



Corporate Plan

2025-2029



Royal
Botanic
Gardens
Victoria



Acknowledgement of Country

Royal Botanic Gardens Victoria (RBGV) acknowledges the Traditional Owners of the land on which our two Gardens are situated: the Wurundjeri Woi-wurrung and Bunurong peoples of the Kulin Nation. We pay our respects to their Elders past and present, and acknowledge their continued custodianship and deep spiritual connection to these lands and waters. We honour the strength and richness of over 60,000 years of continuous Aboriginal culture and recognise the vital role of future generations as stewards of culture and Country.

The work of RBGV extends beyond our Melbourne and Cranbourne sites, and we acknowledge and pay our respects to the Traditional Owners of all Country on which we work and learn. We honour their custodianship, knowledge of, and connection with plants, land, water, and sky.

We recognise that sovereignty was never ceded and acknowledge that we are the beneficiaries of stolen land and dispossession, which began over 230 years ago and continues today.



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Message from our Chair and Director and Chief Executive

At Royal Botanic Gardens Victoria (RBGV), our commitment to connecting people to the environment through our world-class gardens, innovative engagement programs, and conservation and horticultural excellence is not just our purpose: it's a critical response to the immediate challenges facing our planet. This five-year plan navigates us through a transformative journey, centring on priorities that align with our core purpose and position us as leaders in generating the knowledge needed to safeguard our future.

Celebrating almost 180 years, our Gardens have matured into sanctuaries of biodiversity, connecting generations through conservation, interpretation, and research, and through the joy and wonder of simply being in nature. The challenges and transformations of the world since our last plan in 2021 have only deepened our resolve to contribute meaningfully to the wellbeing of our community and the broader environment.

In contrast to the previous plan's response to the unprecedented challenges posed by the COVID-19 pandemic, our focus in this new phase transcends the immediate and resonates with the broader global challenges facing the planet. Our commitment to nature for health and wellbeing remains steadfast, but now extends to a more profound acknowledgement of the critical role we must play in addressing environmental crises.

The five strategic objectives underscore our dedication to generating opportunities for growth, fostering engagement across our diverse community, and championing conservation action. The heartbeat of this plan is the desire to protect and preserve the wellbeing of people and the planet.

To realise the goals within this plan, we recognise the need for sustained and diversified resources. Over the next five years, we will diligently work to secure funding, grow tourism products and develop partnerships that complement the investment provided by the Victorian Government. Our commitment to staff development and the strengthening of national and international collaborations remains integral to our success.

In acknowledging the dynamic nature of our work, this Corporate Plan is not static, but a living document that will be reviewed annually to adapt to changes in our operating environment and priorities. We pledge transparency and accountability by reporting our progress in the Annual Report, presented to the Victorian Parliament each year by the Minister for Environment.

We present the Royal Botanic Gardens Victoria Corporate Plan 2025–2029 with a sense of purpose and anticipation. Our ambition is to provide vibrant spaces that foster social connection and stimulate curiosity about the environment and how to protect it, whilst contributing to the knowledge needed for solutions to some of our biggest environmental challenges.



Penny Fowler

Penny Fowler,
Chair



Chris Russell

Chris Russell,
Director and Chief Executive



About this Plan

Royal Botanic Gardens Victoria's Corporate Plan sets out our ambitions for the next five years, providing a roadmap for how we will responsibly invest and prioritise resources to deliver impactful outcomes for people and the natural world.

We will continue to grow our status as an international leader in plant conservation and biodiversity and create innovative visitor experiences that enrich, entertain and inspire.

This plan outlines our response to strengthening our organisational resilience and accelerating recovery in a complex and unpredictable operating environment. Our strategic objectives provide a blueprint for our ongoing drive to shape a sustainable, responsive, vibrant and contemporary organisation, despite current global challenges.





Who we are

Royal Botanic Gardens Victoria is one of the world's leading botanic gardens. First established in 1846 at the site of today's Royal Botanic Gardens Melbourne, Royal Botanic Gardens Victoria now encompasses two botanic gardens – the heritage-listed landscape in the heart of Melbourne and the contemporary native garden set within a natural bushland reserve at Cranbourne.

Melbourne Gardens

Melbourne Gardens is one of the most beautiful botanic landscapes in the world and has been a cherished sanctuary for visitors for almost 180 years. Established in 1846, the Gardens now support and nurture the collection and presentation of 7,500 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 used for tours and research purposes. Melbourne Gardens is also home to the \$414 million State Botanical Collection (including over 1.56 million preserved plants, algae, and fungi), housed within the National Herbarium of Victoria. Established in 1853, it is the oldest scientific institution in Victoria and is an essential hub for global plant knowledge, with internationally recognised botanical, biodiversity management, and conservation research programs.

