain, Dianne Costelloe, Rosemary Cotter, Helen Creedon, Rose Davey, Berys Dixon, Sue Dorning, Veronica Harrison, Angela Herd, Wendy Hopkins, Gail Latchford, Lea Levy, Claire McGoldrick, Marian McLean, David Plant, Jadzia Rae, Sandia Rose, Anne Scott, Christine Stott, and Libby Tronson.

Voluntary Guides

The Gardens thanks these voluntary guides for their work in enriching visitor experience:
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, Julianne Lewis, Georgina Mountford, Rosemary O'Brien, Anne Peterson, Kathryn Pile, David Plant, Lynsey Poore, Maggie Richards, Jayne Salmon, Louise Sexton, Julian Simpson, Carole Spillane, Nada Stojkovic, Catherine Trinca, Robin Viney, Chris Wallis, Bryon Wicks, and Mali Wilson.

Engagement and Impact

The Gardens thanks volunteer Fay Chomley.

Horticulture Volunteers

The Gardens thanks volunteers Meg Bentley, Jenny Happell, and Tessa Kum.

Horticulture Internship Program

There have been no intakes of interns due to COVID-19 COVIDSafe Principles. However, the intern program has been reviewed and the Gardens looks forward to welcoming interns back in 2022.



Cranbourne Gardens Volunteers

Garden Ambassadors made an important contribution to the experience of visitors to Cranbourne Gardens. During 2020–21, 38 Garden Ambassadors contributed 651 hours; 27 Natural Areas volunteers contributed 695 hours; 10 Nursery volunteers contributed 258 hours; and 11 Landscape volunteers contributed 114 hours.

Garden Ambassadors Cranbourne

The Gardens thanks these ambassadors for their contributions: Anne Adams, Margaret Barnes, Pamela Binks, Lyn Blackburne, Lorraine Borthwick, Barb Bullen, Brian Cole, Erin Cosgriff, Peter Cowley, Johan de Bree, Derek de Korte, Ron Deane, Margaret Di Nuzzo, Mack Fenwick, Barrie Gallacher, Fairlie Halligan, Faye Hobby, Phil Jackson, Christine Kenyon, Eva Kowal, Linda Lee, Nancy Leonard,

Peter McGrath, Lauris McInerney, Mark Nelson, Karen Pogni, Gail Polson, Angela Rutherford, Sue Spicer, Sharon Start, Laurie Stephens, John Steward, Sue Tatton, Ray Turner, Jean Wallis, Kate Walsh, Roger Watts, and Charles Young.

Nursery Volunteers

The Gardens thanks these volunteers for their contributions: Sue Keon–Cohen, Eva Campi, Gillian Jervis, Marj Seaton, Nancy Leonard, Peter McGrath, Sue Spicer, Pam Binks, Bernard Boulton, and Amanda Ford.

Landscape Volunteers

The Gardens thanks these volunteers for their contributions: Christine Kenyon, Sue Gilbert, Edie Paterson, Rosemary Breyley, Ralph Henger, Margaret DiNuzzo, Karen Pogni, Jean Wallis, Kim Johnson, Jill Dawson, Donghwa Jang, and Bill Jones.

Natural Areas Volunteers

The Gardens thanks these volunteers for their contributions: Allan Gillies, Alex Marsal, Ammar Mozafari, Anna Gallasch, Brian Abbott, Claire Taylor, Dave Cundall, Dawn Neylon, Donghwa Jang, Eryn Larcombe, Jarrah Simao, Kathy Capanec, Leanne Reid, Len Gardner, Liam Martin, Michael Cook, Michelle Curtain, Mike Paterson, Muvi Liyanapathirana, and Neil Lovett.

Financial overview



Revenue Generation and Budgetary Objectives

Royal Botanic Gardens 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 2020–21 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
- continue progressing the implementation of the Integrated Water Management projects at Cranbourne 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
- delivered programs under our 175th milestone year
- opened new landscapes and interpretation at Melbourne Gardens such as the Arid and Sensory Gardens.
- commence actions under the Melbourne Gardens Master Plan 2020–2040 which was released in December 2020, adding to those already in train through the Cranbourne Gardens Master Plan 2016–2026.
- continuing our work in helping local communities recover from the devastating 2020 Victorian bushfires through our Plant Rescue and Care Unit and Victorian Conservation Seedbank.
- boost our sponsorship and partnership programs, seeking new business opportunities, such as the partnership with a new Food and Beverage Provider at Cranbourne Gardens

Income from Government

During 2020–21, annual funding provided by the Department of Environment, Land, Water and Planning (DELWP) was applied to achieve the Board's main strategic objectives as outlined in the Annual Business Plan 2020–21. 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 and reconstruction of boardwalks.

Financial results for 2020–21

	2020–21	2019–20	Change
	\$	\$	\$
Government and other grants			
– Parks and reserves trust account grants	16,347,000	26,347,000	(10,000,000)
– Other Victorian government grants	6,527,276	3,816,622	2,710,654
– Commonwealth Government grants	100,000	188,438	(88,438)
– Other grants	480,628	629,368	(148,740)
Philanthropic and other donations	1,840,094	2,372,253	(532,159)
Other income	2,815,206	3,722,847	(907,641)
Total Expenses	(32,981,778)	(33,239,113)	257,335
Net result	(4,871,574)	3,837,415	(8,708,989)

Comparison of Financial Performance and Position

The RBGV Board's net result for the financial year ended 30 June 2021 was lower than the previous year, mainly due to the early receipt of \$5 million relating to the 2020–21 annual recurrent grant which was provided in 2019–20 to enable liquidity for the organisation due to the impacts of COVID-19 on non-government revenue sources. This reduction in annual recurrent grant for 2020–21 was offset through additional Victorian Government grants to deliver on the Eco-Tourism Infrastructure Project at the Cranbourne Gardens and once-off supplementary funding totaling \$8.52 million to support delivery of the Melbourne and Cranbourne Gardens master plans as well as supporting priority elements including critical asset maintenance and repairs.

Specifically, the major movements in the organisation's revenue and expenses included:

- Loss of revenue due from COVID-19 closures, including education, tour and retail sales revenue
- Reduced interest income reflecting record low interest rates, reduced income and a later than expected receipt of the annual Parks and Reserves Trust Account grants.
- The refund of the tenant income for the July 2020 to December 2020 period in line with Victorian Government commercial tenancy relief scheme, and a continuation of targeted rent relief support for the January to June 2021 period resulted in reduced rental income.

- Increased employee benefit expenses recognising annual escalation in line with enterprise agreement and increased employment of staff to critical roles over the financial year.
- Lower than expected contractor expenditure, particularly relating to engagement of agency employed resources due lower administrative and operational support requirements
- Reduced travelling expenditure associated with conferences being held virtually, and most science field work being suspended
- Reduced water charges due to a combination of higher-than-average rainfall over the summer months and cooler temperatures, as well as reduced utility expenses with a high proportion of staff working from home over the financial year.

The State of Victoria introduced further COVIDSafe Principles post-balancing date in response to the ongoing level of community transmission of coronavirus. The measures implemented included stricter limitations on the operation of businesses in Victoria. RBGV has assessed that these COVIDSafe Principles are likely to have a financial impact on the organisation.

The tighter COVIDSafe Principles resulted in the closure of onsite businesses and further reductions in other commercial activities which will affect the Garden's income at both its Melbourne and Cranbourne sites. The Gardens will closely monitor and manage its financial position in 2021–22.

Five-year comparison of financial results

	2020–21	2019–20	2018–2019	2017–2018	2016–2017
	\$	\$	\$	\$	\$
Income from government	23,454,904	30,981,428	22,242,712	24,318,867	15,892,675
Total revenue and income from transactions	28,110,204	37,029,370	29,724,710	31,816,019	21,933,810
Total expenses from transactions	(32,981,778)	(33,239,113)	(30,870,478)	(25,690,106)	(23,772,948)
Net result from transactions	(4,871,574)	3,790,257	(1,145,768)	6,125,913	(1,839,138)
Net result	(5,105,163)	3,837,415	(963,977)	6,142,740	(1,680,626)
Net cash flow from operating activities	4,762,476	4,180,506	6,786,419	4,426,989	(208,811)
Total assets	963,735,481	683,291,101	677,842,060	676,485,904	611,520,208
Total liabilities	15,724,204	8,587,253	6,485,683	6,477,550	5,598,201

Financial statements



ROYAL BOTANIC GARDENS BOARD FINANCIAL STATEMENTS

How this report is structured

The Royal Botanic Gardens Board (the Board) has presented its audited general-purpose financial statements for the financial year ended 30 June 2021 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 (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 2021 and financial position of the Board at 30 June 2021.

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 20 October 2021.



Chris Trotman
Chair
Royal Botanic Gardens Board

Melbourne
20 October 2021



Professor Tim Entwisle
Director and Chief Executive
Royal Botanic Gardens Victoria

Melbourne
20 October 2021



Simon van der Oord
Chief Finance Officer
Royal Botanic Gardens Victoria

Melbourne
20 October 2021

Comprehensive operating statement ^(a)

For the financial year ended 30 June 2021

	Notes	2021 \$	2020 \$
Revenue and income from transactions			
Grants	2.2.1	23,454,904	30,981,428
Donations	2.2.2	1,840,094	2,372,253
Sale of goods and services	2.2.3	1,452,412	1,891,174
Fair value of assets and services received free of charge or for nominal consideration	2.2.4	534,557	833,228
Interest	2.2.5	54,164	181,289
Other income	2.2.6	774,073	769,998
Total revenue and income from transactions		28,110,204	37,029,370
Expenses from transactions			
Employee benefit expenses	3.1.1	(20,941,432)	(20,101,189)
Depreciation	4.1.1	(2,753,761)	(2,587,284)
Interest expense		(12,356)	(14,364)
Other operating expenses	3.2	(9,274,229)	(10,536,276)
Total expenses from transactions		(32,981,778)	(33,239,113)
Net result from transactions (net operating balance)		(4,871,574)	3,790,257
Other economic flows included in net result			
Net gain/(loss) on non-financial assets ^(b)	8.2	(3,255)	2,546
Net gain/(loss) on financial instruments ^(c)	8.2	-	(221)
Other gain/(loss) from economic flow ^(d)	8.2	(230,334)	44,833
Total other economic flows included in net result		(233,589)	47,158
Net result		(5,105,163)	3,837,415
Other economic flows - other comprehensive income			
Items that will not be reclassified to net result			
Changes in physical asset revaluation surplus	8.3	278,412,592	3,630,918
Total other economic flows - other comprehensive income		278,412,592	3,630,918
Comprehensive result		273,307,429	7,468,333

The accompanying notes form part of these financial statements.

Notes:

- (a) This format is aligned to AASB 1049 Whole of Government and General Sector Financial Reporting
- (b) 'Net gain/(loss) on non-financial assets' includes disposals of all physical assets.
- (c) 'Net gain/(loss) on financial instruments' includes bad and doubtful debts from other economic flows.
- (d) Other gains/(losses) from economic flows relates to the decrease in bond rate for leave provisions.

Balance sheet ^(a)

As at 30 June 2021

	Notes	2021 \$	2020 \$
Assets			
Financial assets			
Cash and deposits	6.3	18,594,752	17,293,409
Receivables	5.1	385,261	245,680
Total financial assets		18,980,013	17,539,089
Non-financial assets			
Inventories	5.3	170,888	170,373
Other non-financial assets	5.4	67,689	68,473
Property, plant and equipment	4.1	944,516,891	665,513,166
Total non-financial assets		944,755,468	665,752,012
Total assets		963,735,481	683,291,101
Liabilities			
Payables	5.2	1,589,432	1,399,938
Contract liabilities	5.5	8,598,366	1,714,015
Borrowings	6.1	343,287	459,526
Employee related provisions	3.1.2	5,193,119	5,013,774
Total liabilities		15,724,204	8,587,253
Net assets		948,011,277	674,703,848
Equity			
Accumulated surplus		19,936,876	25,042,039
Physical asset revaluation surplus	8.3	837,146,432	558,733,840
Contributed capital		90,927,969	90,927,969
Net worth		948,011,277	674,703,848

The accompanying notes form part of these financial statements.

Notes:

(a) This format is aligned to AASB 1049 Whole of Government and General Government Sector Financial Reporting

Cash flow statement ^(a)

For the financial year ended 30 June 2021

	Notes	2021 \$	2020 \$
Cash flows from operating activities			
Receipts			
Receipts from government		31,611,889	27,915,330
Receipts from other entities		2,470,532	4,032,277
Goods and Services Tax received from the ATO ^(b)		802,886	876,317
Interest received		54,164	181,289
Total receipts		34,939,471	33,005,213
Payments			
Payments to suppliers and employees		(30,154,220)	(28,800,522)
Interest and other costs of finance paid		(22,775)	(24,185)
Total payments		(30,176,995)	(28,824,708)
Net cash flows from/(used in) operating activities	6.3.1	4,762,476	4,180,506
Cash flows from investing activities			
Sale of non-financial assets		-	230,189
Purchases of non-financial assets		(3,344,893)	(5,056,281)
Net cash flows from/(used in) investing activities		(3,344,893)	(4,826,092)
Cash flows from financing activities			
Owner contributions by State Government - appropriation for capital expenditure purposes		-	650,000
Repayment of borrowings and principal portion of lease liabilities ^(c)		(116,240)	(110,298)
Net cash flows from/(used in) financing activities		(116,240)	539,702
Net increase/(decrease) in cash and cash equivalents		1,301,343	(105,884)
Cash and cash equivalents at the beginning of financial year		17,293,409	17,399,293
Cash and cash equivalents at the end of financial year	6.3	18,594,752	17,293,409

The accompanying notes form part of these financial statements.

