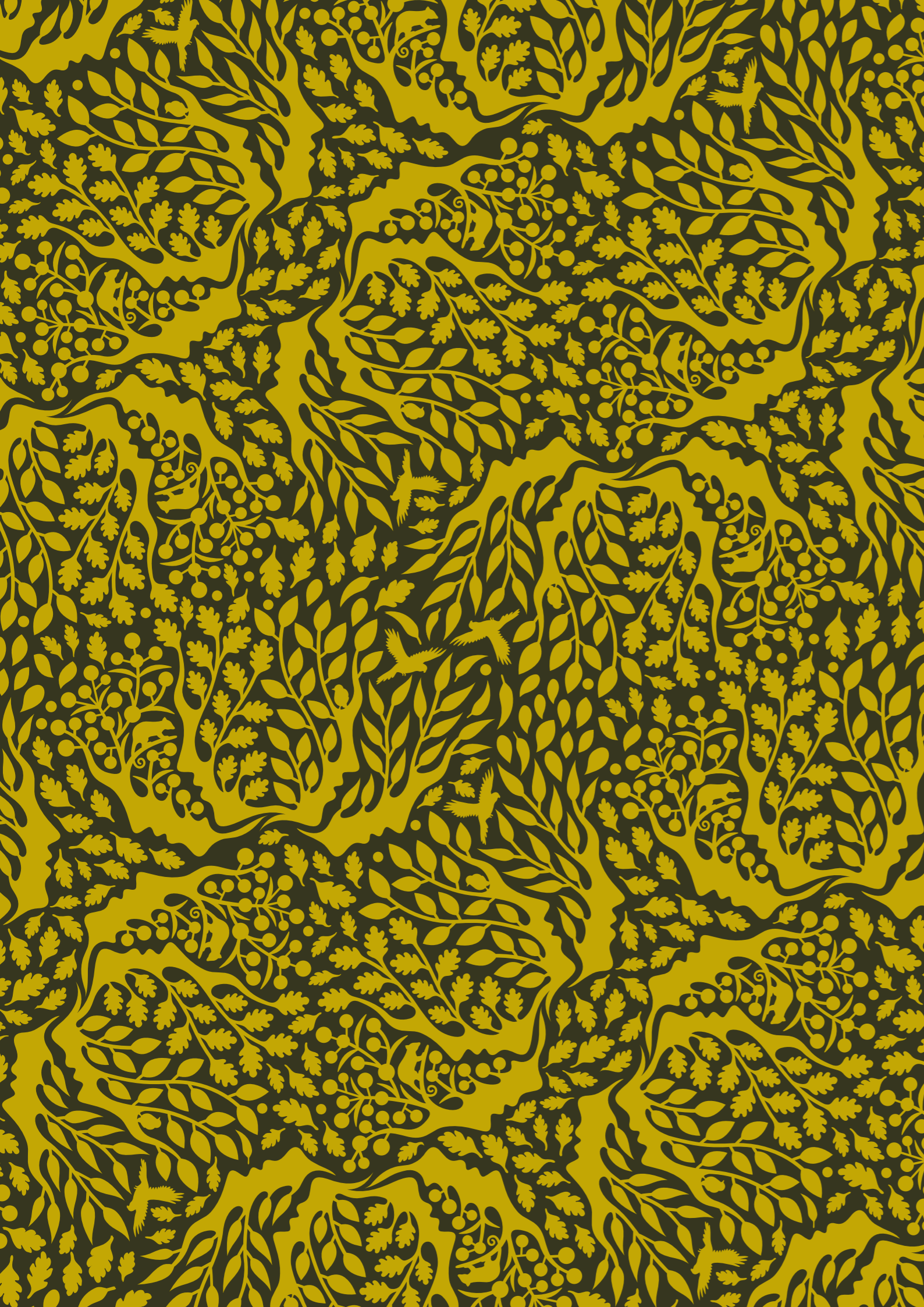




SUSTAINING LIFE



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.



Every interaction with us advances the understanding and appreciation of plants

Our mission is to use our two remarkable gardens, our innovative science, and our skills at sharing knowledge, to help the community understand and value plants. We will seek every opportunity to interact with people, from all walks of life and wherever they live. By engaging with our local communities, attracting visitors to our gardens and connecting with people online, we will achieve our vision.