Cranbourne Gardens

Opened to the public in 1989, 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-eastern mainland Australia. The Australian Garden explores our connection to Australian plants and landscapes through contemporary display and interpretation whilst the surrounding remnant bushland provides important habitat for native Australian animals. A vital green space in one of the State's largest growth corridors, Cranbourne Gardens also provides important public amenity for the rapidly increasing local population, including bike and walking tracks, playgrounds, and picnic and BBQ facilities.

Our unique living and preserved collections

Our unique collections underpin our global and national research, learning, and conservation programs, and are of enormous scientific and cultural value. Ranking amongst the best of their kind in the world, our collections are comprised of the:

State Botanical Collection – National Herbarium of Victoria

The 1.56 million preserved plant, algae and fungi specimens in The National Herbarium of Victoria 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. The National Herbarium of Victoria is an exceptional resource dating from the 1500s to the present day and is used by researchers worldwide. The continual enrichment of the Collection by Gardens' botanists and curators provides a powerful snapshot of past and extant biodiversity across Victoria and elsewhere, ensuring the accuracy of conservation priorities identified by the Gardens and supporting the Collection's critical role in safeguarding Australia's biosecurity.

State Botanical Collection – Library and Archives

The botanical library, archives and botanical art curated by Royal Botanic Gardens Victoria are of enormous scientific and historical significance, with holdings dating back to 1532. The library contains some 25,000 books, 15,000 periodicals and 2,500 artworks used by all teams in the gardens and external clients,

Living Collections

Royal Botanic Gardens Victoria's two gardens nurture, display and interpret one of the world's richest collections of wild plant species, including some that are extinct in the wild and those that are new to science. Melbourne Gardens houses a collection of flora from 190 countries. Cranbourne Gardens' award-winning Australian Garden features over 100,000 plants with the remnant bushland showcasing over 450 indigenous plant species. Our living collections are Victoria's insurance policy for threatened species, providing a living resource for research and training, and a stunning cultivated landscape for engagement and recreation.

Victorian Conservation Seed Bank

Victoria has 1,618 plant taxa threatened with extinction. The Victorian Conservation Seedbank is the insurance policy against extinction of these plants. We currently hold over 1,500 collections with seeds available for restoration programs.

Engagement

Three-time winner of the best Major Tourism Attraction category in the Victorian Tourism Industry Awards and gold award winner at the Australian Tourism Awards, Royal Botanic Gardens Victoria welcomes over two million visitors each year. We attract a diverse range of visitors through innovative engagement programs that promote inclusive nature-based experiences for individuals and community wellbeing. With programming throughout the year such as Lightscape, our flagship winter program, and our regular learning, creative, interpretation, and tourism programs, Royal Botanic Gardens Victoria continues to focus our engagement on creating a deepened connection with, and understanding of nature.

Snapshot of highlights



1.56 million preserved specimens of plants, fungi and algae in the State Botanical Collection



2.0 million visitors per year



45% of Victoria's rare plants protected in the Victorian Conservation Seedbank



571,000 people participated in public and learning programs in 2023



Custodian of botanical specimens from all continents, dating from the 1500s



Winner of Best in Category Communication Design for RBGV's Wayfinding Design at Victorian Premier's Design Awards 2023



Gold winner of Major Tourist Attraction at Victorian Tourism Awards 2019, 2021, 2022 and gold medal winner at Australian Tourism Awards 2021





Statement of Corporate Intent

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 Environment through the Department of Energy, Environment and Climate Action (DEECA).

The Act outlines our core responsibilities:

- To conserve, protect and improve the Gardens 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, plants, plant specimens or our managed land for scientific or reference purposes, consistent with accepted internal practices
- 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 carry out and contribute to research into biodiversity and the conservation of biodiversity

The Royal Botanic Gardens Board (the 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.