Notes:

(a) This format is aligned to AASB 1049 Whole of Government and General Government Sector Financial Reporting

(b) Goods and Services Tax received from the ATO is presented on a net basis.

(c) The Board has recognised cash payments for the principal portion of lease payments as financing activities; cash payments for the interest portion as operating activities consistent with the presentation of interest payments for leases and low-value assets as operating activities.

Statement of changes in equity ^(a)

For the financial year ended 30 June 2021

	Physical asset revaluation surplus	Accumulated surplus	Contributions by owner	Total
	\$	\$	\$	\$
Balance at 1 July 2019	555,102,922	25,975,486	90,277,969	671,356,377
Change in accounting policy (due to AASB 15)	-	(4,770,862)	-	(4,770,862)
Restated balance at 1 July 2019	555,102,922	21,204,624	90,277,969	666,585,515
Net result for the year	-	3,837,415	-	3,837,415
Other comprehensive income for the year	3,630,918	-	-	3,630,918
Capital appropriations	-	-	650,000	650,000
Balance at 30 June 2020	558,733,840	25,042,039	90,927,969	674,703,848
Net result for the year	-	(5,105,163)	-	(5,105,163)
Other comprehensive income for the year	278,412,592	-	-	278,412,592
Balance at 30 June 2021	837,146,432	19,936,876	90,927,969	948,011,277

The accompanying notes form part of these financial statements.

Notes:

(a) This format is aligned to AASB 1049 Whole of Government and General Government Sector Financial Reporting

1. ABOUT THIS REPORT

The Royal Botanic Gardens Board (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 preparing 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 AAS 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, unless otherwise stated.

Compliance Information

These general purpose financial statements have been prepared in accordance with the FMA and applicable Australian Accounting Standards (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's 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.

Coronavirus (COVID-19) pandemic and the impact on the financial statements

The Victorian government has introduced further restrictions in response to the continuing coronavirus (COVID-19) pandemic. This has had a significant impact on the operating and economic environment for the Royal Botanic Gardens Victoria and a number of policies and directions were introduced to assist such as providing rent relief to lessees and establishing remote working environments.

Management have considered the impacts of COVID-19 on the judgements and assumptions applied to accounting policies, estimates that may result in a decline of the carrying amounts for assets and liabilities. The impacts and assessments have been considered on assets and liabilities which are detailed in Note 7.2 Fair value determination, Note 4.1.1 Depreciation, Note 7.1 Financial instruments specific disclosures and Note 7.3 Contingent assets and liabilities.

Additional financial impacts have been considered on revenue and expense items in line with the government's announcements and department policies, such as the Commercial Tenancy Relief Scheme. This will have an impact on the rental income collected within note 2.2.6 - Other income

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.

Significant judgement : Grants revenue

The Board has made judgement on the recognition of grant revenue as income of not-for-profit entities where they do not contain sufficiently specific performance obligations. Income from grants that are enforceable and with sufficiently specific performance obligations and accounted for as revenue from contracts with customers is recognised when the Board satisfies the performance obligation. Income from grants without specific performance obligations are recognised progressively as the project is completed or when the Board gains control of the funds.

Structure

- 2.1 Summary of revenue and income that funds the delivery of our services..... 54
- 2.2 Income and revenue from transactions..... 54

2.1 Summary of revenue and income that funds the delivery of our services

	Notes	2021 \$	2020 \$
Grants	2.2.1	23,454,904	30,981,428
Donations	2.2.3	1,840,094	2,372,253
Sale of goods and services	2.2.2	1,452,412	1,891,174
Fair value of assets and services received free of charge or for nominal consideration	2.2.4	534,557	833,228
Interest income	2.2.5	54,164	181,289
Other income	2.2.6	774,073	769,998
Total revenue and income from transactions		28,110,204	37,029,370

Revenue and income that fund delivery of the Board's services are accounted for consistently with the requirement of the relevant accounting standards disclosed in the following notes.

2.2 Income and revenue from transactions

2.2.1 Grants

	2021 \$	2020 \$
Income recognised as income of not-for-profit entities		
Parks and Reserves Trust Account grants	16,347,000	26,347,000
Income recognised as revenue from contracts with customers		
Other specific purpose grants	7,107,904	4,634,428
Total grants	23,454,904	30,981,428

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 as income of not-for-profit entities in accordance with AASB1058. As there are not any specific performance obligations, the income is therefore 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.

Income from grants that are enforceable and with sufficiently specific performance obligations are accounted for as revenue from contracts with customers in accordance with AASB15. Revenue is recognised when the Board satisfies the performance obligation by providing the relevant services. This is recognised based on the consideration specified in the funding agreement and to the extent that it is highly probable a significant reversal of the revenue will not occur. Consideration received in advance of recognising the associated revenue from the customer is recorded as a contract liability (Note 5.5). Where the performance obligations is satisfied but not yet billed, a contract asset is recorded. The Board does not have any contract assets.

Income from grants to construct the capital items are recognised progressively as the asset is constructed. This aligns with the Board's obligation to construct the asset. The progressive percentage costs incurred is used to recognise income because this most closely reflects the construction progress as costs are incurred as the works are done.

2.2.2 Donations

	2021 \$	2020 \$
Donations	1,840,094	2,372,253
Total donations	1,840,094	2,372,253

The Board is deemed to have control when the funds are received from the provider.

2.2.3 Sale of goods and services

	2021 \$	2020 \$
Sale of goods	610,917	1,131,045
Rendering of services	841,495	760,129
Total sale of goods and services	1,452,412	1,891,174

The sale of goods and services are transactions that the Board has determined to be classified as revenue from contracts with customers in accordance with AASB 15.

Performance obligations and revenue recognition policies

Revenue from the **rendering of services** is recognised at a point in time when the performance obligation is satisfied when the service is completed and over time when the customer simultaneously received and consumes the services at it is provided. Revenue is measured based on the consideration specified in the contract with the customer.

Sale of goods are recognised as revenue at a point in time when the goods are delivered and have been accepted by the customer.

Consideration received in advance of recognising the associated revenue from the customer is recorded as a contract liability (Note 5.5). Where the performance obligations is satisfied but not yet billed, a contract asset is recorded. The Board does not have any contract assets (Note 5.1).

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

	2021 \$	2020 \$
Voluntary Services	534,557	833,228
Total fair value of assets and services received free of charge or for nominal consideration recognised as income	534,557	833,228

In accordance with AASB 1058, contributions of resources provided for free of charge or for nominal consideration are recognised at their fair value when the recipient obtains control over the resources, irrespective of whether restrictions or conditions are imposed over the use of the contributions.

Voluntary services: 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 donated.

Volunteers mainly relates to guides, science research and collection of species.

2.2.5 Interest income

	2021	2020
	\$	\$
Interest from financial assets not at fair value through profit and loss		
Interest on bank deposits	54,164	181,289
Total interest	54,164	181,289

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.

2.2.6 Other income

	2021	2020
	\$	\$
Rental income	474,927	521,503
Royalties	88,930	44,861
Other	210,216	203,634
Total other income	774,073	769,998

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

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

Leases mainly relate to the provision of event management, catering and functions in the Gardens, with lease terms of 5 years and options to extend for a further 5 years.

All lease agreements 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.

	2021	2020
	\$	\$
Non-cancellable lease receivables		
Not longer than one year	435,097	443,401
Longer than one year and not longer than five years	744,584	1,491,650
Total	1,179,681	1,935,051

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.....	56
3.2 Other operating expenses.....	58

3.1 Expenses incurred in delivery of services

	Notes	2021 \$	2020 \$
Employee benefit expenses	3.1.1	20,941,432	20,101,189
Other operating expenses	3.2	9,274,229	10,536,276
Total expenses incurred in delivery of services		30,215,661	30,637,465

3.1.1 Employee benefits in the comprehensive operating statement

		2021 \$	2020 \$
Salary and wages		16,370,639	15,162,707
Superannuation	3.1.3	1,668,844	1,540,990
Annual and long service leave		1,638,375	2,176,171
Termination benefits		-	40,678
Other on-costs		1,263,574	1,180,643
Total employee expenses		20,941,432	20,101,189

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 (on behalf of the State as sponsoring employer).

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 (LSL) for services rendered to the reporting date and recorded as an expense during the period the services are delivered.

	2021 \$	2020 \$
Current provisions		
Annual Leave		
Unconditional and expected to be settled within 12 months	1,283,905	1,099,380
Unconditional and expected to be settled after 12 months	380,837	370,253
Long service leave		
Unconditional and expected to be settled within 12 months	467,705	373,747
Unconditional and expected to be settled after 12 months	1,877,340	1,997,451
Provision for on-costs		
Unconditional and expected to be settled within 12 months	289,121	245,606
Unconditional and expected to be settled after 12 months	372,731	390,238
Total current provisions for employee benefits	4,671,639	4,476,675
Non-current provisions		
Employee benefits	447,600	460,812
On-costs	73,880	76,287
Total non-current provisions for employee benefits	521,480	537,099
Total provisions for employee benefits	5,193,119	5,013,774

Reconciliation of movement in on-cost provision

	2021 \$
Opening balance	712,131
Additional provision recognised	(222,297)
Reductions arising from payments / other sacrifice of future economic benefits	278,531
Unwind of discount and effect of changes in the discount rate	(32,633)
Closing balance	735,732
Current	661,852
Non-current	73,880

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 Statement of Comprehensive Income 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 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.

3.1.3 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.

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.

	Paid Contribution for the year 2021 \$	Paid Contribution for the year 2020 \$	Contribution outstanding at year-end 2021 \$	Contribution outstanding at year-end 2020 \$
Defined benefit plans ^(a)				
State Superannuation Fund	125,608	105,405	3,371	2,820
Defined contribution plans				
VicSuper	695,598	637,086	23,059	18,070
Other	793,525	756,630	27,683	20,979
Total	1,614,731	1,499,121	54,113	41,869

Note:

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

3.2 Other operating expenses

	2021 \$	2020 \$
Supplies and services		
Contract costs	1,785,238	2,196,825
Garden and office equipment and supplies	771,554	746,985
Non-financial assets hire, maintenance and operational costs	1,704,623	1,253,391
Consultancies and professional services	1,590,241	1,561,187
Cleaning and waste disposal costs	597,529	626,411
Water charges	341,992	401,863
Advertising and promotion	388,874	381,335
Motor vehicle expenses	118,050	105,569
Computer expenses	497,829	433,765
Travel expenses	45,767	133,102
Staff training and development	85,275	95,191
Insurance costs	198,772	195,075
Postage and communication expenses	115,474	144,262
Books, periodicals and subscriptions	137,242	120,669
Legal costs	78,929	31,764
Security	202,251	280,591

Catering costs	42,365	48,494
Other	272,375	1,223,416
	8,974,380	9,979,895
Cost of goods sold	283,392	541,078
Lease rental expenses (low value assets)	16,460	15,303
Total other operating expenses	9,274,232	10,536,276

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.

The following lease payments are recognised on a straight-line basis:

- Short-term leases – leases with a term less than 12 months; and
- Low value leases – leases with the underlying asset's fair value (when new, regardless of the age of the asset being leased) is no more than \$10 000 are in Note 6.2.

Variable lease payments that are not included in the measurement of the lease liability (i.e. variable lease payments that do not depend on an index or a rate and which are not, in substance fixed) such as those based on performance or usage of the underlying asset, are recognised in the Comprehensive operating statement (except for payments which has been included in the carrying amount of another asset) in the period in which the event or condition that triggers those payments occur.

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 shall be 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, shall be recognised as a reduction in the amount of inventories recognised as an expense in the period in which the reversal occurs.

4. KEY ASSETS AVAILABLE TO SUPPORT SERVICE DELIVERY

Introduction

The Board controls property, plant and equipment 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.

Structure

4.1 Total property, plant and equipment..... 60

4.1 Total property, plant and equipment ^(a)

	2021 \$	2020 \$
Land at fair value	491,100,000	310,676,607
Buildings at fair value	35,782,914	35,775,933
Less accumulated depreciation	(141)	-
	35,782,773	35,775,933
Infrastructure at fair value	68,156,251	65,642,143
Less accumulated depreciation	(20,823)	(5,211,509)
	68,135,428	60,430,634
Plant, equipment and vehicles at fair value	9,829,608	8,584,545
Less accumulated depreciation	(5,804,429)	(5,042,906)
	4,025,179	3,541,639
Cultural assets at fair value	341,044,480	251,588,939
Assets under construction at cost	4,429,031	3,499,414
	4,429,031	3,499,414
Total property, plant and equipment	944,516,891	665,513,166

Notes:

(a) AASB 16 leases have been applied for the first time from 1 July 2019.

The following tables are subsets plant and equipment.

