



Royal  
Botanic Garden  
Edinburgh

# Corporate Plan

2012/2013–2016/2017



**Front cover:** Following the Royal opening of the John Hope Gateway, attention focused on the East Gate entrance at the Edinburgh Garden to refurbish the Head Gardener's Cottage. This building, now known to have been designed by Playfair, provides an enhanced visitor welcome and cafeteria facilities.



Royal  
Botanic Garden  
Edinburgh

# Corporate Plan 2012/2013–2016/2017

## Contents

- INTRODUCTION
- STRATEGIC FRAMEWORK
- IMPACTS
- ACTIVITIES
- RESOURCES
- GOVERNANCE
- CONCLUSION
- ANNEXES
  - Annex A: Financial Information
    - Appendix 1: Strategic Objective Budget
    - Appendix 2: RBGE Budget
  - Annex B: Major Capital Development Plan
  - Annex C: RBGE Listed Buildings
  - Annex D: People Strategy and Staffing Plan
  - Annex E: Efficiency Plan
  - Annex F: RBGE KPIs Contributing to  
Scottish Government National Outcomes

# 1. INTRODUCTION

## Introduction to the Royal Botanic Garden Edinburgh (RBGE)

RBGE is one of Scotland's national collections and is regarded by its peers as one of the world's leading scientific botanic gardens. Its standing rests upon the depth and quality of its living and preserved collections of plant biodiversity, the quality of horticultural presentation in its four very different garden landscapes and the excellence of its research, conservation and education. In the current economic context RBGE aims to build upon the successes of recent years furthering science in Scotland and to maintain its international reputation whilst seeking to drive down costs and to maximise income generation. Our published Annual Reports document the Garden's achievements; selected examples are illustrated by text boxes in this Corporate Plan.

RBGE is an executive Non Departmental Public Body (NDPB) which receives Grant-In-Aid (GIA) from the Scottish Government's Rural and Environment Science and Analytical Services Division (RESAS). In 2011/12 the revenue GIA funding was £8,995k, which amounted to 84% of total planned expenditure (which was £10,661k) with the balance comprising self-generated income. RBGE is first and foremost a scientific institution and its remit is set out in the National Heritage (Scotland) Act, 1985. It is from the 1985 Act that RBGE derives its mission: "exploring and explaining the world of plants for a better future".

### National Collections at RBGE

**Living Collections:** a resource of international importance with plants from 157 countries.

- Over 41,000 accessions representing 15,681 species (about 5% of known land plants).
- 61% of accessions are of known wild origin, making them valuable "samples of biodiversity" for research, education and conservation programmes.
- Possibly the second richest collection of wild plant species in the world!

**Herbarium:** ca. 3 million accessions of preserved plants from over 150 countries, rich in 'type' specimens (the original specimen associated with a particular taxonomic name).

- All 43,451 types recognised to date are available as high resolution images on the internet.

**Library and Archive:** finest botanical library in Scotland (among top three in the UK).

## Vision

The world is changing more rapidly than ever before in human history. The race is on to preserve biodiversity, to find more sustainable ways of living and to prevent irreversible damage to the global ecosystem on which humanity depends. With its dual role as botanical research institute and visitor attraction, RBGE makes a significant and distinctive contribution to tackling these global challenges.

- Through its science, education and conservation it contributes directly to meeting the challenges of biodiversity loss, plant extinction and climate change, usually in partnership with others.
- As a research institution open to the public, RBGE has an opportunity, unique in Scotland, to engage with the public, enhancing their understanding of the role of plants in the biosphere and enabling them to help shape a more sustainable future.

To help respond to these challenges, part of our vision for the next five years is to capitalise on our recent investments such as the John Hope Gateway and Dawyck Visitor Centre by:

- Increasing profit from commercial activity to a minimum of £450k per annum, by FY 2016/17, an increase of 19% on current profit levels.
- Increasing admission income by 25%.
- Undertaking a fundraising effort to start work on the RBGE Masterplan prior to its resubmission at the next Public Spending Review in 2015.

With careful use of capital resources and successful fundraising over the next five years we aim to have completed the Teaching Garden project (the redevelopment of the Demonstration Garden), including the reconstruction of the Botanic Cottage, and started work on the first phases of the RBGE Masterplan and the new Visitor Centres at Benmore and Logan. We aim to secure an investment of £10m, a significant proportion of the £40m necessary to complete the RBGE Masterplan.