In all our interactions we will be creative, open, brave and remarkable as we look for every opportunity in our roles to advance the understanding and appreciation of plants. Our values guide our decision-making and behaviour and determine how we will act as we achieve our vision.

Creative
We are inventive
and enthusiastic

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



Open
We make time to listen,
learn and be clear

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

Brave
We have the courage
to change things

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



Remarkable
We leave a lasting
impression

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

Foreword

I am delighted to introduce the Royal Botanic Gardens Board Victoria's Corporate Plan 2014-2019.

This Corporate Plan is the first to be guided by the organisation's new vision and mission, recently introduced by Professor Tim Entwisle, who joined the Royal Botanic Gardens Victoria as Director and Chief Executive in 2013. After comprehensive consultation with our staff, partners, supporters and the community, this vision and mission, along with a new set of values, provide a clear path for the organisation – an exciting future where we acknowledge our history and build on the notable achievements of the past while developing creative and engaging projects to define the next chapter in the Gardens' story.

As Tim says, "We at the Royal Botanic Gardens Victoria are custodians of a significant cultural and scientific organisation. With collections, expertise and trust amassed over nearly 170 years, we have the capacity, and the responsibility, to bring a world of plant knowledge and inspiration to our visitors. Coupled with passion and determination, we will achieve a positive change in thinking whereby the vital role of plants will be understood and appreciated by the community".

The completion of the internationally celebrated Australian Garden is an example of what the Royal Botanic Gardens Victoria can achieve with a strong vision and a commitment to excellence in planning, design, horticulture and community engagement. This garden is considered one of the most innovative botanic gardens in the world, providing an incredible resource for the community and essential space for the conservation of Australian flora, confirmed by the Gold Medal win for the Australian Garden exhibit at the Royal Horticultural Society Chelsea Flower Show 2011. We will continue to challenge ourselves in this way and pursue every opportunity to share our knowledge, inspire people to learn about plants,

create more special places and move towards a sustainable future for the Royal Botanic Gardens Victoria and humankind.

This Corporate Plan 2014-2019 sets out a commitment to the first five years of our new vision, a vision that will take many decades to realise in full. These initiatives will advance the understanding and appreciation of plants, taking us closer to life sustained and enriched by plants.



None of what we have achieved or plan to achieve would be possible without our staff, volunteers, donors, family of supporters, Executive Team and my fellow Board members. I warmly thank you for your passion, dedication and commitment.

I invite you to participate with us in realising our vision.

Ken Harrison

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

Chairman
Royal Botanic Gardens Board Victoria
30 June 2014

Introduction Plants exist in many different contexts; from the domesticated garden, to open park spaces, to manicured botanic gardens and to wild natural places. We offer different ways of learning to encourage thought and discussion around all these contexts. We conserve and cultivate important ideas as well as plants and we provide inspiring experiences. We share our expertise and our influence spreads beyond the gates of the organisation. This leads us all to consider new ways of understanding and benefitting from our relationship with plants.

Our work is transformational; it is also about people. It contributes to the lives of people and is healing, restorative, life-giving and even spiritual; a sense of being connected in some way to the patterns of life which transcend our own current lifetime.

Over the next few decades, our new vision will lead us in a bold, new direction, changing what society thinks about the role of botanic gardens. We are more than beautiful sites; we are a place of knowledge. We help 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.

Context The Royal Botanic Gardens Victoria is an organisation that understands life thrives when we take care of plants. That's why everything we do, from conducting world leading plant research to providing natural spaces to enjoy, increases all our understanding and appreciation of plants.

Our respected program of biodiversity and conservation research contributes to the national and international body of knowledge. Our internationally-acclaimed ecological research increases understanding of the ecology, restoration and management of biodiversity in urban areas.

Our approach to horticulture, landscape design and sustainable water management is at the forefront of practice in these areas and this is clearly demonstrated at our Melbourne and Cranbourne sites. We care for our landscapes and our pride and passion in their presentation makes us one of the world's foremost botanic gardens.