4.1.(a) Total right-of-use assets: vehicles

	Gross carrying amount 2021 \$	Accumulated depreciation 2021 \$	Net carrying amount 2021 \$	Gross carrying amount 2020 \$	Accumulated depreciation 2020 \$	Net carrying amount 2020 \$
Vehicles	739,977	(382,965)	357,012	739,977	(274,339)	465,638
Net carrying amount	739,977	(382,965)	357,012	739,977	(274,339)	465,638

	Gross carrying amount 2021 \$	Accumulated depreciation 2021 \$	Net carrying amount 2021 \$
Opening balance - 1 July 2020	739,977	(274,339)	465,638
Additions			-
Disposals			-
Depreciation		(108,626)	(108,626)
Closing balance - 30 June 2021	739,977	(382,965)	357,012

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 cost of constructed non-financial physical assets includes the cost of all material used in construction, direct labour on the project and an appropriate proportion of variable and fixed overheads.

Right-of-use asset acquired by lessees - Initial measurement

The Board recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for:

- any lease payments made at or before the commencement date less any lease incentive received; plus
- any initial direct costs incurred, and
- an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

Subsequent measurement: Property, plant and equipment (PPE) as well as right-of-use assets under leases 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) and is summarised on the following page by asset category.

Right-of-use asset – Subsequent measurement

The Board depreciates the right-of-use assets on a straight-line basis from the lease commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The right-of-use assets are also subject to revaluation.

In addition, the right-of-use asset is periodically reduced by impairment losses, if any and adjusted for certain remeasurements of the lease liability.

Non-specialised land, non-specialised buildings and artworks are valued using the market approach, whereby assets are compared to recent comparable sales or sales of comparable assets that are considered to have nominal value.

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

The CSO adjustment reflects the valuer's assessment of the impact of restrictions associated with an asset to the extent that the CSO adjustment is also equally applicable to market participants.

For the majority of the Board's specialised buildings, the current replacement cost method is used, adjusting for the associated depreciation.

Infrastructure are valued using the current replacement cost method. This cost generally represents the replacement cost of the building/component after applying depreciation rates on a useful life basis. However, for some heritage and iconic assets, the cost may be the reproduction cost rather than the replacement cost if those assets' service potential could only be replaced by reproducing them with the same materials.

Infrastructure mainly relates to various buildings, pavillions, workshops, iron picket fencings and gates.

Cultural assets are valued using the market approach, whereby assets are compared to recent comparable sales or sales of comparable assets that are considered to have nominal value. The State Botanical Collection is valued using a direct replacement cost approach.

Cultural assets mainly relates to the State Botanical Collection which is the collection of botanical specimens; paintings, photographs and drawings and other artistic material; and documents of all kinds located at the National Herbarium

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 by experienced fleet managers in the Board who set relevant depreciation rates during use to reflect the utilisation of the vehicles.

Plant and equipment are valued at fair value and are specialised in use (such that it is rarely sold other than as part of a going concern) is determined using the current replacement cost method.

Refer to Note 7.2 for additional information on fair value determination of property, plant and equipment.

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.

4.1.1 Depreciation

Charge for the period

	2021 \$	2020 \$
Buildings	599,764	594,539
Infrastructure	1,392,475	1,366,634
Plant, equipment and vehicles	652,896	519,777
Vehicles - right-of-use assets	108,626	106,334
Total depreciation	2,753,761	2,587,284

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

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
Vehicles - right-of-use assets	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.

Right-of-use assets are generally depreciated over the shorter of the asset's useful life and the lease term. Where the Board obtains ownership of the underlying leased asset or if the cost of the right-of-use asset reflects that the entity will exercise a purchase option, the entity depreciates the right-of-use asset over its useful life.

Indefinite life assets: 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 Carrying values by 'purpose groups'

	Public safety and environment	
	2021 \$	2020 \$
Nature-based classification		
Land at fair value	491,100,000	310,676,607
Buildings at fair value	35,782,773	35,775,933
Infrastructure at fair value	68,135,428	60,430,634
Plant, equipment and vehicles at fair value	4,025,179	3,541,639
Asset under construction at cost	4,429,031	3,499,414
Cultural assets at fair value	341,044,480	251,588,939
Net carrying amount	944,516,891	665,513,166

Note:

- (a) Property, plant and equipment are classified primarily by the 'purpose' for which the assets are used, according to one of six purpose groups based upon government classification.
- (b) The Board's assets have been categorised into Public Safety and Environment. The nature of the assets includes public order and safety, community amenities, recreation and cultural and general public service.

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

2021	Land	Buildings	Infrastructure	Plant, equipment and vehicles	Cultural assets	Assets under construction	Total
	\$	\$	\$	\$	\$	\$	\$
Opening balance	310,676,607	35,775,933	60,430,634	3,541,639	251,588,940	3,499,413	665,513,166
Additions	-	19,424	600,116	870,882	33,871	2,132,207	3,656,500
Disposals	-	-	-	-	-	(311,606)	(311,606)
Revaluations	180,423,393	577,790	7,989,740	-	89,421,669	-	278,412,592
Transfers ^(a)	-	9,390	507,413	374,180	-	(890,983)	-
Depreciation	-	(599,764)	(1,392,475)	(761,522)	-	-	(2,753,761)
Closing balance	491,100,000	35,782,773	68,135,428	4,025,179	341,044,480	4,429,031	944,516,891

Note:

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

2020	Land	Buildings	Infrastructure	Plant, equipment and vehicles	Cultural assets	Assets under construction	Total
	\$	\$	\$	\$	\$	\$	\$
Opening balance	310,676,607	32,349,521	61,333,382	3,462,420	251,524,239	206,505	659,552,674
Recognition of right-of-use assets on initial application of AASB16							
Adjustment balance at 1 July	310,676,607	32,349,521	61,333,382	3,462,420	251,524,239	206,505	659,552,674
Additions	-	374,231	441,886	758,362	32,355	3,412,794	5,019,628
Disposals	-	-	-	(102,770)	-	-	(102,770)
Revaluation	-	3,630,918	-	-	-	-	3,630,918
Transfers ^(a)	-	15,802	22,000	49,738	32,346	(119,886)	-
Depreciation	-	(594,539)	(1,366,634)	(626,111)	-	-	(2,587,284)
Closing balance	310,676,607	35,775,933	60,430,634	3,541,639	251,588,940	3,499,413	665,513,166

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

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5.1 Receivables

	2021 \$	2020 \$
Contractual		
Sales of goods and services	111,801	57,985
Accrued donations income	27,322	20,000
	139,123	77,985
Statutory		
Net GST input tax credit recoverable	246,138	167,695
	246,138	167,695
Total receivables	385,261	245,680
<i>Represented by</i>		
Current receivables	385,261	245,680

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 7.1.3.

5.2 Payables

	2021 \$	2020 \$
Contractual		
Supplies and services	1,601,768	1,273,825
Other payables	33,446	29,098
	1,635,214	1,302,923
Statutory		
Taxes payable	(45,782)	97,015
	(45,782)	97,015
Total payables	1,589,432	1,399,938
<i>Represented by</i>		
Current payables	1,589,432	1,399,938

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.

Maturity analysis of contractual payables ^(a)

2021	Carrying amount	Nominal amount	Maturity dates				
			Less than 1 month	1- 3 months	3 months - 1 year	1 - 5 years	More than 5 years
	\$	\$	\$	\$	\$	\$	\$
Supplies and services	1,601,768	1,601,768	1,585,950	2,755	13,063	-	-
Other payables	33,446	33,446	32,450	996	-	-	-
Total	1,635,214	1,635,214	1,618,400	3,751	13,063	-	-

2020	Carrying amount	Nominal amount	Maturity dates				
			Less than 1 month	1- 3 months	3 months - 1 year	1 - 5 years	More than 5 years
	\$	\$	\$	\$	\$	\$	\$
Supplies and services	1,273,825	1,273,825	1,271,066	2,759	-	-	-
Other payables	29,098	29,098	29,098	-	-	-	-
Total	1,302,923	1,302,923	1,300,164	2,759	-	-	-

Note:

(a) Maturity analysis is presented using the contractual undiscounted cash flows.

5.3 Inventories

	2021	2020
	\$	\$
Current inventories		
Inventories held for sale:		
At cost	170,888	170,373
Total inventories	170,888	170,373

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.

5.4 Other non-financial assets

	2021	2020
	\$	\$
Current other assets		
Prepayments	67,689	68,473
Total other assets	67,689	68,473

Other non-financial assets include prepayments which represent payments made in advance of receipt of goods or services or the payments made for services covering a term extending beyond that financial accounting period.

5.5 Contract liabilities

	2021	2020 \$
Contract liabilities		
Opening balance brought forward	1,714,015	4,770,862
Add: Grant consideration received in the reporting period for performance obligations yet to be completed	8,222,154	505,000
Less: Grant revenue recognised for performance obligations completed in the reporting period	(1,361,074)	(3,570,862)
Other contract liabilities	23,271	9,015
Total contract liabilities	8,598,366	1,714,015
<i>Represented by</i>		
Current contract liabilities ^(a)	8,598,366	1,714,015

Contract liabilities include consideration received in advance by the Board completing performance obligations within the specific grant agreements. Revenue is recognised as the obligations are completed.

(a) Current contract liabilities includes capital grants though they have been recognised in line with AASB 1058.

6. HOW WE FINANCED 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.

Structure

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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.

6.1 Borrowings

	2021 \$	2020 \$
Current borrowings		
Lease liabilities ^(a)	161,993	117,787
Total current borrowings	161,993	117,787
Non-current borrowings		
Lease liabilities ^(a)	181,294	341,739
Total non-current borrowings	181,294	341,739
Total borrowings	343,287	459,526

Note

(a): Secured by the assets leased. Leases liabilities 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 which are lease liabilities that relate to and motor vehicles leased through the VicFleet and Fleet Plus lease facilities.

Borrowings are classified as financial instruments. The Board classifies its interest bearing liabilities as financial liabilities at amortised cost subsequent to initial recognition.

During the current and prior year, there were no defaults and breaches.

The maturity analysis of borrowings

2021	Carrying amount \$	Nominal amount \$	Maturity dates				
			Less than 1 month \$	1- 3 months \$	3 months - 1 year \$	1 - 5 years \$	More than 5 years \$
Lease liabilities	343,287	354,168	64,785	11,925	93,203	184,255	-
Total	343,287	354,168	64,785	11,925	93,203	184,255	-

2020	Carrying amount \$	Nominal amount \$	Maturity dates				
			Less than 1 month \$	1- 3 months \$	3 months - 1 year \$	1 - 5 years \$	More than 5 years \$
Finance lease liabilities	459,526	483,823	10,933	21,867	98,401	352,622	-
Total	459,526	483,823	10,933	21,867	98,401	352,622	-

Interest expense

	2021 \$	2020 \$
Interest on lease liabilities	(12,356)	(14,364)
Total interest expense	(12,356)	(14,364)

'Interest expense' includes costs incurred in connection with the borrowing of funds and includes the interest component of finance lease repayments.

Interest expense is recognised in the period in which it is incurred.

The Board recognises borrowing costs immediately as an expense, even where it is directly attributable to the acquisition, construction or production of a qualifying asset.

6.2 Leases

Information about leases for which the Board is a lessee is presented below.

The Board leasing activities

The Board leases motor vehicles with terms of 3 - 5 years. Additionally, the Board leases office equipment which are low value assets that have not been included in lease liabilities.

6.2.1 Right-of-use Assets

Right of use assets are presented in note 4.1(a).

6.2.2 Amounts recognised in the Comprehensive operating statement

The following amounts are recognised in the Comprehensive operating statement relating to leases:

	2021 \$	2020 \$
Interest expense on lease liabilities	12,356	14,364
Expenses relating to leases of low-value assets	16,460	15,303
Total amount recognised in the comprehensive operating statement	28,816	29,667

6.2.3 Amounts recognised in the Cash flow statement

The following amounts are recognised in the Cash flow statement for the year ending 30 June 2021 relating to leases:

	2021 \$	2020 \$
Total cash outflow for leases	116,240	110,298

For any new contracts entered into, the Board considers whether a contract is, or contains a lease. A lease is defined as 'a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration'. To apply this definition the Board assesses whether the contract meets three key evaluations.

- Whether the contract contains an identified asset, which is either explicitly identified in the contract or implicitly specified by being identified at the time the asset is made available to the Board and for which the supplier does not have substantive substitution rights;
- Whether the Board has the right to obtain substantially all of the economic benefits from use of the identified asset throughout the period of use, considering its rights within the defined scope of the contract and the Board has the right to direct the use of the identified asset throughout the period of use; and
- Whether the Board has the right to take decisions in respect of 'how and for what purpose' the asset is used throughout the period of use.

This policy is applied to contracts entered into or changed, on or after 1 July 2019.

Separation of lease and non-lease components

At inception or on reassessment of a contract that contains a lease component, the lessee is required to separate out and account separately for non-lease components within a lease contract and exclude these amounts when determining the lease liability and right-of-use asset amount.

Recognition and measurement of leases as a lessee

Lease Liability - initial measurement

The lease liability is initially measured at the present value of the lease payments unpaid at the commencement date, discounted using the interest rate implicit in the lease if that rate is readily determinable or the Board incremental borrowing rate.

Lease payments included in the measurement of the lease liability comprise the following:

- fixed payments (including in-substance fixed payments) less any lease incentive receivable;
- variable payments based on an index or rate, initially measured using the index or rate as at the commencement date;
- amounts expected to be payable under a residual value guarantee; and
- payments arising from purchase and termination options reasonably certain to be exercised.