We will be delivering key outcomes that address issues of biodiversity loss, climate change, sustainable use and ecosystem services, and contribute to achieving the 2020 targets of the Global Strategy for Plant Conservation, in Scotland, the UK, Europe and internationally. Our excellence, as assessed by the peer review group in 2015, should be undiminished and our leadership in the world of botanic gardens continue to be recognised internationally.

## The Planning Context for 2012/13

In common with all parts of the Scottish public sector, RBGE is subject to the financial pressures of the present economic crisis. It was inevitable that Grant-In-Aid for 2012/13 would be reduced and this requires a strong response from the Garden given that some 70% of our costs are fixed due to staff costs and that outdated infrastructure makes us disproportionately reliant on fossil fuels, the costs of which continue to rise. A significant challenge for 2012 is to reconsider the priorities within the RBGE Masterplan in the light of the impacts of the storms of 3 January.

The public sector in Scotland is evolving. The Christie Review of Public Sector Services set out the “Four Pillars of Public Sector Reform”. Each of these ‘pillars’ resonates strongly with current and future requirements at RBGE. The first, a decisive shift towards prevention, strongly informs the energy efficiencies that are a key component of RBGE’s Masterplan. The second, greater integration through partnerships, collaboration and local delivery, drives us to strengthen partnerships with the other National Collections, universities and the various Edinburgh festivals. The third pillar, enhanced workforce development, lies behind the identification of key skills that RBGE must acquire in areas such as marketing, communications and social media, the provision of consultancy services and philanthropic fundraising. The fourth pillar, improving performance through greater transparency, innovation and use of digital technology, also challenges us to continue the digitisation and on-line delivery of our national collections and to improve our outreach and interpretation via electronic media. The economic crisis is the dominant factor shaping the Corporate Plan and RBGE’s highest priority continues to be to maintain its position as a world-leading scientific botanic garden. This requires it to:

- Maintain and, ideally, grow its critical mass of scientific and horticultural expertise in order to accelerate the exploration, documentation and conservation of plant diversity and to provide authoritative knowledge that can advise, inform and influence change in Scotland and around the world.
- Continue to develop and deliver formal education courses at all levels including adult education in order to increase the public’s understanding of the importance of plants and to train the next generation of plant scientists and horticulturists.
- Continue to develop its living and preserved collections of global plant diversity, enhancing their conservation value and exploiting information technology to deliver information and services derived from them.
- Ensure that its research infrastructure including glasshouses, laboratories and teaching spaces are energy efficient and fit for purpose.
- Enhance its visitor offer, through the provision of first-class customer service, thereby increasing visitor numbers. Improved interpretation and communication delivered by a restructured Education Department will enhance the visitor experience and, in turn, strengthen public support for its work.
- Maximise the value both of Grant-In-Aid from the Scottish Government and of RBGE’s diverse streams of self-generated income with a target of increasing the latter to 30% by 2016/17.

Additionally, in the year ahead, RBGE intends to take the following actions to counter the financial threats it faces:

- Reduce overtime payments by £75k by changing working practices and terms and conditions for some members of staff – primarily those in receipt of regular overtime payments.
- Reduce the maintenance budget by £100k.
- Reduce cleaning costs by £30k.
- Make cuts to operational budgets of 81k.
- Seek to maximise uptake of Voluntary Early Exits with the support of our sponsoring department RESAS.
- Maximise income-generating activities to reach targets, achieving 30% of total resource, where necessary investing in staff and infrastructure to continue to drive up self-generated income.