We offer a diversity of experiences; from peaceful contemplation to our program of children's activities, art installations, cafés to catch-up with friends over a coffee or lunch, educational programs for schools and programs to encourage thought and discussion within the many contexts in which plants exist. Our tourism programs attract visitors from across the globe who choose to visit our gardens to create their holiday memories.

Our retail shops provide the opportunity to purchase botanically-inspired products. Revenue generated from this and other commercial activities supplements our funding, and helps to support our conservation and education activities. Our commercial activities also expand opportunities for us to share our messages through bringing us into contact with more people.

This is how we will make a difference – by sharing our knowledge and helping everyone understand and appreciate the role of plants in their lives.

Our Strategic Focus 2014–2019

Our strategic focus for the next five years is encapsulated in four themes supporting our vision and mission:

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

Each theme is supported by long-term strategies, with the actions required over the next five years.

Performance focus areas

Performance focus areas are a guide to how we will assess the success and progress of implementing the Corporate Plan, with more detailed measures to be included in our annual business plans.

Fundamental services

Fundamental services are the activities associated with the management of our organisation, and include the work of our staff and volunteers arising from core activities of the Royal Botanic Gardens Victoria.



**1
Discovery and sharing
knowledge**

We will share our expertise and spread our influence beyond the gates of the Royal Botanic Gardens Victoria, and contribute to the global scientific knowledge base through our science, research, conservation and by working with external parties.

We will achieve this by:

**1.1
Consolidating and focussing
scientific research**

- 1.1.1 Complete the Plant Sciences and Biodiversity Division Master Plan by 31 December 2014
- 1.1.2 Develop and implement the whole of organisation Science Strategy by 31 December 2015
- 1.1.3 Integrate ARCUE, Plant Sciences and Biodiversity and Cranbourne Gardens ecology programs into a cohesive (but not necessarily co-located) science program by 31 December 2016
- 1.1.4 Develop new or existing partnerships and consolidations in Australia and internationally to achieve better scientific outcomes and understanding by 30 June 2017

**1.2
Providing plant information
to people where and how
they want it**

- 1.2.1 Develop and implement the first VicFlora of Victoria by 30 June 2015
- 1.2.2 Establish a regional or virtual identification network in Victoria linked to VicFlora by 30 June 2016



1.3 Making a major contribution to solving plant-related and ecological problems

- 1.3.1 Establish an integrated and broader scoped Victorian Grassland Conservation Program, including research into the population and life history structure of threatened grassland communities, discovery and classification of new species, seed banking, propagation, management and restoration by 30 June 2016
- 1.3.2 Depending on the outcome of 1.3.1, scope the capacity and facilities needed for a major seed banking and plant propagation centre for the conservation of Victoria's most-at-risk plant ecosystems by 30 June 2017
- 1.3.3 Improve ecological and social outcomes for urban green spaces by 30 June 2019
- 1.3.4 Quantify and mitigate the negative effects of linear infrastructure (for example, roads and rail) on biodiversity and ecosystem processes by 30 June 2019
- 1.3.5 Identify drivers of genetic change at landscape scales and how they should inform conservation strategies by 30 June 2019
- 1.3.6 Better resolve the evolution of the Australian biota based on genomic analysis of key plant groups by 30 June 2019
- 1.3.7 Partner in more State-based conservation programs by 30 June 2019

1.4 Restoring and unlocking the Herbarium's World Collection

- 1.4.1 Mount, database and curate the non-Australian component of the Herbarium collection (rich in specimens of historic and scientific importance) by 2024

Our performance focus areas are:

- Online visitor numbers
- National and international partnerships
- Plant-related and ecological problems solved
- Funding success.

Our fundamental service is to:

- Conserve and manage our internationally significant collection of preserved plant specimens and extensive botanical library housed in the National Herbarium of Victoria
- Create digital images of preserved plant specimens, sharing the images with international collaborations such as the Global Plants Initiative
- Produce hardcopy and online resources on a range of botanical and horticultural subjects.



2 Inspiring plant learning

We will build and expand the Royal Botanic Gardens Victoria's public programs, education and innovative communication role to help everyone understand and value the role of plants in their lives.

