

Corporate Plan

2021-2024

Safeguarding plants for the
wellbeing of people and the planet



Royal
Botanic
Gardens
Victoria



The Sensory Garden is a place for restorative reflection.
Credit: Leigh Henningham

Acknowledgement of Traditional Owners

We acknowledge and respect Victorian Traditional Owners as the original custodians of Victoria's land and waters, their unique ability to care for Country and deep spiritual connection to it. We honour Elders past and present whose knowledge and wisdom has ensured the continuation of culture and traditional practices.

We are committed to genuinely partner, and meaningfully engage, with Victoria's Traditional Owners and Aboriginal communities to support the protection of Country, the maintenance of spiritual and cultural practices and their broader aspirations in the 21st century and beyond.

Acknowledgement of Traditional Owners

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Section 1

Introduction to the 2021–24 Corporate Plan



The new Sensory Garden immerses visitors with its stunning colours, mesmerising sounds and heady aromas.

From our organisation’s establishment 175 years ago until today, Royal Botanic Gardens Victoria has been a place of great vision, imagination, innovation and potential. We welcome the Victorian community and visitors to engage and deepen their understanding of the natural world, through the unique immersive experiences and stories that can only be found within a botanic garden.

Our two much-loved and respected sites – one in an urban setting in Melbourne’s CBD, and the second, a conservation reserve in Cranbourne – are visited by over 2 million visitors each year and hold a significant place in the State’s cultural and scientific history. Generations of Victorians have gathered together in these beautifully curated landscapes, to celebrate milestone moments, to discover the plant world, to learn, to reflect and to thrive.

The history and significance of these sites extends well beyond the 175th milestone we’ve marked in 2021. For millennia, the lands on which our two gardens are situated have been the ancestral lands of the Kulin Nation. We pay our respects to Elders past and present and recognise that sovereignty over this land has never been ceded.

Today, Royal Botanic Gardens Victoria has an increasingly important role to play as the state recovers from devastating bushfires and responds to the impacts of climate change. Royal Botanic Gardens Victoria is a world leader in the conservation of rare and threatened plant species,

through environmental surveying, essential seed banking, propagation and repopulation of Victorian flora after natural disasters. Our initiatives in water management and climate change mitigation are emulated by botanic gardens worldwide.

As we adapt to living and working in a COVID-safe way, the Gardens’ public programs and initiatives play an important role in the social and economic healing process for our state. In addition to contributing to the state’s regeneration and renewal, Royal Botanic Gardens Victoria’s learning programs engage more than 38,000 school children each year, and we now reach even further into the regions through digital programs and channels such as the *Virtual Garden*, leadership initiatives such as *Care for the Rare* and the *Climate Change Alliance of Botanic Gardens*, and through relationships on country and beyond. The Gardens is now very much known for expertise and outstanding performance on a global stage.

This 2021–24 Corporate Plan (the Plan) sets out the strategic goal areas and project priorities for the next three years, the next chapter in the Gardens’ ever-evolving story.

We will continue to grow our status as an international leader in plant conservation and biodiversity, with an increasing focus on creating opportunities for visitors of all ages to experience the Gardens in exciting, innovative ways that enrich, provoke and inspire.

This Plan also represents ongoing work at Board, Executive and staff levels to evolve into a responsive, vibrant and contemporary global organisation, an organisation that is stronger despite current global challenges.