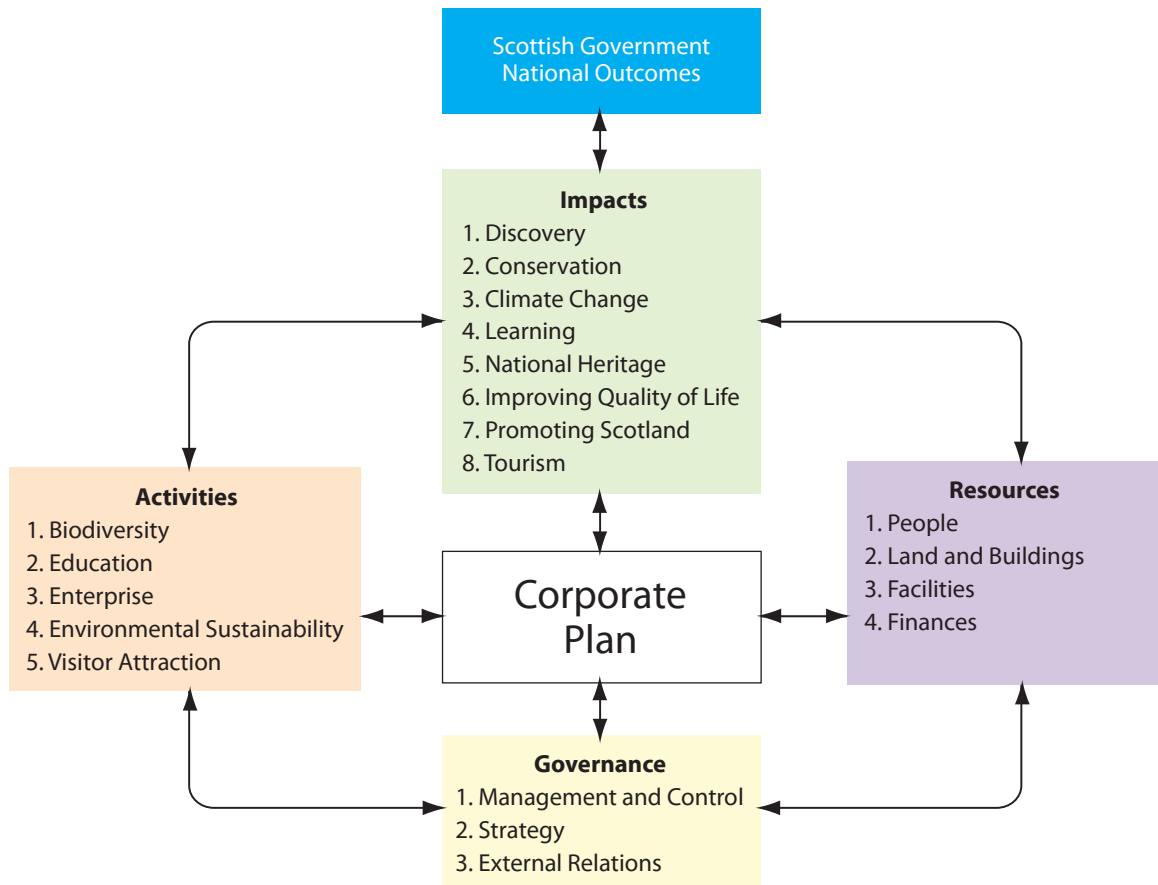
This Corporate Plan takes the purpose and national outcomes defined by the Scottish Government as the inspiration and drivers for its goals and objectives for the next five years. We are assisted by the use of our Adapted Balanced Scorecard linked with a strategic costing system. Our aim in adapting business management systems and processes is to raise the development and delivery of strategy at RBGE to the same world-leading level as our Garden landscapes and scientific reputation. In the light of current thinking on improving performance in the public sector in Scotland, having the ability to cost our strategic objectives helps us to prioritise the allocation of scarce financial resources. The quality and commitment of our staff will continue to be fundamental to our success in keeping RBGE at the forefront of the international community of scientific botanic gardens.

## Recent Achievements

- RBGE has over 80% of Scotland's threatened plants in cultivation and active reintroduction programmes for nine species – more than any other botanic garden in Britain and one of the highest figures for any botanic garden in Europe.
- With over 800,000 visitors per annum, RBGE with its four Gardens is one of Scotland's leading visitor attractions.
- On average, over the last ten years, RBGE scientists have discovered one previously unknown plant species every week.
- RBGE scientist Pete Hollingsworth chairs a global initiative of the Plant Working Group of the Consortium for the Barcode of Life (CBOL PWG).
- RBGE has the broadest education programme of any botanic garden in the world – from classes for primary and secondary schools to in-service training for teachers and courses leading to formal qualifications at BSc, MSc and PhD levels.
- Research grant income to RBGE totalled £1.0m in 2011/12 – the highest figure ever.
- Since the John Hope Gateway opened in October 2009, the Botanic Trading Company profit has increased by 92% to £340k in 2010/11. Eighty-five partner organisations have been involved in almost 100 events in the Gateway, delivering a total audience of 16,700 and attracting grants totalling over £250,000.
- The Edible Garden Project funded by the People's Postcode Lottery, engaging with the local community.
- Recognised as the best park in Britain under the Britain in Bloom scheme and the best garden to visit in the UK in *Which?* magazine.