We will achieve this by:

- | | | |
|--|----------------|--|
| 2.1
More people knowing about us and visiting us, taking home our key messages and vision | 2.1.1
2.1.2 | Develop and commence implementing a Communications Strategy for the Royal Botanic Gardens Victoria that reflects our new vision by 30 June 2015
Implement a new visual identity system for the Royal Botanic Gardens Victoria by 31 December 2015 |
| 2.2
Creating more opportunities for people to encounter our plants and landscapes | 2.2.1 | Develop and implement an Events Strategy to increase revenue and participation, and to raise our profile as a cultural space equal to museums and galleries by 30 June 2016 |
| 2.3
Creating a science communication and promotion hub in Observatory Gate | 2.3.1 | Pilot 'Science Café' (and similar events for young adults and other audiences) with the café at the Observatory by 30 June 2016 |
| 2.4
Encouraging horticultural learning and excellence | 2.4.1
2.4.2 | Establish a horticultural internship program by 30 June 2017
Develop a horticultural industry engagement strategy by 30 June 2018 |
| 2.5
Actively promoting plant happenings and discoveries | 2.5.1 | Develop and implement the Virtual Botanic Garden - apps, social media and better access to all our plant-related database information - by 30 June 2019 |

Our performance focus areas are:

- Community and stakeholder engagement, particularly at Cranbourne
- Event revenue, participation rates and ratings
- Pipeline of future employees
- Horticultural industry engagement
- On-site and online visitor numbers.

Our fundamental service is to:

- Deliver high-quality public and educational programs.



3
Creating special places

We will expand partnerships through sharing knowledge and expertise on how to build amazing experiences and places, and developing new gardens because when everyone connects more deeply with plants, our lives are improved.

We will achieve this by:

3.1
Highlighting, circumscribing
and promoting our key
living collections

- 3.1.1 Develop a whole-of-site signage strategy for the Melbourne Gardens by 30 June 2015
- 3.1.2 Design and install signage at the Melbourne Gardens reflecting our new visual identity by 30 June 2017

3.2
Contributing to botanic
gardens capacity building
projects around the world

- 3.2.1 Explore national and international partnerships in accordance with government, community and scientific priorities by 30 June 2016

3.3
Completing the
Cranbourne Gardens picture

- 3.3.1 Develop and commence implementing the full-site Master Plan for the Cranbourne Gardens by 30 June 2016

3.4
Developing the
Melbourne Gardens site

- 3.4.1 Confirm and complete future requirements for the new herbarium by 30 June 2015 and seek funding to commence works by 1 July 2016
- 3.4.2 Prepare the site concept plan by 31 March 2015, which will guide the development of major structural elements as the first step in completing the 10-year review of the Melbourne Gardens Master Plan by 30 June 2018
- 3.4.3 Develop plans for the Observatory Gate II Science Centre, which include the Great Melbourne Telescope as well as broader historical and contemporary science functions, by 30 June 2017



3.5
Creating iconic plant display
houses as visitor attractions and
sustainable homes for plants
that can influence and inspire

3.5.1 Develop concepts and designs for
an iconic 'glasshouse' at the Melbourne
Gardens driven by plant collection
and display objectives (taking into
account sustainability, exhibition intent,
integration with other projects, visitor
needs, and synergies with existing
landscape and visitor facilities)
by 30 June 2017

3.6
Landscapes, living collections
and horticulture all of high
quality and shared widely

3.6.1 Complete additions to and rejuvenation
of The Ian Potter Foundation Children's
Garden by 31 October 2014

3.6.2 Create new Fern Gully landscape
at the Melbourne Gardens to inspire
and reinvigorate by 30 June 2019

3.6.3 Create new Arid Garden at the
Melbourne Gardens to demonstrate
garden alternatives in a dry climate
by 30 June 2019

**Our performance
focus areas are:**

- Funding success
- New landscapes
- Visitor numbers and diversity.

**Our fundamental
service is to:**

- Manage, maintain and document
our living collections to a standard
befitting a botanic garden
- Demonstrate strong partnerships
with regional botanic gardens
- Promote gardening practices which
focus on efficient water usage and
sustainable resource management
- Develop landscapes that promote
adaptation to a warming climate.