Lease Liability - subsequent measurement

Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification, or if there are changes in-substance fixed payments.

When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use asset, or profit and loss if the right-of-use asset is already reduced to zero.

Short-term leases and leases of low-value assets

The Board has elected to account for short-term leases and leases of low-value assets using the practical expedients. Instead of recognising a right-of-use asset and lease liability, the payments in relation to these are recognised as an expense in profit or loss on a straight-line basis over the lease term.

Below market / Peppercorn lease

Right-of-use assets under leases at significantly below-market terms and conditions that are entered into principally to enable the Board to further its objectives, are initially and subsequently measured at cost.

These right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets.

Presentation of right-of-use assets and lease liabilities

The Board presents right-of-use assets as 'property plant equipment' unless they meet the definition of investment property, in which case they are disclosed as 'investment property' in the balance sheet. Lease liabilities are presented as 'borrowings' in the balance sheet.

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.

	2021	2020
	\$	\$
Total cash and deposits disclosed in the balance sheet	18,594,752	17,293,409
Balance as per cash flow statement	18,594,752	17,293,409

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

	2021 \$	2020 \$
Net result for the period	(5,105,163)	3,837,415
Non-cash movements		
(Gain)/loss on sale or disposal of non-current assets	-	(17,121)
Depreciation of non-current assets	2,753,761	2,587,284
AASB15 implementation changes	-	(4,770,862)
Movements in assets and liabilities		
Decrease/(increase) in receivables	(139,581)	377,515
Decrease/(increase) in inventories	(515)	(18,264)
Decrease/(increase) in other non-financial assets	789	46,316
Increase/(decrease) in payables	189,494	(37,326)
Increase/(decrease) in contract liabilities	6,884,349	1,714,015
Increase/(decrease) in provisions	179,345	461,534
Net cash flows from/(used in) operating activities	4,762,479	4,180,506

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. Where it is considered appropriate and provides additional relevant information to users, the net present values of significant individual projects are stated. These future expenditures cease to be disclosed as commitments once the related liabilities are recognised in the Balance sheet.

6.4.1 Total commitments payable

Nominal amounts 2021	Less than 1 year \$	1-5 Years \$	5+ Years \$	Total \$
Capital expenditure commitments payable	599,500	-	-	599,500
Other commitments payable	627,592	600,239	-	1,227,831
Less GST recoverable	-	-		(162,457)
Total commitments (exclusive of GST)	1,227,092	600,239	-	1,664,874
2020	Less than 1 year \$	1-5 Years \$	5+ Years \$	Total \$
Capital expenditure commitments payable	513,962	20,099	-	534,061
Other commitments payable	547,856	1,140,051	-	1,687,907
Less GST recoverable				(201,997)
Total commitments (exclusive of GST)	547,856	1,140,051	-	2,019,971

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

Introduction

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*.

Categories of financial assets

Financial assets at amortised cost

Financial assets are measured at amortised costs if both of the following criteria are met and the assets are not designated as fair value through net results:

- 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).

Financial assets at fair value through other comprehensive income

These assets are initially recognised at fair value with subsequent change in fair value in other comprehensive income.

Categories of financial liabilities

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 lease liabilities).

Derecognition of financial assets: 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 the 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.

Derecognition of financial liabilities: 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.

7.1.1 Financial instruments: Categorisation

	Cash and deposits	Financial assets at amortised cost	Financial liabilities at amortised cost	Cash and deposits	Financial assets at amortised cost	Financial liabilities at amortised cost
	2021 \$	2021 \$	2021 \$	2020 \$	2020 \$	2020 \$
Contractual financial assets						
Cash and deposits	18,594,752	-	-	17,293,409	-	-
Receivables at amortised cost						
Sale of goods and services	-	111,801	-	-	57,985	-
Accrued donations income	-	27,322	-	-	20,000	-
Total ^(a)	18,594,752	139,123	-	17,293,409	77,985	-
Contractual financial liabilities						
Supplies and services payables	-	-	1,601,768	-	-	1,273,825
Other payables	-	-	33,446	-	-	29,098
Lease liabilities	-	-	343,287	-	-	459,526
Total ^(a)	-	-	1,978,501	-	-	1,762,449

Notes:

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

7.1.2 Net holding gain/(loss) on financial instruments

	Interest income/(expense)	
	2021 \$	2020 \$
Contractual financial assets		
Financial assets at amortised cost	54,164	181,289
Total contractual financial assets	54,164	181,289
Contractual financial liabilities		
Financial liabilities at amortised cost	(12,356)	(14,364)
Total contractual financial liabilities	(12,356)	(14,364)

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.

7.1.3 Financial risk management objectives and policies

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, 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 Audit and Risk 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 2020-21.

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 closing loss allowance at end of the financial year as follows:

2021	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 of contracted receivables	117,490	2,353	7,337	11,943	-	139,123
Loss allowance	-	-	-	-	-	-
2020	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 of contracted receivables	76,807	129	1,049	-	-	77,985
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.

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.

Financial instruments - 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 no 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 for cash at bank, as 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.

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

2021	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	0.33	18,594,752	-	18,569,848	24,904
Sale of goods and services	-	111,801	-	-	111,801
Accrued donations income	-	27,322	-	-	27,322
		18,733,875	-	18,569,848	164,027
Financial liabilities					
Supplies and services payables	-	1,601,768	-	-	1,601,768
Other payables	-	33,446	-	-	33,446
Lease liabilities	3.57	343,287	343,287	-	-
		1,978,501	343,287	-	1,635,214

2020	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	17,293,409	-	17,284,797	8,612
Sale of goods and services	-	57,985	-	-	57,985
Accrued interest income	-	20,000	-	-	20,000
		17,371,394	-	17,284,797	86,597
Financial liabilities					
Supplies and services payables	-	1,273,825	-	-	1,273,825
Other payables	-	29,098	-	-	29,098
Lease liabilities	3.57	459,526	459,526	-	-
		1,762,449	459,526	-	1,302,923

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	
	2021	2020	Net result		Net result	
	\$	\$	\$	\$	\$	\$
Contractual financial assets						
Cash and deposits ^(a)	18,594,752	17,293,409	185,698	172,848	(185,698)	(172,848)
	18,594,752	17,293,409	185,698	172,848	(185,698)	(172,848)
Contractual financial liabilities						
Borrowings ^(b)	343,287	459,526	3,433	4,595	(3,433)	(4,595)
	343,287	459,526	3,433	4,595	(3,433)	(4,595)

7.2 Fair value determination

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:

- financial assets and liabilities at fair value through operating results;
- available for sale financial assets; and
- land, buildings, plant and equipment.

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

Fair value hierarchy

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

- Level 1 - quoted (unadjusted) market prices in active markets for identical assets or liabilities;
- Level 2 - valuation technique 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 (VGV) 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.

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 as follows:

- Level 1 – the fair value of financial instruments with standard terms and conditions and traded in active liquid markets are 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 approximate of fair value, due to their short term nature or with the expectation that they will be paid in full by the end of the 2021-22 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 - Accrued interest income - Accrued donations income 	<ul style="list-style-type: none"> • Payables: <ul style="list-style-type: none"> - For supplies and services - Other payables • Leases

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

	Carrying amount	Fair value	Carrying amount	Fair value
	2021	2021	2020	2020
	\$	\$	\$	\$
Financial liabilities			-	
Lease liabilities	343,287	343,287	459,526	459,526
	343,287	343,287	459,526	459,526

7.2.2 Fair value determination of non-financial physical assets

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

	Carrying amount		Fair value measurement using: ^(a)			
	2021	2020	Level 2		Level 3	
			2021	2020	2021	2020
	\$	\$	\$		\$	\$
Land						
Specialised land	491,100,000	310,676,607	-	-	491,100,000	310,676,607
	491,100,000	310,676,607	-	-	491,100,000	310,676,607
Buildings						
Specialised buildings	18,815,021	18,808,181	-	-	18,815,021	18,808,181
Heritage assets	16,967,752	16,967,752	-	-	16,967,752	16,967,752
	35,782,773	35,775,933	-	-	35,782,773	35,775,933
Infrastructure						
Specialised infrastructure	67,250,536	59,545,742	-	-	67,250,536	59,545,742
Heritage assets	884,892	884,892	-	-	884,892	884,892
	68,135,428	60,430,634	-	-	68,135,428	60,430,634
Plant, equipment and vehicles						
Plant and equipment	3,057,192	2,568,962	-	-	3,057,192	2,568,962
Vehicles ^(b)	967,987	972,677	-	-	967,987	972,677
	4,025,179	3,541,639	-	-	4,025,179	3,541,639
Cultural assets						
Antiques and artwork	12,971,841	9,526,039	12,971,841	9,526,039	-	-
Specialised cultural assets	328,072,639	242,062,900	-	-	328,072,639	242,062,900
	341,044,480	251,588,939	12,971,841	9,526,039	328,072,639	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 2021 and 30 June 2020.

(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 2021.

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 reflects 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 land and 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 effective date of the valuation was 30 June 2021.

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 2021.

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 2021.

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.

Right-of-use assets

Right-of-use assets are revalued according to FRD 1031 Non-financial physical assets. The Board applies the revaluation model to right-of-use assets. After initial recognition the right-of-use asset is carried at revalued amount, being its fair value at the date of revaluation less any subsequent accumulated depreciation and impairment losses. The fair value of right-of-use assets are linked to the lease payments. The Board assesses the current lease payments under the lease contract to approximate current market rentals in comparison to equivalent properties that would be paid in the current market. The fair value of the leased assets are determined with reference to the amounts that will have to be paid to replace the current service capacity of the asset.

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 2021.

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

Significant valuation uncertainty

The Board's assets relating to property, plant and equipment were independently valued by the Valuer General Victoria (VGV) as at 30 June 2021. At this date, significant valuation uncertainty exists due to the on going impact the coronavirus (COVID-19) pandemic and government response is having on markets used to value the Board's assets. This means the value of assets assessed at the balance date, may change significantly and unexpectedly over a relatively short period of time.

The reconciliation of Level 3 fair value is as follows:

2021	Specialised land \$	Buildings \$	Vehicles \$	Plant and equipment \$	Infrastructure \$	Specialised Cultural \$
Opening balance	310,676,607	35,775,933	972,677	2,568,962	60,430,634	242,062,900
Purchases/(sales)	-	28,814	194,459	1,050,603	1,107,529	-
<i>Gains or losses recognised in net result:</i>						
Impairments	-	-	-	-	-	-
Depreciation	-	(599,764)	(199,149)	(562,373)	(1,392,475)	-
<i>Gains or losses recognised in other economic flows - other comprehensive income:</i>						
Revaluations	180,423,393	577,790	-	-	7,989,740	86,009,739
Closing balance	491,100,000	35,782,773	967,987	3,057,192	68,135,428	328,072,639

2020	Specialised land \$	Buildings \$	Vehicles \$	Plant and equipment \$	Infrastructure \$	Specialised Cultural \$
Opening balance	310,676,607	32,349,521	876,468	2,585,952	61,333,382	242,062,900
Purchases/(sales)	-	390,033	250,601	454,729	463,886	-
<i>Gains or losses recognised in net result:</i>						
Impairments	-	-	-	-	-	-
Depreciation	-	(594,539)	(154,392)	(471,719)	(1,366,634)	-
<i>Gains or losses recognised in other economic flows - other comprehensive income:</i>						
Revaluations	-	3,630,918	-	-	-	-
Closing balance	310,676,607	35,775,933	972,677	2,568,962	60,430,634	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
Right-of-use assets	• Current Replacement Cost	• Cost per unit • Useful life of right-of-use assets

7.3 Contingent assets and contingent liabilities

Contingent assets and contingent liabilities are not recognised in the balance sheet but are disclosed and, if quantifiable, are measured at nominal value.

Contingent assets

Contingent assets are possible assets 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.

The Board has nil contingent assets at June 2021 (nil: June 2020)

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 probably 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.

The Board has no contingent liabilities at June 2021 (nil: June 2020)

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 Ex gratia expenses

Ex gratia expenses are the voluntary payments of money or other non-monetary benefit (e.g. a write off) that is not made either to acquire goods, services or other benefits for the entity or to meet a legal liability, or to settle or resolve a possible legal liability of or claim against the entity.

	2021	2020
	\$	\$
Deed of release ex gratia payment ^(a)	-	40,678
Total ex gratia expenses ^(b)	-	40,678

Note:

(a): The total for ex gratia expenses is also presented in salaries and wages expenses of Note 3.1.1 Employee benefits in the comprehensive operating statement.

(b): Includes ex gratia expense for an individual item that is greater than \$5,000.

8.2 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
- write down of inventory.

	2021	2020
	\$	\$
Net gain/(loss) on non-financial assets		
Net gain/(loss) on disposal of property, plant and equipment	-	17,121
Write down of inventory	(3,255)	(14,575)
Total net gain/(loss) on non-financial assets	(3,255)	2,546
Net gain/(loss) on financial instruments		
Bad debts written off unilaterally	-	(221)
Total net gain/(loss) on financial instruments	-	(221)
Other gains/(losses) from other economic flows		
Net gain/(loss) arising from revaluation of long service leave liability ^(a)	(230,334)	44,833
Total other gains/(losses) from other economic flows	(230,334)	44,833

Note:

(a): Revaluation gain/(loss) due to changes in bond rates.