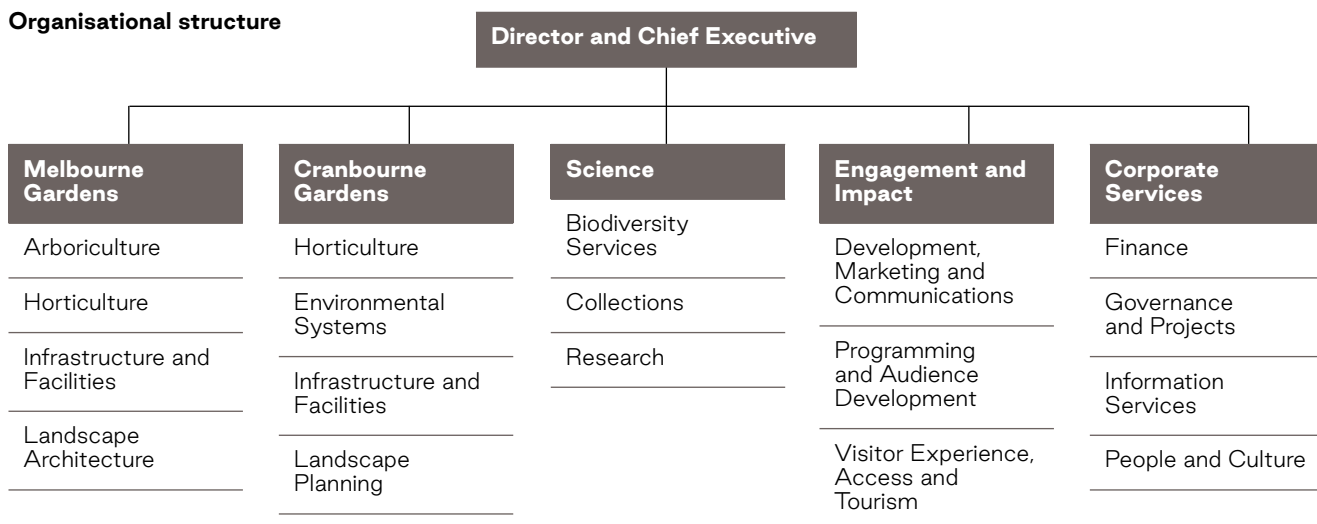
The Board consists of seven members appointed by the Governor in Council on the recommendation of the Minister:

- Penny Fowler (Chair)
- Jason Hay (Deputy Chair)
- Damian Holmes
- Peter Langkamp
- Felicia Mariani
- Arianne Rose
- Christine Wyatt

The Board has two committees:

- Audit, Risk and Finance Committee
- Remuneration Committee

Organisational structure



Our Vision

A world that values the beauty, wonder and importance of nature

Our Purpose

To champion the role of plants and botanic gardens for the wellbeing of people and the planet

Our Values

Creative

Embrace innovation and change

Open

Be curious

Brave

Challenge the status quo

Remarkable

Leave a lasting impression



Guiding Principles

As we work to carry out our purpose and strive to meet our vision, Royal Botanic Gardens Victoria will use the following guiding principles to inform our decision making and execute our strategic objectives:

— Plants, Place and People

Our places give people the opportunity to connect to plants, nature, and each other. Our living collections are the foundation of our Gardens, and we use the expertise of our whole team to create inspiring spaces and innovative ways for people to engage with and learn from plants and nature.

— Community and Collaborations

Community is at the heart of what we do. We work with our partners to deliver value to our local communities, our sector and our State. We learn from each other, sharing our skills and experience to deepen our roots as an integral and vibrant part of our society.

— Generating and Sharing Knowledge

Our scientific work combines the expertise of creative people with the power of our unique collections to generate and share essential knowledge of Australia's plants, algae and fungi.

— Conservation and Care

We will use the credibility and quality of our work to motivate people to act for nature. Our scientific knowledge and horticultural expertise provide a platform for practical conservation action and underpin our imperative to advocate for the future of the planet.

Sustainable Development Goals

Thinking globally, acting locally

Our outcomes align to the United Nations Sustainable Development Goals (SDGs) demonstrating our commitment to the global 'Transforming our World: 2030 Agenda for Sustainable Development'. We acknowledge that to grow into a sustainable business we must integrate economic growth, social wellbeing, and environmental protection.

Our work as a responsible and inclusive organisation contributes to a cross-section of the 17 goals. However, our unique value proposition as a botanic garden delivers the most impact to environmental protection goals:



11 Sustainable Cities & Communities

Make cities and human settlements inclusive, safe, resilient and sustainable.



13 Climate Action

Take urgent action to combat climate change and its impacts.



15 Life on land

Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.

Our operating environment

We operate in a dynamic, ever-changing environment which can positively or negatively impact the Gardens. The current volatility of change requires enterprise agility to anticipate and adapt to future opportunities and challenges that may affect our ability to deliver on our obligations and objectives.

External drivers

Royal Botanic Gardens Victoria works within a complex operating ecosystem that is strongly influenced by government policy and legislation, public and stakeholder expectations, and societal, economic, and environmental factors. We have identified the key drivers that underpin our strategic direction or may affect our ability to achieve our objectives.

Economic uncertainty

Royal Botanic Gardens Victoria is still experiencing the aftershocks of the global pandemic. Our visitation is yet to return to pre-COVID-19 levels, due primarily to the slow recovery of key tourism markets, and current economic pressures which are impacting the discretionary spend of many visitors. As a proudly free attraction, we rely on fundraising, corporate partnerships and sympathetic commercial activity to supplement our revenue, all of which are impacted by national and global economic developments.

Climate change

Royal Botanic Gardens Victoria is in an influential position to guide action on climate change. As a world leader in the conservation of rare and threatened plant species, we will continue to share our knowledge and expertise with botanic gardens and conservation organisations around the world, so that they too can develop strategies to adapt and protect their collections and local environments from threat.