**4
Towards a
sustainable future**

We will demonstrate sustainable and environmentally responsible practices, living up to our new values and building the capacity to achieve our new vision and mission.

We will achieve this by:

**4.1
Developing an organisational
structure and culture to
meet our vision**

- 4.1.1 Review our support organisations and stakeholder groups to maximise their contribution to our vision by 30 June 2015
- 4.1.2 Review organisational structures to best deliver the Corporate Plan objectives, and to fulfil our new vision and mission by 30 June 2017
- 4.1.3 Develop a workforce plan to support delivery of the Science Strategy by 31 December 2017

**4.2
Creating sustainable
landscapes**

- 4.2.1 Prepare an annual environmental score-card/report covering all aspects of our business and our contributions to the Global Strategy for Plant Conservation by 30 June 2017
- 4.2.2 Achieve 100% recycled water for irrigation on both sites by 31 December 2018, pending funding
- 4.2.3 Implement key priorities of the Melbourne Gardens' Landscape Succession Plan by 30 June 2019



4.3
Developing a
sustainable business

- 4.3.1 Develop an Information and Communication Technology Strategy by 30 June 2015, implement the Strategy and subsequently review it by 30 June 2019
- 4.3.2 Seek to address shortcomings in the Melbourne Gardens and National Herbarium resourcing through a Managing the Estate bid by 30 June 2017
- 4.3.3 Develop and implement a Marketing and Commercial Strategy with a focus on revenue-raising activities (with revenue targets), and including commissionable tourism products, by 30 June 2017
- 4.3.4 Develop a stronger consultancy capability around key skills such as children's gardens, water conservation, Victorian flora and urban ecology by 30 June 2017

**Our performance
focus areas are:**

- Funding success
- New revenue streams to increase non-government recurrent income and meet financial targets
- Lease renewals which have a strong alignment with the vision and mission
- Capacity and capability to achieve the Corporate Plan, and to manage and maintain new developments post-implementation.

**Our fundamental
service is to:**

- Demonstrate responsible financial management and ethical business practices
- Manage risk for our organisation
- Provide a safe and healthy environment for our staff, volunteers, visitors and contractors
- Be a leader in environmental sustainability and standards
- Improve and expand our fundraising activities.