8.3 Reserves

	2021 \$	2020 \$
Physical asset revaluation surplus ^(a)		
Balance at beginning of financial year	558,733,840	555,102,922
Revaluation increments/(decrements)	278,412,592	3,630,918
Balance at end of financial year	837,146,432	558,733,840
Net change in reserves	278,412,592	3,630,918

Note:

(a): The physical asset revaluation surplus arises on the revaluation of infrastructure, land and buildings.

8.4 Responsible persons

In accordance with the Ministerial Directions issued by the Assistant Treasurer under the *Financial Management Act 1994 (FMA)*, 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 Board Victoria are as follows:

Minister

Minister for Energy, Environment and Climate Change	The Hon Lily D'Ambrosio MP	1 July 2020 to 30 June 2021
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Governing Board

Chair	Ms Chris Trotman	1 July 2020 to 30 June 2021
Deputy Chair	Mrs Penny Fowler	1 July 2020 to 30 June 2021
Member	Professor Antony Bacic	1 July 2020 to 30 June 2021
Member	Ms Gillian Hund OAM	1 July 2020 to 30 June 2021
Member	Mr Tim Jacobs	1 July 2020 to 30 June 2021
Member	Ms Traci Williams	1 July 2020 to 3 May 2021
Member	Ms Susanne Williamson	1 July 2020 to 30 June 2021

Accountable Officer

Director and Chief Executive	Professor Tim Entwisle	1 July 2020 to 30 June 2021
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Responsible person

	2021 No.	2020 No.
\$0-\$9,999	6	10
\$10,000-\$19,000	1	-
	7	10

Remuneration received or receivable by the Director and Chief Executive in connection with the management of the Board during the reporting period was in the range of \$310,000 - \$319,000 (2020: \$310,000-\$319,000).

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 (as defined in AASB 119 *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. Accordingly, remuneration is determined on an accrual basis 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.

Termination benefits include termination of employment payments, such as severance packages.

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

	2021	2020
	\$	\$
Short-term employee benefits	1,001,534	1,142,845
Post-employment benefits	89,308	99,596
Other long-term benefits	18,435	21,955
Total remuneration	1,109,277	1,264,396
Number of executives	5	6
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 grant funding from the Department of Environment, Land, Water and Planning of \$23.7 million (2020 - \$27.7 million) during the reporting period.

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

Remuneration of key management personnel

The compensation detailed below excludes the salaries and benefits the Portfolio Minister receives. 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.

	2021	2020
	\$	\$
Short-term employee benefits	353,449	339,762
Post-employment benefits	27,469	25,612
Other long-term benefits	6,925	6,907
Total	387,843	372,281

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.

No provision has been required, nor any expense recognised, for impairment of receivable from related parties.

8.7 Remuneration of auditors

	2021	2020
	\$	\$
Victorian Auditor-General's Office		
Audit of the financial statements ^(a)	48,900	22,200
Total remuneration of auditors	48,900	22,200

Note:

(a): The Victorian Auditor-General's Office is prohibited from providing non-audit services.

8.8 Subsequent Events

The State of Victoria has introduced more restrictions post balancing date in response to the Coronavirus pandemic. The measures implemented included stricter limitations on the operation of businesses in Victoria. Royal Botanic Gardens Victoria has assessed that these restrictions are likely to have a financial impact on the organisation. The tighter restrictions have resulted in the closure of both its Melbourne and Cranbourne sites impacting onsite businesses and further reductions in other commercial activities, which will affect RBGVs income. The adverse financial impacts of this may result in a request for financial support through to DELWP, though RBGV remains a going concern for 2021-22 but notes its financial position needs to be closely monitored and managed.

8.9 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.

8.10 Australian Accounting Standards issued that are not yet effective

Certain new and revised accounting standards have been issued but are not effective for the 2020-21 reporting period. These accounting standards have not been applied to the Model Financial Statements. The State is reviewing its existing policies and assessing the potential implications of these accounting standards which includes:

- *AASB 2020-1 Amendments to Australian Accounting Standards - Classification of Liabilities as Current or Non Current*
This Standard amends AASB 101 to clarify requirements for the presentation of liabilities in the statement of financial position as current or non-current. It initially applied to annual reporting periods beginning on or after 1 January 2022 with earlier application permitted however the AASB has recently issued *AASB 2020-1 Amendments to Australian Accounting Standards - Classification of Liabilities as Current or Non-Current - Deferral of Effective Date* to deter the application by one year to periods beginning on or after 1 January 2023. The Board will not early adopt the Standard.

The Board is in the process of analysing the impacts of this Standard. However, it is not anticipated to have a material impact. Several other amending standards and AASB interpretations have been issued that apply to future reporting periods, but are considered to have limited impact on the Board's reporting.
- *AASB 17 Insurance Contracts*
- *AASB 1060 General Purpose Financial Statements – Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities (Appendix C)*.
- *AASB 2020-2 Amendments to Australian Accounting Standards – Removal of Special Purpose Financial Statements for Certain For-Profit Private Sector Entities*.
- *AASB 2020-3 Amendments to Australian Accounting Standards - Annual improvements 2018-2020 and Other Amendments*.
- *AASB 2020-7 Amendments to Australian Accounting Standards - Covid 19-Rent Related Concessions: Tier 2 Disclosures*.

- AASB 2020-8 *Amendments to Australian Accounting Standards - Interest Rate Benchmark Reform - Phase 2.*
- AASB 2020-9 *Amendments to Australian Accounting Standards - Tier 2 Disclosures: Interest Rate Benchmark Reform (Phase 2) and Other Amendments.*

8.11 Glossary of technical terms

The following is a summary of the major technical terms used in this report.

Borrowings refers to interest-bearing liabilities mainly from public borrowings raised through finance leases.

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 as 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 the method 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 asset or, where appropriate, a shorter period.

Employee benefits expenses include all costs related to employment including wages and salaries, fringe benefits tax, leave entitlements, redundancy payments and defined benefit superannuation plans and defined contribution superannuation plans.

Ex gratia expenses mean the voluntary payment of money or other non-monetary benefit (e.g. a write off) that is not made either to acquire goods, services or other benefits for the entity or to meet a legal liability, or to settle or resolve a possible legal liability or claim against the entity.

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.

Finance lease is a lease that transfers substantially all the risks and rewards incidental to ownership of an underlying asset.

Financial liability is any liability that is:

(a) 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.

(b) 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 deliver 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. For this purpose, the entity's own equity instruments do not include instruments that are themselves contracts for the future receipt or delivery of the entity's own equity instruments.

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 Boards, 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 and other investments.

Leases are rights conveyed in a contract, or part of a contract, the right to use an asset (the underlying asset) for a period of time in exchange for consideration.

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. 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
(xxx)	negative
200x	year
200x-0x	year period.

The financial statements and notes are presented based on the illustration in the 2020-21 Model Report for Victorian Government Boards. 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

Opinion	<p>I have audited the financial report of the Royal Botanic Gardens Board (the authority) which comprises the:</p> <ul style="list-style-type: none"> • balance sheet as at 30 June 2021 • 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 2021 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>
Basis for Opinion	<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 <i>APES 110 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>
Board’s responsibilities for the financial report	<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
22 October 2021



Paul Martin
as delegate for the Auditor-General of Victoria



Our people



Public sector values and employment principles

The RBGV board 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 Gardens' policies and practices are consistent with the Victorian Public Sector Commission's (VPSC) 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, how to manage misconduct and information regarding Public Interest Disclosures. Employees also receive training in workplace behaviour which focuses on supporting a workplace free from discrimination, harassment and bullying along with the VPSC Code of Conduct and expectations of being a Public Sector Employee.

Building internal capability

During 2020–21, the Gardens further improved organisational performance through the following initiatives:

Strategy and direction

- development of Royal Botanic Gardens Victoria's first People Strategy, an overarching framework that guides the creation of a positive organisational culture to drive excellence through strong leadership, capability, diversity, collaboration and innovation.
- work towards the launch of the Reflect Reconciliation Action Plan (RAP)

Organisational structures

- identifications of opportunities to strengthen organisational design to support priorities across the organisation

Systems and processes

- improvement of internal productivity, responsiveness and efficiency through of a substantial review to the Gardens' business systems, internal processes and procedures

Leadership skills and behaviours

- staff training to nurture talent and allow skill development towards leadership and management positions.
- conduct of 360-degree feedback surveys to raise awareness and positive action regarding personal impact on culture and performance
- extension of Executive Performance Planning processes to reflect the Gardens' commitment to leadership

Sustainability focus

- convening a whole-of-organisation Sustainability Working Group to provide recommendations, expertise and insights regarding the future state required for best practice at Melbourne and Cranbourne Gardens Demonstration of the Gardens' commitment to sustainable environmental practice in all aspects of its work



Comparative Workforce Data

Summary of employment levels as at June 2020 and June 2021

Employees have been correctly classified in the workforce data collections.

	Ongoing Employees					Fixed term, Fixed task and Casual	
	Total Headcount (Includes Ongoing, Fixed term, Fixed task & Casual)	Number (Headcount)	Full-time (Headcount)	Part-time (Headcount)	FTE	Headcount	FTE
June 2020	228	187	134	53	164.63	41	30.46
June 2021	255	195	134	61	171.20	60	39.15

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

	June 2021			June 2020		
	Total Headcount (includes Ongoing, Fixed term, Fixed task & Casual)	Ongoing	Fixed term, fixed task and casual	Total Headcount (Includes Ongoing, Fixed term, Fixed task & Casual)	Ongoing	Fixed term, fixed task and casual
	255			228	Number (Headcount)	Headcount
Gender						
Man	105	85	20	96	81	15
Women	148	110	38	132	106	26
Self-Described	2*					
Age						
Under 25	9	3	6	6	2	4
25–34	51	27	24	40	27	13
35–44	69	57	12	61	54	7
45–54	66	58	8	63	56	7
55–64	49	43	6	52	45	7
Over 64	11	7	4	6	3	3
Classification						
Staff	192	140	52	170	138	32
Line Manager	44	42	2	36	34	2
Branch Manager	13	13	0	15	15	0
Executives	6	0	6	7	0	7

*In line with page 46 of DELWP guidelines, as there are fewer than 10 employees in this category, further breakdown is not provided.

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
- Classification is based on previous years reporting and is as follows:
 - Staff includes all employees other than those who have line management responsibilities
 - Line manager refers to an employee who supervises staff but does not manage a Branch function
- Branch Manager is responsible for a function within an organisational division
- Executives are employed under the PEER policy

Executive Officer Data

Responsible persons

In accordance with the Ministerial Directions issued by the Assistant Treasurer under the *Financial Management Act 1994 (FMA)*, 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 Board Victoria are as follows:

Minister		
Minister for Energy, Environment and Climate Change	The Hon. Lily D'Ambrosio MP	1 July 2020 to 30 June 2021
Governing Board		
Chairperson	Ms Chris Trotman	1 July 2020 to 30 June 2021
Deputy Chairperson	Mrs Penny Fowler	1 July 2020 to 30 June 2021
Member	Professor Antony Bacic	1 July 2020 to 30 June 2021
Member	Ms Gillian Hund OAM	1 July 2020 to 30 June 2021
Member	Mr Tim Jacobs	1 July 2020 to 30 June 2021
Member	Ms Traci Williams	1 July 2020 to 3 May 2021
Member	Ms Susanne Williamson	1 July 2020 to 30 June 2021
Accountable Officer		
Director and Chief Executive	Professor Tim Entwisle	1 July 2020 to 30 June 2021

Remuneration

Remuneration received or receivable by the Director and Chief Executive in connection with the management of the Board during the reporting period was in the range of \$310,000–\$319,000 (2020: \$310,000–\$319,000).

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 (as defined in AASB 119 *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. Accordingly, remuneration is determined on an accrual basis 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.

Termination benefits include termination of employment payments, such as severance packages.

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

	2021	2020
	\$	\$
Short-term employee benefits	1,001,534	1,142,845
Post-employment benefits	89,308	99,596
Other long-term benefits	18,435	21,955
Total remuneration	1,109,277	1,264,396
Number of executives	5	6
Total annualised employee equivalents (a)	5.0	5.0

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

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

Decrease in remuneration during 2021 was due to 1 executive receiving outstanding leave entitlements following their resignation in 2020

Workforce Inclusion Policy & Equal opportunities

Royal Botanic Gardens Victoria has policies and procedures in place and activities underway to meet its obligations and support a diverse and inclusive workplace. This year we developed and published the

One RBGV People Strategy, which incorporates a range of initiatives to support employees, with a key priority being to "Grow Diversity and Inclusion".

Occupational Health and Safety

The 2020-21 financial year has been dominated by COVIDSafe Principles, which have affected the way many employees performed their work duties and roles. Most office staff were working from home, or a combination of office and home while some of customer-facing roles were redeployed to other areas to provide meaningful work while their current duties were unavailable due to government COVIDSafe Principles.

As these changes do not diminish the Gardens' responsibility to provide a safe work environment, measures were put in place to ensure this. To comply with the occupational health and safety (OHS) and our duty of care, ergonomic risk assessments of the employees' workplaces were undertaken for employees working at home. These risk assessments were carried out remotely and were reviewed by People & Culture (P&C) and OHS Business Partner. Where applicable, recommendations were provided to eliminate or reduce high/medium risks identified.