Strategic priorities

Engaged communities

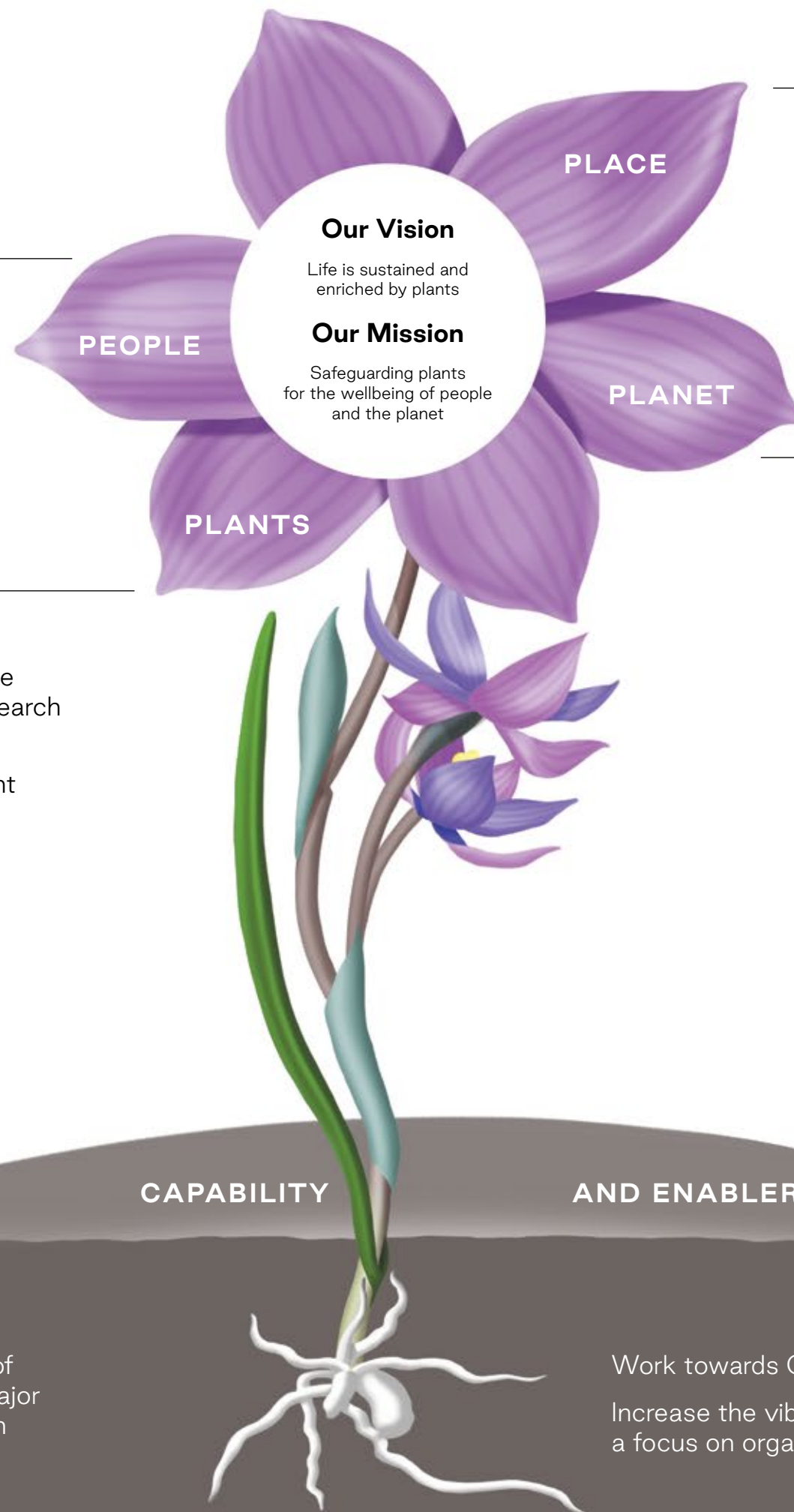
- Invest more in our digital presence and strategy to reach new audiences
- Expand the range of nature and science-based programs
- Be inclusive and meet the needs of a wide and diverse community

Sharing plant knowledge and discovery

- Improve how we translate our research and expertise within the broader community, making Gardens' research more engaging and influential in society
- Expand RBG's role as a centre of excellence for plant biodiversity and conservation research
- Adopt innovative approaches to increase visitor engagement with the natural world