Our leadership role in the Climate Change Alliance of Botanic Gardens reinforces our dedication to sharing knowledge and practical responses to climate change underpinned by scientific and horticultural excellence.

Aboriginal self-determination

The recent launch of our Innovate Reconciliation Action Plan demonstrates our commitment to Aboriginal self-determination in line with the Victorian Government Self-Determination Reform Framework, and to building strong partnerships with the Traditional Owners of our managed land.

Our sites are on the lands of two Registered Aboriginal Parties: Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation and Bunurong Land Council Aboriginal Corporation.

By fostering consultative and collaborative relationships with Traditional Owners of all Country – based on mutual trust, respect, reciprocity, and shared experiences – we can better realise the shared goal of caring for plants and Country.

Internal factors

Our strategic objectives and operational performance are shaped by various internal pressures:

Safeguarding the State Botanical Collection

Royal Botanic Gardens Victoria's principal risk is our inability to deliver on our statutory obligation to protect, enhance and make accessible the \$414 million State Botanical Collection.

The Collection is under threat of irreparable damage due to unsuitable building conditions, pest outbreaks, water leaks and the constrained capacity of the National Herbarium of Victoria. The Herbarium buildings are no longer fit-for-purpose and have long exceeded their capacity to safely house the Collection.

Without urgent intervention, the National Herbarium of Victoria is in danger of losing its significance as the holder of Australia's largest and most important herbarium collection and diminishing its value to the State, the Victorian public and the global research community.

Financial sustainability

Building a resilient, financially sustainable business for now and in the future is a critical element of this plan. The ability to deliver our objectives is founded on an underlying Growth Strategy which focuses on expanding revenue streams to augment current income and build a durable funding model.

The slow recovery of visitation numbers coupled with the current economic instability has created a fiscally constrained environment. RBGV is challenged with balancing the tensions of escalating operating costs, flat recurrent income and investing in commercial diversification to increase revenue generation.

Embracing change

Fundamental to our success is building operational capacity and capability through a confident, empowered workforce that embraces enduring change.

The evolution from surviving to thriving in an unpredictable climate necessitates the need to foster resilience and build enterprise agility to adapt to change.

An organisational culture shift to encourage innovation, embrace a growth mindset, and embed commercial acumen is core to achieving our strategic objectives.

Management of aging infrastructure and assets

Royal Botanic Gardens Victoria is responsible for managing a large portfolio of assets and infrastructure, some of which has heritage significance dating back to the Melbourne Garden's establishment in 1846.

Due to financial constraints and conflicting priorities, there has been limited investment in asset maintenance and renewal in recent years which has seen a deterioration in the condition of our buildings and heritage assets.

A considerable uplift in capital works investment and resource allocation is required to maintain and upgrade these assets. This is critical to ensuring the assets are performing to a satisfactory functional level that supports service delivery and complies with acceptable safety standards.

Government policy & direction

Royal Botanic Gardens Victoria is committed to supporting the Victorian Government in delivering meaningful outcomes for the State. Our work directly contributes to or is strongly influenced by:

Biodiversity 2037 – Victoria's plan to stop the decline of native plants and animals and improve the natural environment.

Climate Change Strategy – Securing Victoria's net-zero emissions future.

Victoria's Self-Determination Reform Framework – Guides public service action to enable self-determination in line with the Victorian Aboriginal Affairs Framework.

Pupangarli Marnmarnepu 'Owning Our Future' – DEECA's Aboriginal Self-Determination Reform Strategy to respond to the needs of Aboriginal self-determination.

Visitor Economy Recovery and Reform Plan – Revitalise and grow Victorian tourism after the impacts of bushfires and the global pandemic.



Specimens of Myrnong (*Microseris walteri*) collected in Victoria

Strategic Risks

Our strategic direction is supported by effective risk management promoting good decision-making, transparency, and accountability, allowing us to confidently navigate uncertainty in pursuit of our strategic objectives.

Royal Botanic Gardens Victoria is managing the following strategic risks:

- SR01: Economic Conditions
Increased financial vulnerability caused by worsening macro-economic conditions disrupting visitor and service demand and heightening financial pressures limiting our capacity to build strategic growth and organisational resilience.
- SR02: Environmental Threats
Compromised living collections from failure to implement effective strategies to respond to the impacts of climate change and environmental threats harming the health of our people, plants and place.
- SR03: State Botanical Collection
Irreplaceable loss of the State Botanical Collection caused by failing infrastructure and inadequate capacity within the National Herbarium impacts our statutory obligation to protect, enhance, and make accessible the Collection.
- SR04: Investment in our Infrastructure
Declining quality of facilities, buildings, and infrastructure caused by insufficient investment in the management and maintenance of assets resulting in increased safety hazards, unsuitable conditions and business disruptions.
- SR05: Financial Sustainability
Failure to secure long-term financial sustainability due to operational inefficiencies, lack of diversified revenue streams and no uplift in funding reducing the ability to offset escalating costs and remain viable.
- SR06: Brand Integrity
Decrease in the value of RBGV brand externally as a consequence of our inability to adapt, expand, and respond the changing demands and expectations of our consumers and other stakeholders.
- SR07: Data Integrity
Exposure or loss of data from a cyber-attack or data breach, resulting in business disruption, erosion of public confidence, and reputational damage.
- SR08: Staff and Community Safety
Physical or psychological harm to the public, our staff, volunteers, or contractors resulting from a failure to identify and appropriately manage safety hazards resulting in injury, illness, loss of life and/or reputational damage.
- SR09: Organisational Capability
Unsatisfactory outcomes from the growth strategy due to failure to embrace innovation and adopt a commercially focused growth mindset impeding our ability to build the necessary organisational capacity and capability to embed enduring change.
- SR10: Stakeholder and Community Relationships
Poor stakeholder relationships resulting from a lack of advocacy and positive engagement with Government, the community and Traditional Owner Groups leading to an underappreciation of RBGV's purpose diminishing relevance and use of the sites.



Strategic Objectives

Our commitment to engagement, conservation, and operational excellence is evident in the formulation of these five strategic objectives. They acknowledge the current operating environment and the challenges and opportunities facing us as an organisation.

In setting these strategic objectives, we are highlighting our investment in developing strong foundations on which to grow our impact over the next five years. They have been designed to strengthen our capability and sustainable business practices, alongside building on our innovative and inspirational visitor engagement.



Critical success factors

There are several essential factors that underpin our ability to successfully achieve our objectives:

- Adopting a measured commercial-focus and growth mindset. This will be moderated to ensure we deliver on our statutory obligations, satisfy the expectations of our visitors and stakeholders, and continue to enhance the value proposition that makes us a world-leading, vibrant botanic garden.
- Encouraging innovation and developing a culture of early testing of the feasibility of new ideas. Building the confidence to stop or re-design initiatives that won't deliver the desired benefits.
- A review of the current operating model and organisational structure to ensure capabilities and capacity are aligned to deliver on our strategic priorities.

Organisational Key Performance Indicators

To understand how we are performing and progressing against our objectives, we have developed a suite of annual impact measures. These include our performance measures under the State Budget Paper Number 3.

1. Visitors to Royal Botanic Gardens in Melbourne and Cranbourne: 2.3 million (Budget Paper 3 measure)
2. Specimens curated in the State Botanical Collection: 20,000 (Budget Paper 3 measure)
3. Participation in People Matter Survey: 66% or greater
4. Staff engagement index score: 78% or greater
5. Job satisfaction: 72% or greater
6. Revenue growth achieved: 10% income above recurrent grant allocation.



Business Plan

We will achieve our objectives through a progressive roadmap that focuses on establishing the platform for success in the early years then catalyses our measured growth to build a resilient and financially sustainable organisation.

The Business Plan details the immediate actions we will take in year one and highlights the longer-term initiatives for years two-to-five.



Engagement

Inspire and enrich communities through connection with the natural world

Our Engagement aim is to captivate, provoke, and excite new and existing audiences to amplify our impact and deepen audience connections to the natural world.

To achieve this, we will:

1. Curate and deliver nature and science-based programming experiences for a range of visitors
2. Develop and deliver new events and attractions to generate revenue and attract new audiences
3. Deepen our visitor experience through onsite storytelling and interpretation
4. Deliver initiatives to remove barriers of access for audiences

Year One Actions

Action	Accountability	Target Delivery (FY2024-25)	Performance Measures
1. Curate and deliver nature and science-based programming experiences for a range of visitors			
Develop and deliver engaging and distinctive learning programs for students	Head Programming and Audience Development	Completion in Q4	35,000 school student attendances
Deliver vibrant and impactful programming experiences	Head Programming and Audience Development	Completion in Q4	400,000 attendances
2. Develop and deliver new events and attractions to generate revenue and attract new audiences			
Maintain and enhance <i>Lightscape</i> at Melbourne Gardens	Head Programming and Audience Development	Completion in Q1	200,000 attendances 80% positive response in evaluation
Develop and deliver <i>Lightfall</i> at Cranbourne Gardens	Head Programming and Audience Development	Completion in Q2	25,000 attendances 80% positive response in evaluation
Review existing tourism product and develop future tourism plan and opportunities	Executive Director Engagement & Impact	Completion in Q4	Review existing product and develop new plan
3. Deepen our visitor experience through onsite storytelling and interpretation			
Apply the Interpretation and Storytelling Framework to develop new interpretation	Head Programming and Audience Development	Completion in Q2	New Children's Garden interpretation at Melbourne Gardens
Continue to develop content and increase engagement with digital storytelling	Head Programming and Audience Development	Completion in Q4	New interpretation developed for digital platform in Cranbourne Gardens