The total number of incidents reported at Royal Botanic Gardens Victoria sites was 256 compared to 217 the previous financial year period (2019-20). The increase can be attributed to the inclusion of security breaches in the Incident Register. These related to the new safety devices (cameras) installed at Melbourne Gardens which identified where security breaches occurred in the Gardens after hours.

Out of the total incidents reported, 58 (28%) were directly related to employees of the Gardens. Of these, 32 incidents (55%) related to staff injury. The remainder were near misses and report only incidents.

Fifty employee injuries were reported in 2020-21, 18 fewer than the previous financial year. Although the period involved a high number of employees working from home, the total number of hours worked in 2020-21 was approximately 1.9% higher than 2019-20.

There were seven Lost Time Injuries (LTI) in 2020-21 compared to three reported in 2019-20. Most of these injuries (90%) were for strain and sprain to lower back and arms.

Our strategy continues to focus on working with the employee immediately after an injury is reported to provide them support and assistance to prevent the injury from becoming more serious. Where required, in consultation with the employee and First Aid Officer on site, the injured employee has first aid and the opportunity to avoid any hazardous manual handling to prevent aggravating the injury. If the injured employee wishes to consult a doctor, they are advised to provide them with a Task Analysis (TA) form. This form lists the core tasks/work the employee performs at work. With the TA form, the doctor will be able to advise of any requirement that assists the employee to be able to return to work. This process has enabled the employee and their team leader to work together to support their recovery and return to work.

For 2020–21 LTI incidents related to recurring injuries not reported early that were not able to have support and assistance to prevent more serious injury. At each divisional meeting, P&C and OHS Business Partners reminded employees to report any incident as soon as possible to avoid such scenarios.

Workplace Risk Management training was included in the 2020–21 E-learning program. This module provided employees with a better understanding of workplace hazards and risks. The training also provided the employees the opportunity to participate in Hazard Hunts in their own and colleagues' work areas.

There were two Medical Time Injuries (MTI) reported which is a 60% improvement compared to 2019–20 (total six reported). There was also an improvement in safety in the First Aid Incidents (FAI) reported this 2020–21 (total 23 reported) compared to last 2019–20 (total 41 reported).

There were eight Worker Injury Claims 2020–21 compared to six in the 2019–20.

This table, provided by the Gardens' WorkSafe Agent (Xchanging), shows open claims for the past two financial years:

A focus on better use and supply of PPE and increased reviewing of Safe Work Methods Statements helped to update work practices, contributing to this improvement.

Claim Year	Total Claims	Total Incurred Cost	Average Incurred Cost	Time Lost Claims	Time Lost Claims Incurred Cost	Time Lost Claims Average Incurred Cost
2019–20	2	\$34,382.12	\$17,191.06	1	\$7,809.54	\$7,809.54
2020–21	8	\$36,115.59	\$4,514.45	4	\$8,853.66	\$2,213.42

Note: Any claims received or changed from minor to standard in previous 3 months

There were two (2) WorkSafe notifiable incidents reported in this 2020–21 compared to three in 2019–20. Notifiable Incidents were reported to WorkSafe within the required period for reporting. Both notifiable incidents related to visitors to the Gardens and have been closed with no further investigation required by WorkSafe Victoria.

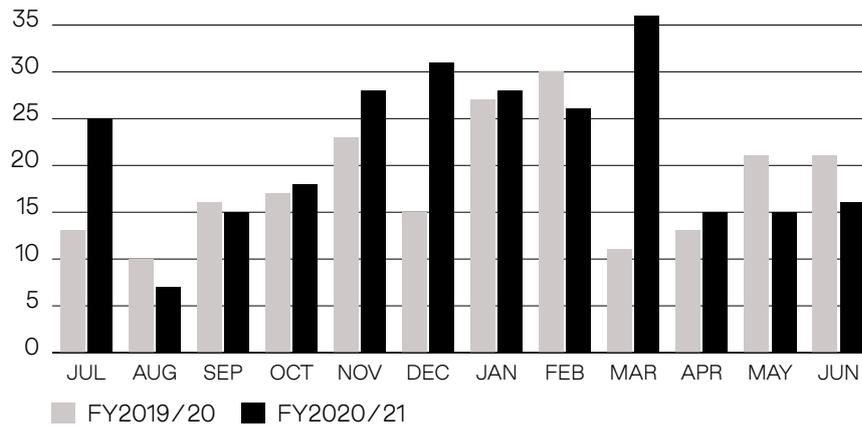
Hearing tests planned for the last quarter of 2020–21 have had to be rescheduled due to COVIDSafe Principles.

All First Aid Officers requiring refresher training successfully completed this with St Johns Ambulance Training Centre.

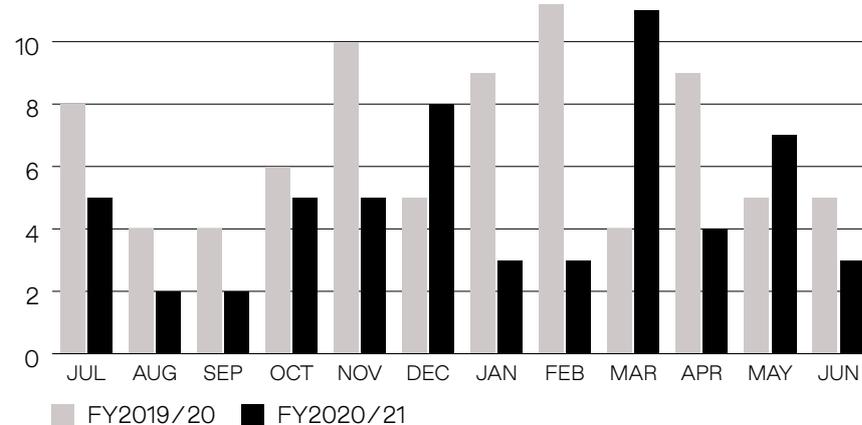
Hazard hunts have been completed by the branch/division as planned and a register has been developed and in use. Both sites are actively conducting their scheduled Hazard Hunts with the OHS Business Partner assisting those new to this task. Hazard Hunts at Melbourne Gardens open spaces have been scheduled and will be conducted in the first quarter of 2021/22.

Employee injury

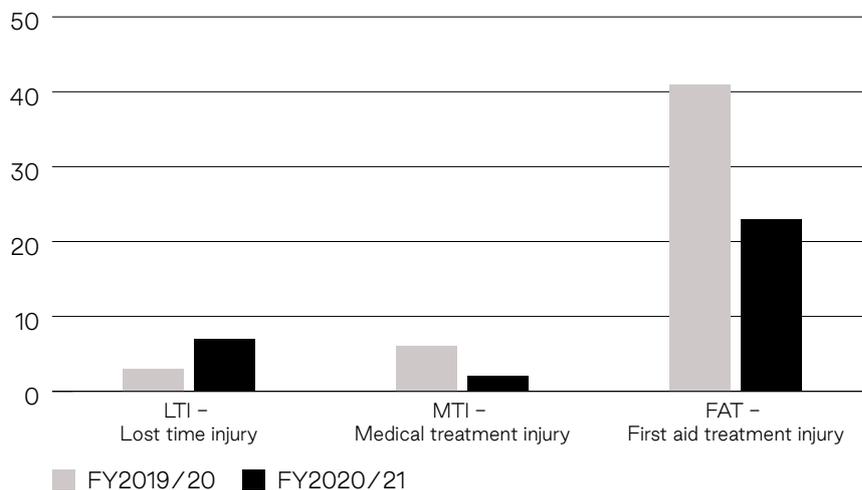
Total (all) incidents reported last 2 financial years



Total employee only incidents reported last 2 FY



Employee injury by category – full year totals last 2 years



Definitions

Lost Time Injuries (LTI)

A lost-time injury is defined as an occurrence that resulted in a fatality, permanent disability or time lost from work of one day/shift or more (SafeWork Australia)

Medical Time Injuries (MTI)

Medical Time Injury is work related injury or illness which results in the worker seeking medical attention from a health professional without losing time off work for the whole day.

First Aid Treatment Injury (FAT)

A First Aid Treatment Injury (FAT) is an injury that requires a single first aid treatment involving only minor injuries, for example minor scratches, burns, cuts and so forth, which do not ordinarily require medical care

LOST TIME INJURIES (more significant injury)

2020-21 total

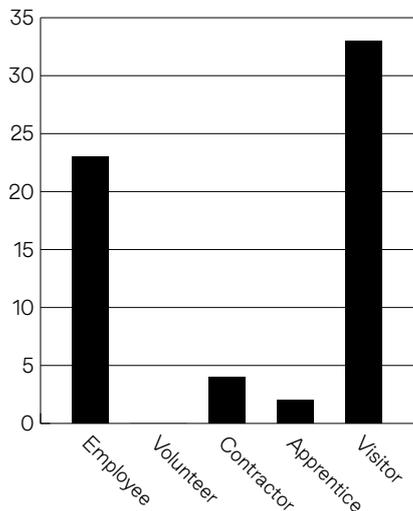
Lost Time Injuries (LTIs) 7

An injury that results in one day/shift or more taken off from work.

Lost Time Injury Frequency Rate (LTIFR) 21.09

*Represents the number of lost time injuries per million hours worked during the reporting period. The LTIFR is used to benchmark against other like organisations as an indicator of our safety/injury prevention performance.
Exposure times taken from last FY totals

First aid injury administered FY20/21 by groups



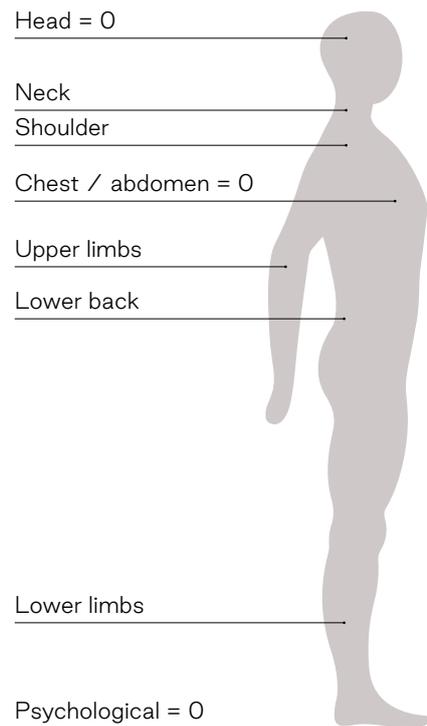
Employee injury and compensation submission in the 2020-21

Areas of injury submitted with Worker Injury Claims includes the lower back, shoulder, elbow and wrists for strains and sprains.

1 claim for bruises to lower limbs and lacerations to upper limbs.

All employees have returned to work and 5 on restricted duties.

FY 20/21 WorkCover Claims (by body location)



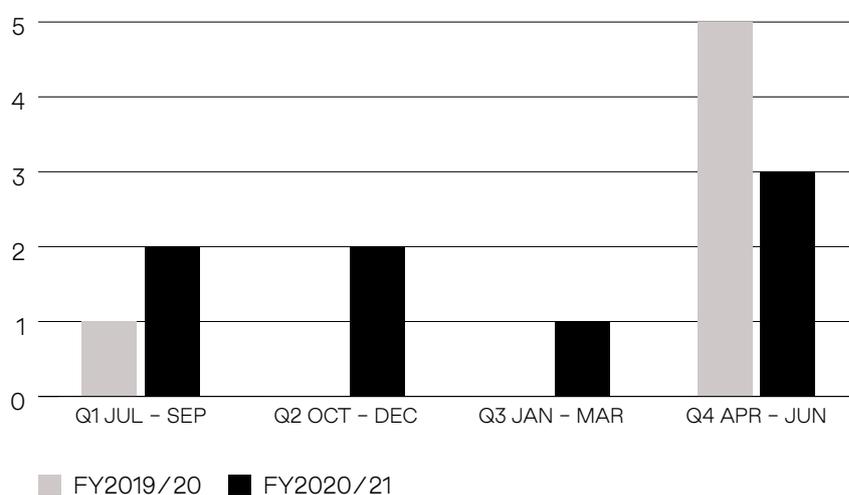
Workcover injury full year 2020-21

Claims registered

Year	All claims	Standard claims	Minor claims
2018-19	10	8	2
2019-20	6	4	2
2020-21	8	5	3
Claims summary Q4 2020-21		7 claims related to strain and sprain injury.	
Standard Claims Open (current)	3	1 claim related to strain, lacerations and bruises	
Standard Claims Closed	2		
Minor Claims Open (current)	2		
Minor Claims Closed	1		

Worksafe notifiable incidents

WorkCover injury claims compared to the last 2 FY



Lead indicators

Planning and Consultation (Q2 2020-21)	Planned	Held
OHS Committee meetings	4	4
OHS Working Group (management) meetings	8	8

Other disclosures



Major Contracts

During 2020–21, RBGV did not enter into any contracts valued at over \$10 million.