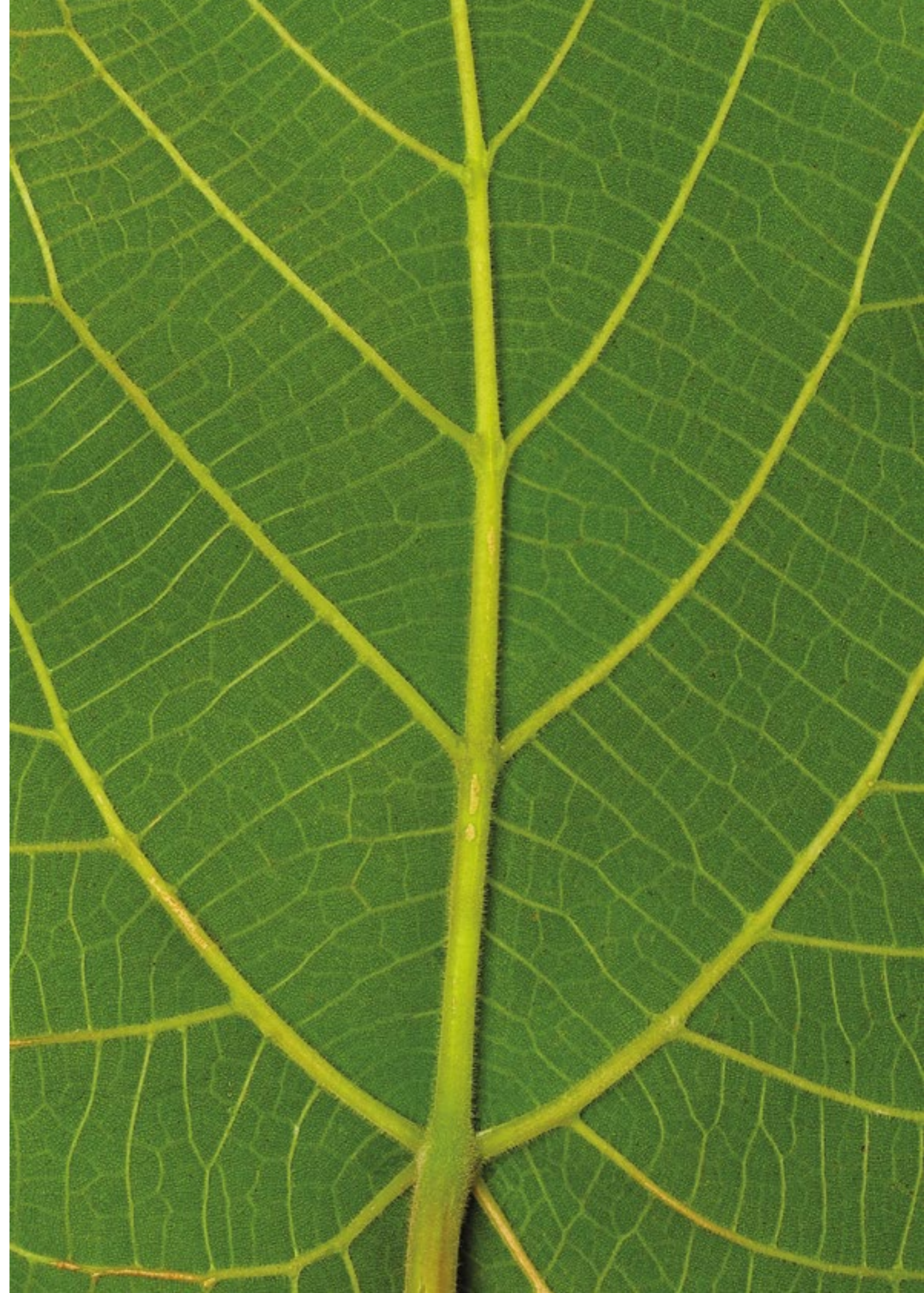
Our Charter Under the *Royal Botanic Gardens Act 1991*, the objectives of the organisation are:

- To conserve, protect and improve the botanic gardens and managed land and their collections of living plants
- To conserve and enhance the State Botanical Collection and National Herbarium of Victoria
- To provide for the use of the State Botanical Collection or plants or plant specimens at the botanic gardens or managed land for scientific or reference purposes, consistent with accepted international practice
- To increase public knowledge and awareness of plants and plant communities
- To provide for the use of the botanic gardens for education, public enjoyment and tourism
- To provide for the carrying out of and contribution to research into biodiversity and the conservation of biodiversity.

Our Organisational Structure The Royal Botanic Gardens Board Victoria was established by the *Royal Botanic Gardens Act 1991* to conserve, protect, manage and improve the Royal Botanic Gardens Victoria and its living and preserved collections.

The Board administers the Melbourne Gardens and the Cranbourne Gardens, the National Herbarium of Victoria, the State Botanical Collection and the Australian Research Centre for Urban Ecology (ARCUE). In this document, these gardens and scientific units are referred to collectively as the Royal Botanic Gardens Victoria.

In striving to meet our objectives and our Charter under the *Royal Botanic Gardens Act 1991*, we remain committed to our values, our mission, and our vision – Life is sustained and enriched by plants.



Visit us Come and experience our beautiful gardens in Melbourne and Cranbourne, or visit online.

Melbourne Birdwood Avenue Melbourne 3004
T 03 9252 2300

Open 7:30am to sunset every day of the year

Cranbourne Corner of Ballarto Road and Botanic Drive
Cranbourne 3977
(Off South Gippsland Highway)
T 03 5990 2200

Open Daily 9am to 5pm. Closed on Christmas Day.
The bushland is closed on days of extreme
weather and total fire ban.

Online rbg.vic.gov.au

Work with us Contact one of our knowledgeable teams:

Science partners:
www.rbg.vic.gov.au/science/staff

Job opportunities:
www.rbg.vic.gov.au/about-us/job-opportunities

Support us Donate or volunteer in a range of ways
www.rbg.vic.gov.au/support