Action	Accountability	Target Delivery (FY2024-25)	Performance Measures
4. Deliver initiatives to remove barriers of access for a range of audiences			
Deliver initiatives to increase accessibility for a range of audiences	Head Programming and Audience Development	Completion in Q2	Deliver two relaxed performances of <i>Lightscape</i> for neurodiverse audience
		Completion in Q4	Four visual stories to accompany programs
School students attendance at programs through the Nurtured x Nature access fund	Head Programming and Audience Development	Completion in Q4	1,500 students attending programs through the fund

Years Two-to-Five Initiatives

- Develop new tourism, corporate, wellbeing and First Peoples programs
- Undertake feasibility study for new growth and revenue generation opportunities
- Work with Traditional Owners to develop onsite First Peoples storytelling

Related Strategic Risks

- SR06: Brand Integrity
- SR10: Stakeholder and Community Relationships

Knowledge

Grow and share information to enable effective stewardship of biodiversity

We aim to expand our influence and reach in the broader community by building on and sharing our scientific and conservation expertise and continuing our care for the exceptional State Botanical Collection.

To achieve this, we will:

1. Optimise care for and access to the State Botanical Collection
2. Leverage our expertise to lead conservation and climate actions
3. Create knowledge that enhances our understanding of plants, algae, and fungi
4. Improve the impact and awareness of our scientific and conservation expertise by leveraging cutting edge technologies and engaging with diverse audiences

Year One Actions

Action	Accountability	Target Delivery (FY2024-25)	Performance Measures
1. Optimise care for and access to the State Botanical Collection			
Commence preliminary work to secure State funding to safeguard the State Botanical Collection	Director and Chief Executive	Completion in Q2	Approach and roadmap approved by RBGV Board
Manage the State Botanical Collection in line with principles of Indigenous Data Sovereignty, ensuring that Indigenous Cultural Knowledge (ICK) held in the Collection is curated, protected and made available to Traditional Owners.	Manager Collections	Completion in Q4	75% of Australian specimens containing ICK are mapped against the Country in which they were collected
Accelerate curation of the State Botanical Collection by expanding the herbarium Volunteer Program to reduce critical bottlenecks in the curation process	Manager Collections	Completion in Q4	Volunteer output increased by 50%
2. Leverage our expertise to lead conservation and climate actions			
Improve Victoria's environmental resilience against climate change by contributing specialist scientific expertise to support the delivery of <i>Biodiversity 2037</i> and <i>Victoria's Climate Change Strategy</i>	Manager Research	Completion in Q4	Genetic assessments completed for 3 species
Relaunch Climate Change Alliance of Botanic Gardens (CCABG)	Executive Director Melbourne Gardens	Completion in Q2	Secretariat role delivered by RBGV Relaunch the CCABG at the 8 th Global Botanic Gardens Congress and increase membership by 10%
Develop and grow the Raising Rarity outreach programs	Manager Horticulture Cranbourne	Completion in Q4	Establish two new regional Botanic Garden conservation collections
	Head Programming and Audience Development	Completion in Q4	Pilot programs delivered to six schools and funding acquitted

Action	Accountability	Target Delivery (FY2024-25)	Performance Measures
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Deliver community engagement programs to encourage action for conservation	Head Programming and Audience Development	Completion in Q4	Southern Brown Bandicoot program community outreach participants 3,000 per annum
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3. Create knowledge that enhances our understanding of plants, algae, and fungi

Improve our knowledge of flora and fungi through the description of new taxa.	Manager Research, Manger Biodiversity Services	Ongoing	10 taxa described by staff per annum
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4. Improve the impact and awareness of our scientific and conservation expertise by leveraging cutting edge technologies and engaging with diverse audiences

Increase number of followers of Science social media channels	Manager Biodiversity Services	Completion in Q4	Target of 3,000 followers across all Science social channels
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Science Team publish research in peer-reviewed journals that are cited	Manager Research	Completion in Q4	42 published papers
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Years Two-to-Five Initiatives

- Prepare submission for the State Budget bid process to secure funding to safeguard the State Botanical Collection
- Accelerate digitisation of the State Botanical Collection to safeguard critical information and increase its accessibility, expanding our global scientific reach and supporting critical biodiversity research
- Improve access to the State Botanical Collection by including high-resolution imaging of herbarium specimens as a standard part of the curation process
- Manage the State Botanical Collection in line with principles of Indigenous Data Sovereignty, ensuring that Indigenous Cultural Knowledge held in the Collection is curated, protected and made available to Traditional Owners
- Enrich the biodiversity data within the State Botanical Collection by linking disparate data derived from herbarium specimens

Related Strategic Risks

- SR03: State Botanical Collection
- SR06: Brand Integrity

Place

Enhance our Gardens and assets and partner with Traditional Owners to help people connect to Country

Our priority for Place is to deliver innovative site master-planning outcomes, beautiful landscapes and safe and sustainable infrastructure for the benefit of our visitors and community, along with developing our partnerships with Traditional Owners.