A skilled, flexible and responsive RBGV

- Secure funding and commence delivery of Stage 1 of the Nature and Science Precinct as well as other major projects to enable science, engagement and tourism



Vibrant Places

- Create opportunities to drive repeat visitation at both gardens in order to promote deeper community engagement and learning
- Invest in landscapes, built form and interpretation improvements to support increased visitation and positive visitor experience
- Expand our strategically aligned partnerships with tourism, health, cultural and for-purpose community organisations

Conservation action

- Develop, refine and communicate our strategic responses to major biodiversity and conservation matters prioritising climate change adaptation, bushfire recovery, land use changes, invasive species and individual action.
- Improve and promote our approach and outcomes in environmental sustainability across all areas of the organisation

- Work towards COVID-19 recovery, budget repair and stability
- Increase the vibrancy and innovation in our workplace through a focus on organisational culture, systems and processes

Design inspired by the Brilliant Sun-orchid *Thelymitra mackibbinii* individuals before the Orchid Conservation Program began propagation and re-introduction, boosting numbers to secure this species in the wild

Message from the Board Chairperson and the Director and Chief Executive

It takes a long time to create a botanic garden of the beauty and stature of Royal Botanic Gardens Victoria. At 175 years old, we are just coming of age.

Our two iconic sites connect people of all ages through conservation, documentation, presentation and research into living and preserved plant collections; through engagement and learning programs of creativity, insight and excellence; and through a comprehensive end to end customer journey that reflects the organisation's integrity, mission and purpose.

Since the conclusion of our last corporate plan in 2019, a great deal has changed – both for the organisation and for the world. Indeed, it will be a whole new world – a 'Covid normal' planet – for the life cycle of this new three-year Plan. Out of necessity, this Plan therefore responds to the challenges of the Covid-19 pandemic, committing the Gardens to play a greater role in nature for health and wellbeing for community recovery, and in major tourism, scientific research and community engagement as part of the state's economic recovery.

The four pillars outlined in the Plan – *People, Place, Plants and Planet* – are intended to focus the efforts of the organisation on generating opportunities for growth, to increase visitation and deepen engagement across all visitor segments, and to promote conservation action.

In addition, the Plan offers a central role for communications of our mission: through proposed investment in interpretation, research translation,

digital media, programs and much-needed, transformational infrastructure improvements at both sites. This will provide additional opportunities for alignment with new strategic partners and collaborators in the three main domains within which we work: nature and biodiversity; culture and heritage; science and discovery.

Central to the Gardens' efforts is the continued desire to unlock a hidden gem – the State Botanical Collection within the National Herbarium of Victoria – by developing a Nature and Science Precinct for the benefit of the whole community.

At the heart of the Nature and Science Precinct will be a secure and state-of-the-art vault containing the State Botanical Collection incorporating the Victorian Conservation Seedbank, the ark for Victoria's flora, underpinning plant science, agriculture and species protection for future generations.

The Board and staff remain committed to advocating for the Nature and Science Precinct as an enabler for deepening the connection and respect all Victorians and visitors have with, and for, nature.

To achieve goals outlined in this Plan, we need to be appropriately resourced, and much effort is required over the next three years to increase current sources of income and to develop new ones to supplement the Victorian Government's investment in our organisation.

In addition, capital funding will be required for the upkeep and protection of buildings, other infrastructure, and the collections under our care. We must also continue to invest in developing our staff and to further strengthen our national and international partnerships and leadership roles.

This Plan is a living document and will be reviewed at least annually to reflect changes in our operating environment and priorities. We will report against the plan in our Annual Report, tabled in parliament each year by the Minister for Energy, Environment and Climate Change.

Together, we are pleased to present the *2021–24 Corporate Plan* and look forward to delivering the outcomes in close partnership with our key stakeholders and the community.



Royal Botanic Gardens Melbourne is a valuable greenspace in Melbourne's CBD.