Local Jobs First – Victorian Industry Participation Policy statement

The Local Jobs First Act 2003 introduced in August 2018 brings together the Victorian Industry Participation Policy (VIPP) and Major Project Skills Guarantee (MPSG) policy which were previously administered separately. Royal Botanic Gardens Victoria is required to apply the Local Job First policy in all projects valued at \$3 million or more in Metropolitan Melbourne or for statewide projects, or \$1 million or more for projects in regional Victoria. MPSG applies to all construction projects valued at \$20 million or more. The MPSG guidelines and VIPP guidelines will continue to apply to MPSG applicable and VIPP applicable projects respectively where contracts have been entered prior to 15 August 2018.

During 2020–21 RBGV commenced one Local Jobs First Standard projects valued at \$3.25 million. This project was in Metropolitan Melbourne and had an average commitment of 74% local content. No projects were commenced that occurred state-wide or in regional Victoria. The MSPG did not apply to this project.

The outcomes expected from the implementation of the Local Jobs First policy to this project where information was provided are as follows:

- a total of 3 jobs (annualised employee equivalent (AEE)) were committed, including the creation of 0.15 new jobs and the retention of 2.85 existing jobs AEE)
- a total of 1 job created to support ongoing delivery
- a total of 0.1 positions for apprentices, trainees and cadets were committed and
- there was 1 small to medium sized businesses that prepared a VIPP Plan or Local Industry Development Plan (LIDP) for contracts, successfully appointed principal contractor

Social Procurement Framework

The Royal Botanic Gardens Victoria is fully committed to supporting the Government's directions under the Social Procurement Framework and we recognise that we play a key role in advancing social and sustainable outcomes for Victorians.

In 2020–21, the Royal Botanic Gardens Victoria developed a Social Procurement Strategy to enable a strategic, agencywide approach to how it will deliver social and sustainable outcomes through our procurement in accordance with the Social Procurement Framework and beyond.

Government advertising expenditure

In 2020–21, there was one advertising campaign with total media spend of \$100 000 or greater (exclusive of GST). The details of this campaign is outlined below (campaigns with a media spend of \$100,000 or greater)

Advertising Expenditure

Name of Campaign	Campaign Summary	Start / End Date	Advertising (media) expenditure (excl. GST)	Creative and Campaign Development expenditure (excl. GST)	Print and collateral expenditure (excl. GST)	Total
			\$	\$	\$	\$
175th Milestone Year			108,000	14,067	2,609	124,676

Statement of availability of other information

In compliance with the requirements of the Standing Directions 2018 under the Financial Management Act 1994, the following information is available on request from the Director and Chief Executive, Royal Botanic Gardens Victoria:

- A statement that declarations of pecuniary interests have been duly completed by all relevant officers
- Details of shares held by a senior officer as nominee or held beneficially in a statutory authority or subsidiary
- 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.

Consultancy expenditure

Details of individual consultancies

In 2020–21, there were four consultancies where the total fees payable to the consultants were \$10,000 or greater. The total expenditure incurred during 2020–21 in relation to these consultancies was \$242,129 (excl. GST).

Consultant	Purpose of Consultancy	Start Date	End Date	Total Approved Fee (excl. GST)	Expenditure 2020–21 (excl. GST)	Future Expenditure (excl. GST)
Aspect Studios	Landscape architectural services associated with the Nature and Science Precinct Place Plan for Melbourne Gardens	04-01-21	30-09-21	166,039	142,179	23,860
Empirica Consulting	Development of an e-Commerce Strategy paper to provide a pathway for the Royal Botanic Gardens Victoria's retail section	01-11-20	07-01-21	28,200	28,200	
Grant Thornton	Royal Botanic Gardens Board Strategic Planning Workshops to support Corporate Plan development	12-10-20	08-12-20	19,750	19,750	
Votar Partners	Support in developing the Information Communications and Strategy Refresh and Direction	01-07-20	30-10-20	13,600	13,600	
Total				265,989	242,129	23,860

In 2020–21 no consultants were engaged where the total fees payable to individual consultants were less than \$10,000.

Information and communication technology expenditure

For the 2020–21 reporting period, Royal Botanic Gardens Victoria had a total ICT expenditure of \$2,133,000 as shown in the table below:

All operational ICT expenditure	ICT expenditure related to projects to create or enhance ICT capabilities		
Business as usual (BAU) ICT expenditure	Non-Business as Usual (non-BAU) ICT expenditure	Operational expenditure	Capital expenditure
(Total)	(Total = Operational expenditure and capital expenditure)		
\$2,133,000	\$788,000	\$1,289,000	\$55,000



Royal Botanic Gardens Board Financial Management Compliance Attestation Statement

I, Chris Trotman, 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.

A handwritten signature in black ink, appearing to read "Chris Trotman".

Chris Trotman

Chairperson

Royal Botanic Gardens Board

20 October 2021



Establishing Legislation

The Royal Botanic Gardens Act 1991 was not amended in 2020–21.

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 (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. The 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, Information Management Advisor

The FOI Officer is responsible for ensuring that Royal Botanic Gardens Victoria meets its obligations under the FOI Act. This FOI Officer operates under delegation from the Director and Chief Executive (the Principal Officer).

The FOI Act provides the community with 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 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 (CM9.2) Version 3.

Access

The Royal Botanic Gardens Victoria has a FOI Officer to process and coordinate action on requests.

Requests

In 2020–21 there was one FOI request, which was granted access within 30 days. Requests should be made in writing, describing all documents requested and including payment of the \$29.60 application fee (the previous FOI application fee for 2020–21 was \$29.60 and the current fee for 2021–22 is \$30.10). Request fees and charges are not subject to good and services tax (GST).

Requests should be sent to: Freedom of Information Officer Royal Botanic Gardens Victoria Private Bag 2000, South Yarra, VIC 3141

Competitive neutrality policy

Competitive neutrality requires government businesses to ensure 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.

Compliance with the Public Interest Disclosures Act 2012

Compliance with the Public Interest Disclosures Act 2012

The Public Interest Disclosures Act 2012 (the Act) ensures that people who report improper conduct and corruption in the Victorian public sector (whistle-blowers) can do so in the knowledge that they will be protected. Protections include keeping the identity of the person reporting improper conduct confidential and protecting them from reprisals including bullying, harassment or legal action.

What is a 'Public Interest Disclosure'?

A public interest disclosure is a disclosure of corrupt or improper conduct or detrimental action 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' and detrimental action?

Improper conduct is defined in the Act to mean:

- Corrupt conduct, or conduct of a public officer or body that constitutes: a criminal offence
- serious professional misconduct
- dishonest performance of public functions
- intentional or reckless breach of public trust
- intentional or reckless misuse of information
- substantial mismanagement of public resources
- substantial risk to the health or safety of one or more persons, or
- substantial risk to the environment



“Improper conduct” might also be the conduct of any person that adversely affects the honest performance by a public officer or body of their functions, or is intended to adversely affect the effective performance by a public officer or body of their functions for the benefit of the other person (for example resulting in the other person obtaining a licence, permit or approval, appointment, financial benefit or other direct or indirect monetary or proprietary gain). The conduct must be serious. Less serious or trivial conduct is excluded from the definition of “improper conduct”.

Detrimental action or reprisal means action taken against a person who has made a Public Interest Disclosures and includes action causing injury, loss or damage, intimidation or harassment and discrimination, disadvantage or adverse treatment in relation to a person’s employment, career, profession, trade or business. It includes the taking of disciplinary action.

How do I make a ‘Public Interest Disclosure’?

A public interest disclosure about the Royal Botanic Gardens Victoria or its board members, officers or employees can be made by contacting the Independent Broad-Based Anti-Corruption Commission on the contact details provided on this page. Please note that the Royal Botanic Gardens Victoria, or any of its officers are not able to receive public interest disclosures.

How can I access the Royal Botanic Gardens Victoria’s procedures for the protection of persons from detrimental action?

The Royal Botanic Gardens Victoria has established procedures for the protection of persons from detrimental action in reprisal for making a public interest disclosure about the Royal Botanic Gardens Victoria or its employees. Access the Royal Botanic Gardens Victoria’s procedures at its website <https://www.rbg.vic.gov.au/privacy/>.

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Melbourne Victoria 3001.
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Email: see the website above for
the secure email disclosure process,
which also provides for anonymous
disclosures.

Compliance with other legislation

Social Procurement Framework

Royal Botanic Gardens Victoria is fully committed to supporting the Government's directions under the Social Procurement Framework and we recognise that we play a key role in advancing social and sustainable outcomes for Victorians.

In 2020–21, the Royal Botanic Gardens Victoria developed a Social Procurement Strategy to enable a strategic, agencywide approach to how it will deliver social and sustainable outcomes through our procurement in accordance with the Social Procurement Framework and beyond.

Key priorities identified in the *RBGV Corporate Plan 2021–2024* and *Annual Business Plan 2021–2022* are highlighted below. The organisation has initiated and achieved numerous social procurement initiatives through business-as-usual areas such as Aboriginal engagement, diversity and inclusion, sustainability and contract management.

SPF Related Priorities	SPF Related Key Actions
Invest in Aboriginal culture, representation, employment and procurement.	<ul style="list-style-type: none"> — Launch the RBGV Reflect Reconciliation Action Plan (RAP), noting key procurement and recruitment actions, by December 2021 — Develop procurement guidelines that prioritise Aboriginal and Torres Strait Islander peoples owned businesses and Supply Nation membership by end of 2022
Grow diversity and improving access and inclusion for all notably for women, people with disability and various cultural and socio-economic backgrounds.	<ul style="list-style-type: none"> — Develop an RBGV Diversity, Inclusion and Access Plan by early 2022
Strengthen RBGV's climate response, resilience, and conservation action.	<ul style="list-style-type: none"> — Reporting on all seven FRD 24D office-based, and non-office-based environmental impact indicators, by 2024 — Continue to develop an Environmental Sustainability Framework based on increased reporting capability over the period of the Corporate Plan 2021–2024

Achievements

- Recruitment of one First People identified employee in early 2021, resulting in a total of eight (8) Aboriginal and Torres Strait Islander identified staff
- Engagement of nine distinct Aboriginal and Torres Strait Islander contractors to provide cultural advice and related services regarding the RBGV RAP, education and learning programs
- Continual expansion and procurement of Aboriginal and Torres Strait Islander owned, fair trade and ethical business product range in RBGV's three retail outlets
- Establishment of appropriate governance frameworks to ensure actions within RBGV's Reflect RAP are adequately resourced, prioritised and implemented
- Completion of Royal Botanic Gardens Victoria's first One RBGV People Strategy 2020–2022, an overarching framework that guides the creation of a positive organisational culture, capability, diversity, inclusion and equity
- Continual contribution to the protection of Victoria's biodiversity, rare and threatened plant species and communities and post bushfire regeneration recovery efforts
- On-going leadership and delivery of the Global Botanic Gardens Climate Change Alliance and the Global Tree Collections Climate Risk Framework
- Resourcing identified to develop the RBGV Environmental Sustainability Strategic Best Practice Review
- Engagement of an Environmental Sustainability consultant to help capture RBGV's carbon emission and improve environmental sustainability reporting in line with best practice Victorian Government's FRD 24D reporting

Office-based environmental impacts

Environmental Sustainability Achievements

In line with the Gardens' commitment to demonstrate environmental sustainability practices, this year's reporting has focused on broadening understanding of the Garden's environmental footprint. This has been done through updating environmental sustainability reporting to align to Departmental standards and methodologies for office-based environmental impacts. Part of this work involves formulating a more comprehensive baseline to help the Gardens better monitor and reduce its environmental footprint, as well as coordinate related management processes and targets.

The information contained in the tables below is presented in a new format to previous years. It captures both 2020–21 and 2019–20. It also includes additional information previously not reported, such as paper consumption and Greenhouse Gas Emissions. Transport data is not available for this reporting period, and there are minor gaps in energy, water and paper use mainly for 2019–20. It is envisaged that 2021/22 reporting will be more comprehensive as the Gardens further streamlines internal processes.

The Gardens continues to strive towards improving its environmental sustainability practices. Recent achievements include attaining a continual green waste to mulch conversion at Melbourne Gardens, resulting in 545 tonnes (2,455m³) of green waste conversion in 2020–21 and 564 tonnes (2,484 m³) in 2019–20. Our world-standard recycled water irrigation system continues to optimise stormwater reuse for irrigation water recycling savings. In 2020–21, 53 million litres (52,603KL) of stormwater compared to estimated 58 million litres (57,981KL) in 2019–20 were utilised for landscape irrigation, providing a 44.7% offset and \$176,520 direct savings in potable-sourced (municipal) water at Melbourne Gardens.

Reusing stormwater decreases dependence on purchasing potable city water for irrigation, lowering costs for the garden, and reducing demand on the city's supply of drinkable water. Water quality and conservation continue to be a high priority across the Gardens with the new recycled water irrigation project at Cranbourne Gardens nearly complete. Designed to achieve 100% recycled water for irrigating the Australian Garden, the project has already seen the installation of 270 solar panels on the Administration Building rooftop. This has resulted in an estimated saving of 31,852.37 kgs of CO₂ emissions between December 2020 to June 2021.

Additional environmental sustainability achievements for 2020–21 on an international level, include the attainment of a certificate of excellence in 'Climate Adaptation & Risk Management' from the American Public Gardens Association in recognition of the Gardens' pioneering *Landscape Succession Strategy Melbourne Gardens 2016–2036*, which focuses on adapting its botanical landscape for climate change. More localised 'above and beyond' achievements include the staff kitchen composting and minimum waste and recycling approaches, such as the recycling of uniforms and toner cartridge. The latter earned Cranbourne Gardens a Certificate of Recognition from Close the Loop Resource Recovery in 2020–21 for recycling 19.02kg of toner cartridge.