To achieve this, we will:

1. Implement priority projects from *Melbourne Gardens Master Plan 2020–2040* and *Cranbourne Gardens Master Plan 2016–2026*
2. Provide physical assets that are fit-for-purpose, safe, sustainable, and attractive to our visitors and employees
3. Enrich the beauty, conservation, and scientific value of our living collections
4. Continue to embed First Peoples cultural knowledge and stories in our sites

Year One Actions

Action	Accountability	Target Delivery (FY2024–25)	Performance Measures
1. Implement priority projects from <i>Melbourne Gardens Master Plan 2020–2040</i> and <i>Cranbourne Gardens Master Plan 2016–2026</i>			
Reimagine the broader Rockpool Waterway Precinct to provide an engaging, safe, interactive landscape that supports programming and retail opportunities.	Executive Director Cranbourne Gardens	Completion in Q4	Development of Rockpool Waterway precinct design ready to seek funding
Deliver Australian Drylands Stage Two	Executive Director Melbourne Gardens	Completion in Q3	Project complete
Complete The Ian Potter Foundation Children’s Garden 20 th Anniversary refurbishment and interpretation and deliver program of events	Executive Director Melbourne Gardens Head Programming and Audience Development	Completion in Q2	Project complete and successful program of events delivered
Redevelop the How-to Garden within the Australian Garden	Executive Director Cranbourne Gardens	Completion in Q4	Design developed and implementation commenced
2. Provide physical assets that are fit-for-purpose, safe, sustainable and attractive to our visitors and employees			
Invest in fire truck renewal	Manager Infrastructure and Facilities Cranbourne	Completion in Q4	New asset procured and in use
Invest in power upgrade to Dog Flat to increase capacity for events and investigate EV charging infrastructure at Trial Bed	Manager Infrastructure and Facilities Melbourne	Completion in Q4	Power upgrade complete and costings developed for EV charging
Implement funded critical asset renewal works across both sites to address safety, sustainability, and efficiency issues	Manager Infrastructure and Facilities Cranbourne and Melbourne	Completion in Q4	Asset renewal works prioritised, scoped, and funded

Action	Accountability	Target Delivery (FY2024-25)	Performance Measures
3. Enrich the beauty, conservation and scientific value of our living collections			
Continue to implement the <i>RBGV Tree Plan 2022-2042</i>	Manager Arboriculture	Completion in Q4	Treeplotter system implemented
Continue to implement the Cranbourne Gardens <i>Living Collections Plan</i>	Manager Horticulture Cranbourne	Completion in Q4	6 Curatorial Management Plans reviewed and updated
4. Continue to embed First Peoples cultural knowledge and stories in our sites			
Engage with First Peoples Traditional Owners, artists, creatives, and collaborators to deliver First Peoples storytelling through interpretation, programs, and events	Head Programming and Audience Development	Completion in Q2	Four First Peoples artists engaged in Lightscape

Years Two-to-Five Initiatives

- Develop and cost concepts for Bridge Gate/Terrace Gardens and the North American Drylands Garden
- Deliver solution for the Rain Garden/Canna bed as an integrated water management initiative
- Upgrade the irrigation pumphouse to facilitate whole of site water management
- Install a public address system to support public safety for all site users

- Implement actions from the Southern Grasslands Landscape Plan
- Develop a 25-year Asset Management Plan
- Consult with Traditional Owners to reflect the Separation Tree's life and significance, acknowledging its significant Aboriginal and European history

Related Strategic Risks

- SR02: Environmental Threats
- SR04: Investment in our Infrastructure
- SR08: Staff and Community Safety
- SR10: Stakeholder and Community Relationships

Growth

Build a resilient and financially sustainable business

We are committed to responsible investment in new commercial opportunities and visitor experiences to advance our agenda to become a financially sustainable enterprise.