## 2. STRATEGIC FRAMEWORK

In recent years RBGE has based its Corporate Plan on an adapted version of the Balanced Scorecard which we use to translate our mission and strategy into practical objectives and measures of success. We have adapted and developed this framework to better suit our own organisational needs and supported it with an innovative costing model (further details in Annex A). This methodology has received positive external recognition including a recent Management Case Study (Marr, B. and Creelman, J. (2012) *Executing Strategy and Aligning Financial Planning: Balanced Scorecard Best Practice at RBGE*).

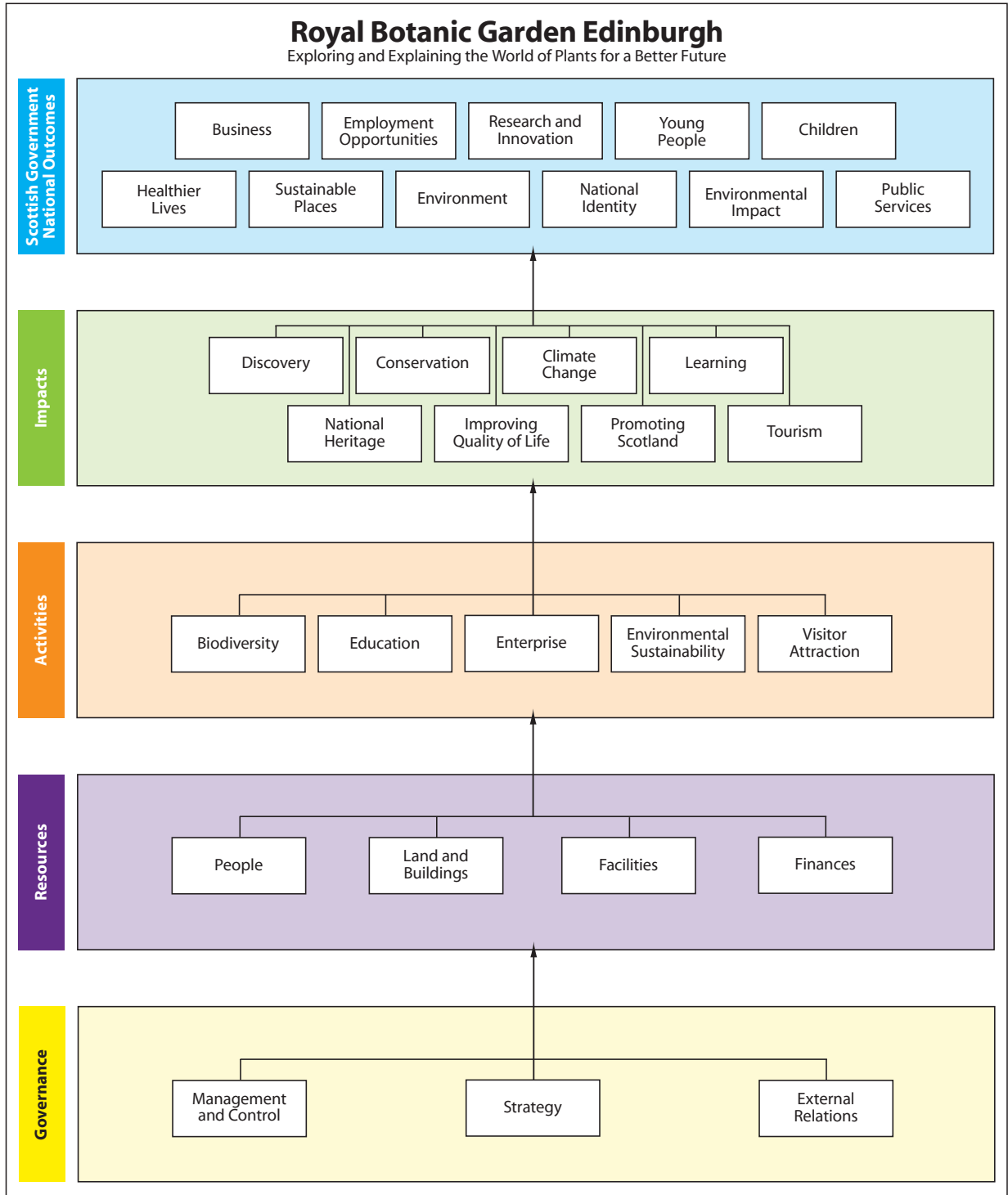


### RBGE Balanced Scorecard

The Corporate Plan is organised around five perspectives: Scottish Government National Outcomes, Impacts, Activities, Resources and Governance. In December 2011 the Scottish Government reviewed the National Performance Framework (NPF), making some changes to it. RBGE contributes to 11 out of 16 National Outcomes. The scale of our contribution to each National Outcome is indicated graphically in the section on Impacts.