Chris Trotman
Chairperson
Royal Botanic Gardens Board

Tim Entwisle
Director and Chief Executive
Royal Botanic Gardens Victoria

Section 2



Royal Botanic Gardens Cranbourne is a place for recreation, socialising and relaxation.

About us

Royal Botanic Gardens Victoria is one of the world's leading botanic gardens. Thanks to our knowledge and expertise, we are renowned for our science and horticulture, and our innovative learning and engagement with nature programs. We are focused on our mission to safeguard plants for the wellbeing of people and the planet toward a vision where all life is sustained and enriched by plants.

Royal Botanic Gardens Victoria incorporates two outstanding botanic gardens sites.

Royal Botanic Gardens Cranbourne

Cranbourne Gardens is recognised and celebrated – locally, nationally, and internationally – as a vibrant centre for the appreciation, utilisation and conservation of Australian flora, with emphasis on the plants and ecosystems of Victoria and south[1] eastern mainland Australia. The natural beauty, Australian Garden landscape and conservation values of Cranbourne Gardens are preserved and augmented.

Cranbourne Gardens is home to precious remnant bushland and provides an important habitat for native Australian animals.

The Gardens are home to bike and walking tracks, playgrounds and picnic and BBQ facilities, making it a popular destination for locals, day-trippers and tourists.

Royal Botanic Gardens Melbourne

Melbourne Gardens is one of the most beautiful botanic landscapes in the world and has been a cherished sanctuary for visitors for 175 years. Established in 1846, the Gardens now support and nurture the collection and presentation of 7500 species of plants from around the world. Royal Botanic Gardens Victoria 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.

Melbourne Gardens is also home to the \$318 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.

Key statistics

Snapshot of Royal Botanic Gardens Victoria

- 1.5 million preserved specimens of plants, fungi and algae in the State Botanical Collection
- 2.2 million visitors per year
- 45% of Victoria's rare plants protected in the Seedbank
- 174,462 people participated in onsite and digital programs
- Custodian of botanic specimens from the 1500's
- Gold winner of Major Tourism Attraction category at Tourism Awards
- Melbourne Gardens is home to plants from 97% of the world's countries





The new Sensory Garden offers enjoyment for all ages and abilities.

Our unique living and preserved collections

Our unique collections underpin our global and national research, education and conservation programmes, and are of enormous heritage value. Ranking amongst the best of their kind in the world, our collections are comprised of:

The National Herbarium of Victoria

The preserved plants, algae and fungi stored and catalogued in the herbarium are a working reference collection used in the identification of native and global flora, the writing of floras and monographs, and the study of plant evolutionary relationships. Royal Botanic Gardens Victoria's herbarium is an exceptional resource of circa 1.5 million specimens, dating from the 1600s to the present day, and is continually being enriched.

Library and Archives – The botanical library, archives and botanical art curated by Royal Botanic Gardens Victoria are of enormous scientific and historical significance. The library contains some 24,000 books and 1,700 periodicals and is in very high demand by a diverse range of users.

Living Collection – Royal Botanic Gardens Victoria's two gardens nurture, display and interpret one of the world's richest collections of wild plant species covering over 54,361 species from 59 regions, including some that are extinct in the wild and those that are new to science. They are a "safe house" for threatened species, provide a resource for research and training, and provide a stage for engagement and recreation.

Governance

Royal Botanic Gardens Victoria is an independent statutory authority established under the *Royal Botanic Gardens Act 1991* (the Act). We report to the Minister for Energy, Environment and Climate Change through the Department of Environment, Land, Water and Planning.

Royal Botanic Gardens Victoria was established under the Act with the following objectives:

- To conserve, protect and improve the 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 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.

The Royal Botanic Gardens Board sets the strategic direction, organisational priorities, and immediate focus of the organisation. It is the key decision-making body for the organisation with its functions and skills base set out in the Act.

The Board delegates responsibility for operational management to the Director and Chief Executive, who, with the support of an executive team, leads and coordinates the delivery of the priorities determined by the Board.