To achieve this, we will:

1. Reinforce our foundational capacity to sustain growth
2. Strengthen commercial outcomes

3. Establish new revenue-raising partnerships

4. Increase philanthropy and our donor base

Year One Actions

Action	Accountability	Target Delivery (FY2024-25)	Performance Measures
1. Reinforce our foundational capacity to sustain growth			
Review structure and operating model to ensure capability is optimised to deliver strategic growth	Director and Chief Executive	Completion in Q4	Effective operating model in place by April 2025
Embed a feasibility stage into our investment framework to ensure viability of new commercial ventures	Chief Financial Officer	Completion in Q1	Framework approved and operating
2. Strengthen commercial outcomes			
Test feasibility of online RBGV retail	Head Development, Marketing and Communications	Completion in Q2	Go or no go determined
Implement outcomes from Retail Efficiencies Review to reduce costs and increase retail revenue	Head Development, Marketing and Communications	Completion in Q4	5% increase in retail revenue
Increase commissionable product for inbound tourism market, particularly the cruise industry	Executive Director Engagement & Impact	Completion in Q2	2 new commissionable products in market 600 tour places booked
Secure new operator for Observatory Precinct Cafe	Director and Chief Executive	Completion in Q1	Contract with new operator in place
3. Establish new revenue-raising partnerships			
Increase values aligned corporate relationships	Head Development, Marketing and Communications	Completion in Q4	20% increase in corporate sponsorship income

Action	Accountability	Target Delivery (FY2024-25)	Performance Measures
4. Increase philanthropy and our donor base			
Secure uplift on projects and appeal fundraising	Head Development, Marketing and Communications	Completion in Q4	7% income increase 10% increase in number of donors
Fundraise for major Master Plan and asset projects at both sites	Head Development, Marketing and Communications	Ongoing	\$745,000 generated for Master Plan projects

Years Two-to-Five Initiatives

- Create in-house sales team to build corporate sales pipeline for RBGV programming
- Investigate bringing the wedding ceremony business in-house.
- Establish Corporate Membership program
- Deliver major untied giving campaign to generate income and increase donor numbers
- Begin capital fundraising campaign for new Herbarium

Related Strategic Risks

- SR05: Financial Sustainability
- SR01: Economic Conditions
- SR09: Organisational Capability

Operations

Strengthen our operational performance

Our ambition is to manage and govern our business in a way that supports a high-performing organisation that is reliable for today and ready for tomorrow.

To achieve this, we will:

1. Cultivate essential relationships, capabilities, and leadership skills required for the future
2. Implement initiatives that make RBGV a more inclusive workplace
3. Ensure fit-for-purpose, reliable, and secure systems and IT infrastructure that support business needs
4. Engage in good governance and embed a risk-aware culture to support robust decision-making
5. Increase sustainable practice across the Gardens
6. Strengthen RBGV's cultural capability and safety, and recognise, support and value Aboriginal decision-making

Year One Actions

Action	Accountability	Target Delivery (FY2024-25)	Performance Measures
1. Cultivate essential relationships, capabilities, and leadership skills required for the future			
Develop Stakeholder Management and Advocacy Framework	Executive Director Corporate Services	Completion in Q1	Framework completed and implemented
Deliver in-house Leadership Training program	Head of People and Culture	Completion in Q4	Increase in management capability
2. Implement initiatives that make RBGV a more inclusive workplace			
Deliver actions in our Gender Equity Action Plan	Head of People & Culture	Completion in Q2	5 priority actions completed
Deliver actions outlined in our Diversity Access & Inclusion Plan	Executive Director Corporate Services	Completion in Q4	3 actions completed
3. Ensure fit-for-purpose, reliable and secure systems and IT infrastructure that support business needs			
Implement new Enterprise Resource Planning (ERP) and Retail Management Solution	Executive Director Corporate Services	Completion in Q4	Year 1 ERP deliverables completed on time, to budget and to specification
Implement Cyber Security Strategy Year 2 Action Delivery Plan	Chief Information Officer	Completion in Q4	80% of actions successfully delivered
4. Engage in good governance and foster a risk-aware culture to support robust decision-making			
Develop data capture and reporting frameworks to better identify risks and inform decision making.	Manager Governance & Projects	Completion in Q4	Data framework and reporting structure developed

Action	Accountability	Target Delivery (FY2024-25)	Performance Measures
5. Increase sustainable practice across the Gardens			
Develop an Environmental Sustainability Action Plan	Manager Governance & Projects	Completion in Q4	Plan completed and approved
6. Strengthen RBGV's cultural capability and safety, and recognise, support and value Aboriginal decision-making			
Implement the actions in the Innovate Reconciliation Action Plan	Reconciliation Action Plan Champion	Completion in Q4	18 (31%) deliverables achieved
Engage and align with the latest Victorian Government First Peoples reforms and policies at a senior level	Director and Chief Executive	Completion in Q4	Attend network events at least annually

Years Two-to-Five Initiatives

- Continue to implement Business Systems Review roadmap to develop fit-for-purpose solutions
- Implement final year of Cyber Security Strategy and develop new Strategy
- Define and implement a Climate Transition and Sustainability Strategy and Policy
- Complete implementation of the Innovate RAP and develop new RAP
- Reflect on and work towards improving how we enable self-determination in alignment with the Victorian Government Self-Determination Framework

Related Strategic Risks

- SR04: Investment in our Infrastructure
- SR07: Data Integrity
- SR08: Staff and Community Safety
- SR09: Organisational Capability