# 2. STRATEGIC FRAMEWORK

The RBGE Strategy Map is shown below.

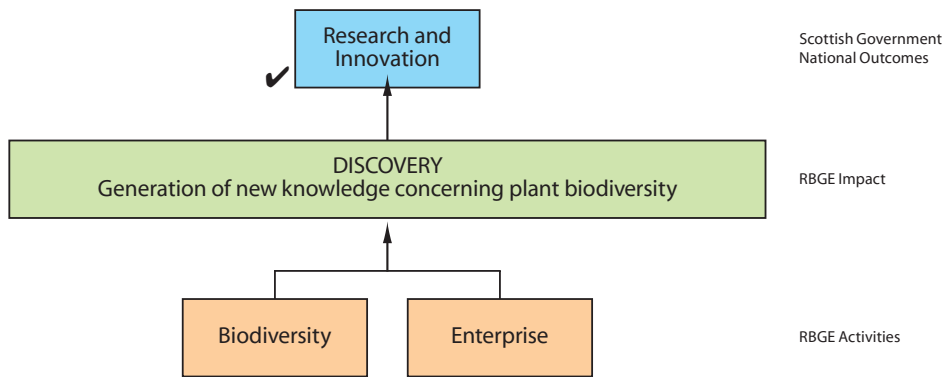




# 3. IMPACTS

Through its activities, described in the next section, RBGE has a positive impact upon its various stakeholders and audiences as described below. The linkage diagrams show the importance of these impacts on relevant National Outcomes. The size of the tick (✓✓✓) indicates the strength of impact on the Scottish Government National Outcomes.

## Discovery



As a research institute the generation of new knowledge is central to RBGE which is internationally recognised for its uniquely close integration of horticultural excellence with research strengths in plant biodiversity science, particularly taxonomy and systematics. Our work has direct relevance to other fields of research, for example biodiversity and climate change, and it contributes to policy and decision making in the Scottish and other governments. Our new discoveries are shared with other research professionals and educators and communicated to the wider public through our outreach efforts.