The Board and executives are committed to good corporate governance and have established policies, processes and committees to help Royal Botanic Gardens Victoria achieve its purpose and the careful stewardship of government resources.

Our vision

Life is sustained and enriched by plants.

This vision of a flourishing community and healthy planet, sustained and enriched by plants, is manifest through our iconic landscapes, horticultural excellence, scientific eminence and a compelling program of engagement. 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, cultural and economic benefit for the state. In this way, we are an influencer, communicator, collaborator and catalyst for behavioural change, both within Victoria and beyond, through our extensive international networks.

Our values

Our values underpin the way in which we act and behave. They describe what is important to us and guide us on how we think and interact with our stakeholders, each other, and our communities.

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. 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.



Risk management at Royal Botanic Gardens Victoria is an enabler of good decision making as well as supporting accountability and transparency. Our risk management work is supported by frameworks, processes and tools to promote consistency in identification, communication, monitoring, decision-making and management of risks and opportunities, with oversight provided by the Board, the Audit and Risk Committee and the Executive Team.

In 2021-22 and over the coming years, Royal Botanic Gardens Victoria will continue to enhance our risk management capability with a particular focus on implementing reforms under the Victorian Government's Risk Management Framework.

The Board has agreed the Royal Botanic Gardens Victoria's strategic risks are:

Our strategic risks

- Strategic risk 1:** Maintaining and safeguarding the State Botanical Collection.
- Strategic risk 2:** Keeping the general public and Royal Botanic Gardens Victoria's employees safe and secure.
- Strategic risk 3:** Building relationships with strategic/commercial partners.
- Strategic risk 4:** Increasing understanding and appreciation of our value and relevance.
- Strategic risk 5:** Effective advocacy and engagement with stakeholders and community.
- Strategic risk 6:** Sustaining Royal Botanic Gardens Victoria's Living Collections.
- Strategic risk 7:** Leading in the areas of biodiversity, planet preservation and plant science.
- Strategic risk 8:** Implementing strategy to keep Royal Botanic Gardens Victoria financially sustainable.
- Strategic risk 9:** Developing investment strategy for future growth.
- Strategic risk 10:** Adaptability to changing political environment.
- Strategic risk 11:** Investing fit-for-purpose technology and digital infrastructure within a secure IT environment.



Royal Botanic Gardens Victoria uses world-class horticultural expertise to create vibrant spaces.

In early 2021, the Board agreed on the following risk appetite:

The Royal Botanic Gardens Board is responsible for setting the strategic priorities and managing the risks associated in pursuing its the priorities outlined in this Plan. The Royal Botanic Gardens Board has developed a Risk Appetite Statement that considers the key risks that the organisation may be exposed to and provides the basis for setting acceptable levels of risk tolerance and thresholds.

Royal Botanic Gardens Victoria has an overall medium appetite for risks involved in delivering our mission. The delivery of Royal Botanic Gardens Victoria's strategic initiatives may involve activities which often carry higher inherent risks, and Royal Botanic Gardens Board accepts the risks that are commensurate with the potential reward, to encourage growth, innovation and transformation.

Section 3



Royal Botanic Gardens Cranbourne is home to multiple playgrounds, walking tracks, BBQ and picnic areas.

Our goals

To help deliver on our mission of safeguarding plants for the wellbeing of people and the planet, the Board has agreed that the following pillars constitute the primary focus areas for the organisation over the next three years:

Pillar 1

People – Engaged communities

Over the next three years, we will seek to reach a broader, more diverse range of visitors through innovative engagement programs that promote inclusive nature-based experiences for individual and community wellbeing. We will focus our efforts on creating a deepened connection with and understanding of nature, and on advocating for the role individuals play in acting for nature (Goal 1, Victorians value nature, *Biodiversity 2037*, Department of Environment Land Water and Planning).