Energy

	Cranbourne	Melbourne	2020-21 TOTAL	Cranbourne	Melbourne	2019-20 TOTAL
E1. Total Stationary energy usage segmented by primary source (MJ)	1,513,003	8,907,112	10,420,115	1,399,618	8,664,437	10,064,055
Electricity (excluding green power)	1,274,563	3,071,221	4,345,785	1,399,284	2,659,597	4,058,881
Green power	-	-	-	-	-	-
Solar Power Generated	238,008	33	238,041	-	3	3
Natural gas	-	5,835,857	5,835,857	-	6,004,837	6,004,837
LPG	432	-	432	334	-	334
E2 Greenhouse gas emissions from Stationary energy consumption (tonnes CO₂-e)	373	1,137	1,510	401	1,033	1,435
Electricity (excluding green power)	347	836	1,183	381	724	1,105
Green power	-	-	-	-	-	-
Solar Power Generated	-	-	-	-	-	-
Natural gas	-	301	301	-	309	309
LPG	26	-	26	20	-	20
E3. Percentage of electricity purchased as Green Power	0%	0%	0%	0%	0%	0%
TOTAL FTE	50	160	210	46	150	195
Visitors/year	230,060	1,229,198	1,459,258	240,824	1,530,024	1,770,848
E4. Units of energy used per FTE (MJ/FTE)	30,056	55,666	49,537	30,660	60,055	53,196
Cumulative installed solar Photo Voltaic systems (kW)	99.6	45	145	-	-	-



Water

	Cranbourne	Melbourne	2020-21 TOTAL	Cranbourne	Melbourne	2019-20 2019-20 TOTAL
W1. Total water consumption (kilolitres)	32,721	117,653	150,374	32,432	121,608	154,040
Total Mains Potable Water consumption (kL)	32,721	65,050	97,771	32,432	63,627	96,059
Stormwater consumption (kL)	-	52,603	52,603	-	57,981	57,981
W2. Units of water used per FTE (kilolitres/FTE)	2,987	940	715	3,294	1,005	770
W3. Units of water used per visitor (kilolitres/visitor)	0.65	0.12	0.10	0.62	0.10	0.08

Waste

	Cranbourne	Melbourne	2020-21 TOTAL	Cranbourne	Melbourne	2019-20 2019-20 TOTAL
Ws1. Total units of waste disposed of by destination (tonnes)	298	620	917	107	654	761
General Waste (tonnes)	120	37	157	66	41	107
Comingled recycling (tonnes)	2	11	13	1	14	15
Cardboard and Paper (tonnes)	2	3	5	2	4	6
Soil (tonnes)	132	-	132	-	-	-
Green Waste converted to mulch (tonnes)	37	545	582	36	564	600
Public Waste (to Landfill) (tonnes)	5	24	29	3	31	34
Ws2. Total units of waste disposed of per FTE by destination (kg/FTE)	5.9	3.9	4.4	2.3	4.4	3.9
General Waste (kg/FTE)	2.4	0.2	0.7	1.4	0.3	0.5
Comingled recycling (kg/FTE)	0.0	0.1	0.1	0.0	0.1	0.1
Cardboard and Paper (kg/FTE)	0.0	0.0	0.0	0.0	0.0	0.0
Soil (kg/FTE)	2.6	-	0.6	-	-	-
Green Waste (kg/FTE)	0.7	3.4	2.8	0.8	3.8	3.1
Public Waste (to Landfill) (kg/FTE)	0.1	0.1	0.1	0.1	0.2	0.2
Ws3. Recycling rate (%)	14%	90%	65%	36%	89%	82%
Ws4. Greenhouse gas emissions associated with waste (tonnes CO₂-e)	200	97	297	110	115	225

Paper

	Cranbourne	Melbourne	2020-21 TOTAL	Cranbourne	Melbourne	2019-20 2019-20 TOTAL
P1. Total units of A4 equivalent copy paper purchased (reams)	36	244	280	130	381	511
Partial 100% recycled	36	244	280	130	381	511
P2. Units of A4 equivalent copy paper used per FTE (reams/FTE)	0.7	1.5	1.3	2.8	2.5	2.6
Partial 100% recycled	0.7	1.5	1.3	2.8	2.5	2.6

Greenhouse Gas Emissions

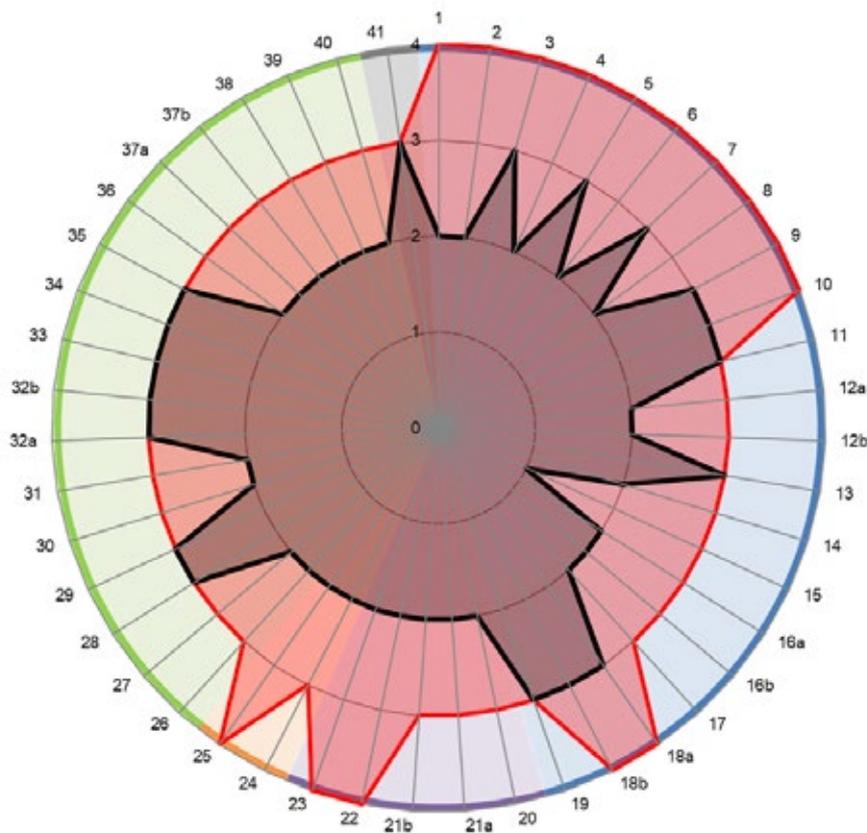
	Cranbourne	Melbourne	2020-21 TOTAL	Cranbourne	Melbourne	2019-20 2019-20 TOTAL
Total Greenhouse gas emissions (tonnes CO2-e)	573.1	1,233.8	1,806.0	510.9	1,148.7	1,659.6
G1 Total greenhouse gas emissions associated with energy use (tonnes CO2-e)	373	1,137	1,510	401	1,033	1,435
G4 Total greenhouse gas emissions associated with waste disposal (tonnes CO2-e)	200	97	297	110	115	225

Asset Management Accountability Framework (AMAF) maturity assessment

The following sections summarise the Royal Botanic Gardens Victoria assessment of maturity against the requirements of the Asset Management Accountability Framework (AMAF). The AMAF is a non-prescriptive, devolved accountability model of asset management that requires compliance with 41 mandatory requirements.

The Royal Botanic Gardens Victoria target maturity rating is 'competence', meaning systems and processes are fully in place, consistently applied and systematically meeting the AMAF requirement, including a continuous improvement process to expand system performance above AMAF minimum requirements.

For 2020–21, the Royal Botanic Gardens Victoria has assessed its overall maturity rating as 'developing', meaning systems and processes are being embedded, often applied effectively, with clear links to the AMAF mandatory requirement. A plan for improvement is in place to improve the Royal Botanic Gardens Victoria's maturity rating which will be reported in three years in line with its mandatory reporting..



Legend

Status	Scale
Not	N/A
Innocence	0
Awaeness	1
Developing	2
Competence	3
Optimising	4
Unassessed	U/A

Target
 Overall

Leadership and Accountability (requirements 1–19)

The Royal Botanic Gardens Victoria has not met its target maturity level under most requirements within this category. The Royal Botanic Gardens Victoria did not comply with some requirements in the areas of allocating asset management responsibility, monitoring asset performance and asset management system performance. There is no material non-compliance reported in this category. A plan for improvement is in place to improve the Royal Botanic Gardens Victoria's maturity rating in these areas.

Planning (requirements 20–23)

The Royal Botanic Gardens Victoria has not met its target maturity level in this category in the areas of asset management strategy and risk management and contingency planning. There is no material non-compliance reported in this category. A plan for improvement is in place to improve the Royal Botanic Gardens Victoria's maturity rating in these areas.

Acquisition (requirements 24 and 25)

The Royal Botanic Gardens Victoria has not met its target maturity level in this category in the areas over overview and acquisition process. There is no material non-compliance reporting in this category. A plan for improvement is in place to improve the Royal Botanic Gardens Victoria's maturity rating in these areas to more proactively undertake appropriate procurement processes to support asset acquisition.

Operation (requirements 26–40)

The Royal Botanic Gardens Victoria has met its target maturity level under some requirements within this category, the Royal Botanic Gardens Victoria did not comply with some requirements in the areas of monitoring and preventative action, information management, record keeping and asset valuation. There is no material non-compliance reporting in this category. The Royal Botanic Gardens Victoria is developing a plan for improvement to establish processes to identify, monitor and record the condition of assets and identify available resources for maintenance to ensure assets are maintained to the standard established by the accountable officer.

Disposal (requirement 41)

The Royal Botanic Gardens Victoria has met its target maturity level in this category.

Compliance with the Building Act 1993

During 2020–21 premises controlled by Royal Botanic Gardens Victoria at both the Melbourne and Cranbourne sites complied with all provisions of the Building Act 1993, and all relevant provisions of the National Construction Code. 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 Gardens requires that appropriately qualified consultants and contractors are engaged for all proposed works and services comply with current building standards.

Major building works

In 2020–21 the following major building works (valued at greater than \$50,000) occurred, which are at various stages of progression/completion:

Melbourne Gardens

The following works have been completed:

- Arid Garden redevelopment
- Sensory Garden landscape works
- Lake View Rest House relocation
- D Gate Restoration completed

The following works have commenced:

- Remedial work on the South Equatorial Complex
- Renewal of Irrigation System communications and electrical supply
- Plans and specifications developed for new Changing Places Facility permits
- Plans and specifications developed for Temple of the Winds step repair

Cranbourne Gardens

The following works have commenced:

- Orchid Shade House with complimentary Depot Works

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

Permits and Emergency and Building Orders

Disclosure about buildings owned or controlled by Royal Botanic Gardens Victoria:

- Building permits issued: 3 at Melbourne Gardens, 3 at Cranbourne Gardens
- Occupancy permits / final certification of compliance issued: 2 at Melbourne Gardens, 1 at Cranbourne Gardens
- Emergency and building orders: none for either site

Conformity

Two Melbourne Gardens buildings were required to be brought into conformity, for which Building Permits and Performance Solutions are currently being obtained:

- The Tropical Glasshouse has a closed causeway that exceeds exit thresholds
- The Gardens House requires a ramp to be knocked back, because it does not comply with National Construction Code and AS1428 – Design for Access and Mobility

Additional information available on request FRD 22I

In compliance with the requirements of the Standing Directions of the Minister for Finance, details in respect of the items listed below have been retained by RBGV and are available in full on request, subject to the provisions of the *Freedom of Information Act 1982*:

- a. Details of publications produced by RBGV about itself, and how these can be obtained
- b. Details of any major external reviews carried out on RBGV
- c. Details of major research and development activities undertaken by RBGV
- d. Details of major promotional, public relations and marketing activities undertaken by RBGV to develop community awareness of the entity and its services
- e. Details of changes in prices, fees, charges, rates and levies charged.
- f. A statement on industrial relations within RBGV
- g. A statement of completion of declarations of pecuniary interests by relevant officers
- h. All contractors engaged, services provided, and expenditure committed for each engagement (in addition to the information included in RBGV's annual report

The information is available on request from:
Freedom of Information Officer
Royal Botanic Gardens Victoria
Phone: (03) 9252 2300
Email: info@rbg.vic.gov.au

Additional information included in annual report

Details in respect of the following items have been included in RBGV's annual report, on the pages indicated below:

- i. Assessments and measures undertaken to improve the occupational health and safety of employees (on page 61)
- j. A list of RBGV's major committees and the purposes of each committee (on page 19)

Information that is not applicable to Royal Botanic Gardens Victoria

The following information is not relevant to Royal Botanic Gardens Victoria for the reasons set out below:

- k. A declaration of shares held by senior officers (No shares have ever been issued in Royal Botanic Gardens Victoria.)
- l. Details of overseas visits undertaken (No board members or senior executives took overseas work related trips)



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Acronyms:

FRD	Financial Reporting Direction
MRO	Model Report of Operations
SD	Standing Direction
PD	Act Protected Disclosures Act 2012

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