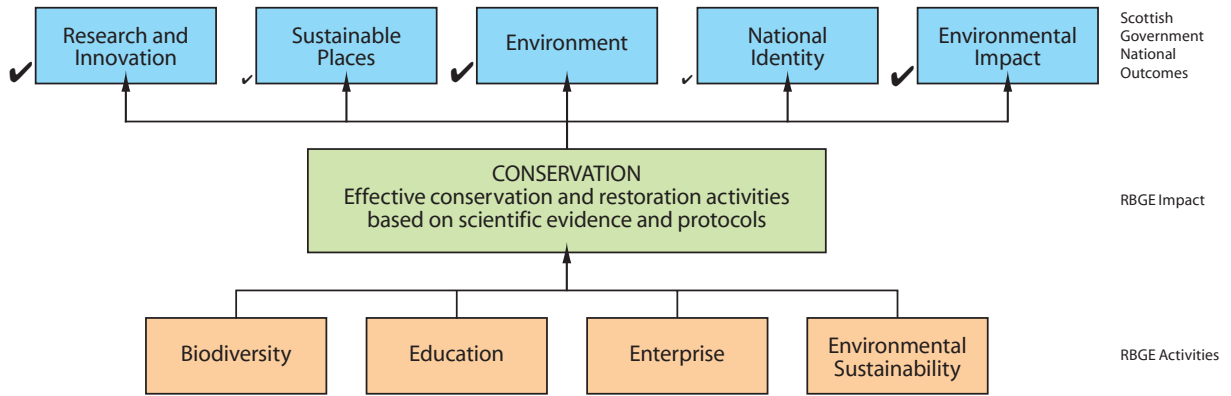
## Impact

RBGE is Scotland’s leading international institution for horticulture, plant diversity and systematics. Our expertise in the naming and identification of plants and fungi, gathering information on their distributions, genetic diversity and requirements for growth are a prerequisite to understanding the basis of the ecosystem function and habitat restoration. We are using the new tool of DNA barcoding to speed up the process of species identification and discovery, currently applying it to British mosses and liverworts. With the increased speed and falling costs of molecular work, over the next three years we will be able to apply this approach in our floristic research in Nepal, the Middle East and South East Asia, and continue to develop our research in diatoms and lichens. Next-generation sequencing is changing the ways in which we conduct evolutionary and ecological studies, and greatly extending the range of questions we can address. Our programmes of research on leaf and floral development, and on evolution of trees in Latin America will benefit from this technology. Using the data generated from our research programmes, we will work in collaboration with experts from other scientific disciplines to address environmental challenges in biodiversity conservation, climate change impacts, conservation of ecosystem services, the promotion of sustainable use, habitat restoration and poverty alleviation. Our work is communicated as papers in scientific journals, in books, reports and popular articles, and through published and broadcast media and the web.

KPI 1: Numbers of publications							
	2010/2011 Achievement	2011/2012 Forecast	2012/2013 Plan	2013/2014 Plan	2014/2015 Plan	2015/2016 Plan	2016/2017 Plan
A	108	82	82	85	85	88	88
B	52	40	40	45	45	50	50
C	18	15	15	18	18	20	20
D	219	190	192	194	196	200	200

A - peer reviewed research papers; B - those with impact factor >2; C - books and book chapters; D - total including commissioned & popular articles

## Conservation



The UN Convention on Biological Diversity (CBD) is the overarching driver for biodiversity conservation and, in Scotland, informs the activities of the Scottish Biodiversity Committee, in which RBGE is an active participant. We deliver the objectives of the CBD at the ecosystem, species and genetic levels through research and by developing policies and practices for protecting biodiversity and halting its loss. We engage with and educate people, both public and professional, about the importance of plants as the base of food chain conservation and show them how they themselves can get involved.

### Impact

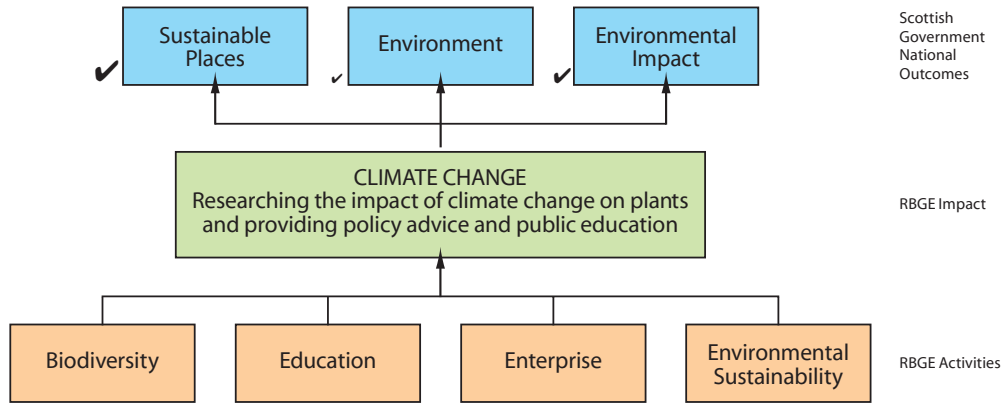
Within the CBD, plant conservation is organised around the Global Strategy for Plant Conservation (GSPC), in which RBGE has taken a leading role since its inception in 2000. We contribute to all five of the major thematic objectives and many of the targets of the GSPC. We focus on the development of botanic garden collections as a resource for plant conservation and on botanic gardens as centres for capacity building, education and raising public awareness. We are active in *in situ* and *ex situ* plant conservation and KPIs 2 and 3 relate to *ex situ* conservation at RBGE and 'Target 8' of the GSPC.

We work with conservation agencies in Scotland and the UK, and overseas, producing reports and analyses for government agencies and developing species and habitat protection strategies. New targets for GSPC for delivery by 2020 were set in 2010. In Scotland our focus is on species documentation, education, public engagement and the conservation of Scotland's threatened plant species, working with government agencies, NGOs and citizen scientists.