Through our Diversity, Inclusion and Access Plan and first Reflect Reconciliation Action Plan, we commit to fostering an accessible and socially inclusive environment for and with the community. We will work in partnership with Aboriginal communities to foster reconciliation, respect and understanding, particularly in relation to Aboriginal people's deep cultural connection with and knowledge of plants and the living environment.

To deliver on our goal of engaging with communities, over the next three years we will:

- Invest more in our digital presence and strategy to reach and attract new audiences
- Expand our range of nature and science-based programs
- Be inclusive and meet the needs of a wide and diverse cross-section of the community



Botanist Andre Messina inspecting a botanic specimen.



Royal Botanic Gardens Victoria offers a range of Learning and Aboriginal Culture programs.

Pillar 2

Place – Vibrant places

Over the next three years, we will seek to sustainably increase new and repeat visitation to both our sites by investing in the activation and improvement of our iconic landscapes. Conditional on the current COVID-19 environment, we will pursue a program of events to engage the general public through creative site interpretation, public talks and exhibitions, and in improvements to visitor amenity and interpretation.

As a world-leading botanic organisation, we pledge to maintain and enhance our beautiful displays and gardens so that there is always something new to stimulate the senses and delight domestic and international visitors.

To deliver on our goal of creating vibrant places, over the next three years we will:

- Create opportunities to drive repeat visitation at both gardens in order to promote deeper community engagement and learning
- Invest in and showcase our contemporary and heritage landscapes, buildings, collections and their interpretation to support increased visitation and positive visitor experience
- Expand our strategically aligned partnerships with the tourism, health and cultural sectors and with the community more broadly

Pillar 3

Plants – Sharing plant knowledge and discovery

Over the next three years, we will focus our efforts on the most urgent conservation needs of Australia's rare and threatened flora. We will continue to support plant salvage work via scientific field work to aid conservation of rare and threatened plants.

To maintain the organisation's reputation as one of the world's leading botanical institutions and centre of plant knowledge, we will support effective research translation and communications, so that key discoveries, research and programs can be promoted to scientific, government and public audiences.

We will improve the way we conduct, support and communicate botanical research and its outcomes. In particular, we will increase access to information held within the corpus of the State Botanical Collection so that it remains the authoritative resource for information and identification of the flora of Victoria through curation, digitisation, databasing and provision of electronic and controlled access maintenance of online floras (*VicFlora*, *HortFlora*) – including any holdings of cultural significance to Aboriginal and Torres Strait Islander communities.

Pillar 4

Planet – Conservation action

Over the next three years, 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, especially in the area of environmental sustainability. We will continue with the growth of the Climate Change Alliance of Botanic Gardens and share important knowledge that will allow botanic gardens around the world to develop strategies to adapt and protect their collections from this threat.

We are in the strong position to raise public awareness of the importance of conservation and environmental sustainability through innovative site interpretation, indoor and outdoor exhibitions, educational programs and major events. We will continue to develop communications and programs that lead to an understanding of the threats and consequences of loss of biodiversity (such as the loss of plant and fungi species, as well as the habitat of the Southern Brown Bandicoot and other wildlife) and foster a greater appreciation of the need to preserve natural habitats.

To deliver on our goal of conservation action, over the next three years we will:

- Develop, refine and communicate our strategic responses to major biodiversity and conservation matters (i.e. climate change, land use changes, invasive species and individual action)
- Improve and promote our approach and outcomes in environmental sustainability across all areas of the organisation
- Further extend our international support, capacity building and partnerships consistent with our mission (i.e. scientific and conservation collaboration with Timor Leste, Climate Change Alliance of Botanic Gardens, contributions to Botanic Gardens Conservation International and the International Association of Botanic Gardens, 7th Global Botanic Gardens Congress in 2022)

Capability and enablers – A skilled, flexible and responsive Royal Botanic Gardens Victoria



The Explorer Bus offers enjoyment for all ages.