KPI 2: Number of threatened species in <i>ex situ</i> conservation programmes						
2010/2011 Achievement	2011/2012 Forecast	2012/2013 Plan	2013/2014 Plan	2014/2015 Plan	2015/2016 Plan	2016/2017 Plan
266	266	269	272	274	275	276

KPI 3: Number of threatened species of Scottish plants in recovery programmes						
2010/2011 Achievement	2011/2012 Forecast	2012/2013 Plan	2013/2014 Plan	2014/2015 Plan	2015/2016 Plan	2016/2017 Plan
9	10	11	12	13	14	15

## Climate Change



Climate change has been identified by the Scottish and UK governments as a critical factor affecting the environment, human welfare and economic success. RBGE studies the effects of climate change on biodiversity both in Scotland and internationally. We are well placed to address these issues both through our research and in our communications with the public, especially using the platform of the John Hope Gateway.

### Impact

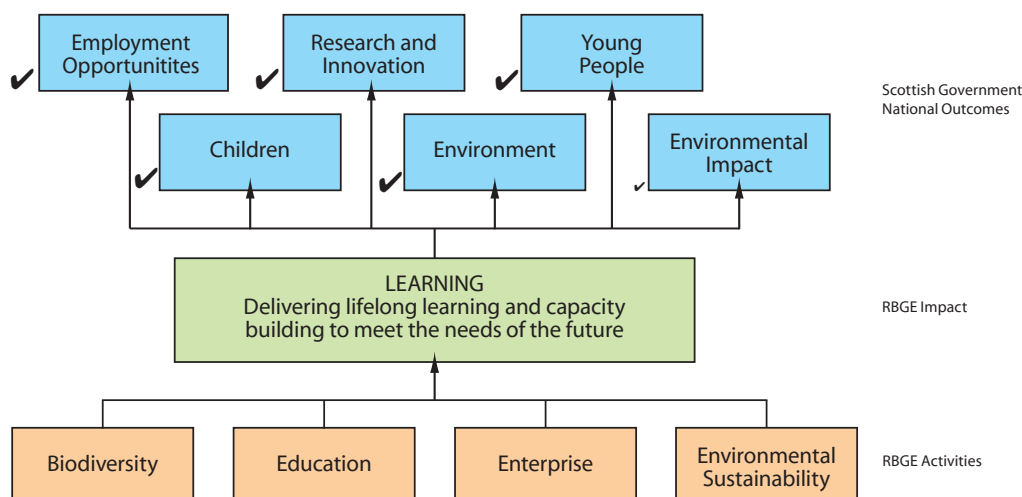
We are building a broad portfolio of climate change science. Distribution data from our collections supports both predictive modelling (e.g. bioclimatic envelope modelling) and direct action on threatened plants in Scotland. Through bioclimatic modelling we contribute to understanding how climate change interacts with other environmental drivers (e.g. habitat loss, pollution), which facilitates more effective strategies to mitigate the impacts of climate change. This programme has seen a transition from the analysis of climate change impacts towards projections which incorporate an improved understanding of adaptation strategy through landscape management, building on our wealth of biodiversity data.

KPI 4: Number of peer-reviewed research publications on climate change (also included in KPI 1)						
2010/2011 Achievement	2011/2012 Forecast	2012/2013 Plan	2013/2014 Plan	2014/2015 Plan	2015/2016 Plan	2016/2017 Plan
4	5	6	7	7	8	8



RBGE staff reintroducing *Woodsia ilvensis*, propagated at RBGE, back into the wild in Scotland.

## Learning



Our contribution to learning is wide and varied and is delivered through formal education courses and by exhibitions, events, interpretation and art. We provide professional training for botanists and horticulturists at certificate, diploma, undergraduate degree, masters and PhD level. Our extensive range of adult education courses enhances the lives of the Scottish public through lifelong learning in gardening, art and all aspects of our natural heritage. Our schools programmes support plant and ecology topics across the National Curriculum and we provide in-service training for teachers who would not otherwise be able to access plant science teaching skills.

Exhibitions and events are now delivered through the Learning Department using a variety of approaches, and help the public to explore scientific and environmental issues. A wide range of interpretation media also helps to explain plants and features in our four Gardens. The internationally recognised exhibitions in Inverleith House bring new audiences to the Garden and increase our international standing. Our international work provides professional training and focuses on advising developing countries on the development and management of their own botanical gardens, herbaria, conservation projects and biodiversity research.