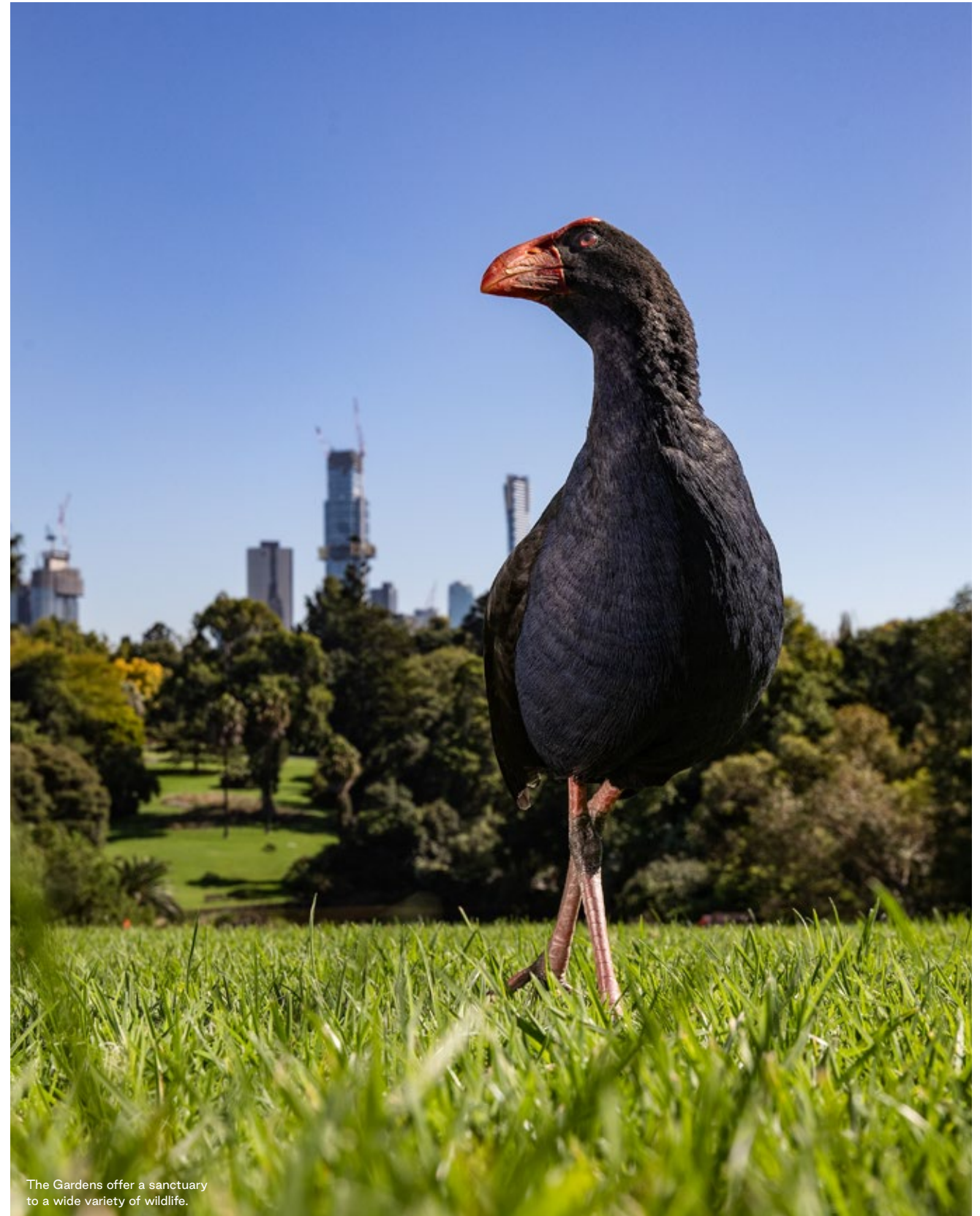
Royal Botanic Gardens Victoria will continue to build organisational capability to support delivery of our purpose. Our *One RBGV People Strategy 2020–2022* outlines our approach to continuing to build a contemporary, capable, well led, talented, adaptive and flexible workforce. It has four key strategic priorities:

- Tend to our culture – *a supportive and engaged culture.*
- Grow diversity and inclusion – *an inclusive workforce where everyone can achieve their potential.*
- Nurture our capability – *the right people with the right skills.*
- Cultivate leadership – *accountable, collaborative and inclusive leaders.*

Over the next three years, we will strengthen our capabilities to support the delivery of our four pillars, drawing on experiences gathered through the COVID-19 pandemic to help inform our priorities and efforts to address the risks we face as an organisation.

In particular, we will focus on:

- Securing funding to support the commencement of Stage 1 of the Nature and Science Precinct, as well as other major projects to enable science, engagement and tourism
- Working toward COVID-19 recovery, budget repair and stability
- Increasing the vibrancy and innovation of our workplace through an emphasis on organisational culture, systems and processes.



The Gardens offer a sanctuary to a wide variety of wildlife.

Section 4



Royal Botanic Gardens Cranbourne offers a variety of activities including guided walks, bus tours and special programs.

Performance – measures and targets

Key performance measures

To understand how we are progressing against the four pillars, and our capability and enablers, we have developed the following suite of impact measures. These include our performance measures under State Budget Paper Number 3

KPI	Year 1 (2021-22)	Year 2 (2022-23)	Year 3 (2023-24)
Visitors to the Royal Botanic Gardens in Melbourne and Cranbourne	2.0-2.2 million	2.2-2.4 million	2.4-2.6 million
Participation in Royal Botanic Garden Victoria's led programs, tours, events and interpretation	245,000	270,000	310,000
Visitors to Royal Botanic Gardens Victoria website and social media followers (combined figure)	629,000	699,000	769,000
Maintenance and development of living collections, infrastructure and facilities	120 climate suited taxa, 75% wild collected for living collections at MG	120 climate suited taxa, 75% wild collected for living collections at MG	120 climate suited taxa, 75% wild collected for living collections at MG
	140 wild collected taxa in living collections at CG	70 wild collected taxa in living collections at CG	70 wild collected taxa in living collections at CG
	5% of Infrastructure and facilities developed to support engagement and sustainability objectives	5% of Infrastructure and facilities developed to support engagement and sustainability objectives	5% of Infrastructure and facilities developed to support engagement and sustainability objectives
Increase in tied and untied revenue through multiple channels (from \$1.1 million)	\$800,000 increase	\$1,000,000 increase	\$1,200,000 increase
Increase number of specimens curated in the State Botanical Collection	30,000	27,000	27,000
Increase in the usage of eFlora products (unique sessions: from 71,468 for VicFlora and 4,450 for HortFlora)	15% increase	15% increase	15% increase
Increase in citations to peer reviewed publications (from 2,574 citations)	4% increase	4% increase	4% increase
Increase science communications across diverse platforms from 142 unique items	5% increase	10% increase	10% increase
Development and implementation of Sustainability Framework	Reporting on four of FRD 24D office-based environmental impact indicators	Reporting on all seven FRD 24D office-based environmental impact indicators	Reporting on all seven FRD 24D office-based, and non office-based environmental impact indicators
Increase Royal Botanic Gardens Victoria's contribution to the protection of Victoria's biodiversity	Increase banked threatened species by 10 taxa	Increase banked threatened species by 10 taxa	Increase banked threatened species by 10 taxa
Delivery of Climate Change Alliance of Botanic Gardens	Implementation of Climate Risk Assessment Tool	20% increase in membership	20% increase in membership
Percentage of employees agree diversity and equal employment opportunities are supported	87%	89%	89%
Job satisfaction	67%	69%	71%
Percentage of employees agreeing that we treat each other with respect	86%	88%	88%