### Impact

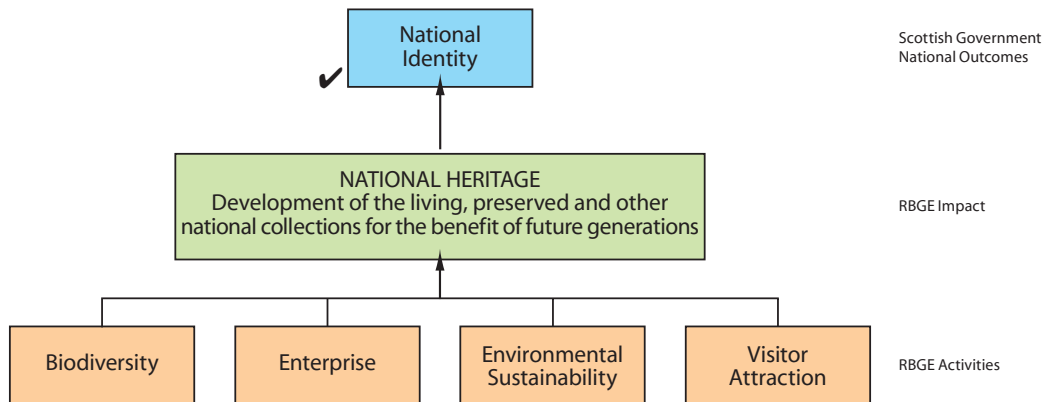
Through our professional training, we are producing horticulturists and biodiversity scientists with skills that can address the environmental challenges of the 21st century. This is particularly important in a time when there are recognised shortages of expertise required to tackle the challenges of environmental change including biodiversity loss and food security. We are also maximising the economic potential of our employees and students by improving their career prospects and boosting the reputation of Scotland abroad as our students move out into the international workplace. An apprenticeship scheme was initiated in 2011. Consideration will be given to expanding the original Gardens and other areas of RBGE if resources permit.

Through our schools programme we are enthusing future generations about plants and their place in the natural world and raising the profile of environmental concerns. We contribute to the professional development of teachers. Access to our adult education programme is widened through Individual Learning Accounts from LearnDirect Scotland. In the long term we aim to better inform our students and visitors in the areas of biodiversity, conservation, climate change and environmental sustainability and, through this, give them the knowledge to make informed choices and become more responsible citizens.

Finally, through capacity building, we are providing other countries with competencies to understand and make better use of their biological resources.

KPI 5: Total number of participants on courses						
2010/2011 Achievement	2011/2012 Forecast	2012/2013 Plan	2013/2014 Plan	2014/2015 Plan	2015/2016 Plan	2016/2017 Plan
10,438	10,900	11,500	11,800	12,100	12,500	12,800

## National Heritage



RBGE is one of Scotland's national collections, and the wide variety of plant-related collections in our care is a unique component of Scotland's national heritage. The Herbarium, Library and Archives rank amongst the top ten international collections of their type in the world. We also hold in trust for the nation several important listed buildings set in high quality landscapes which we aim to maintain to the highest standards. All four Gardens were listed as 'Outstanding' works of art and for horticultural interest in the Inventory of Gardens and Designed Landscapes in Scotland, published by the Countryside Commission for Scotland and the Historic Buildings and Monuments Directorate, Scottish Development Department.

### Impact

Our four outstandingly curated Gardens contain important living collections and provide a safe haven for biodiversity. With their contrasting climates, the four Gardens allow the cultivation of a much wider range of species than could be achieved at one site. Due to the Gardens' worldwide scope, national and international researchers come to RBGE to identify plant species and undertake biodiversity research. To make our biodiversity data more accessible, information on all our living collections is available on the RBGE website and for the Herbarium, data for more than 10% of our 3 million collections is available through the website and we have an active programme of digitisation of the herbarium specimens. All our 'type' specimens are on-line and our ultimate aim is the digitisation of all three million specimens. Our focus for 2012/13 is to develop our DNA collections, an essential tool for research, to the same standard as our other preserved collections. We raise public awareness of our herbarium, library and rich archive collections through regular exhibitions in Inverleith House, the John Hope Gateway and the Library foyer.

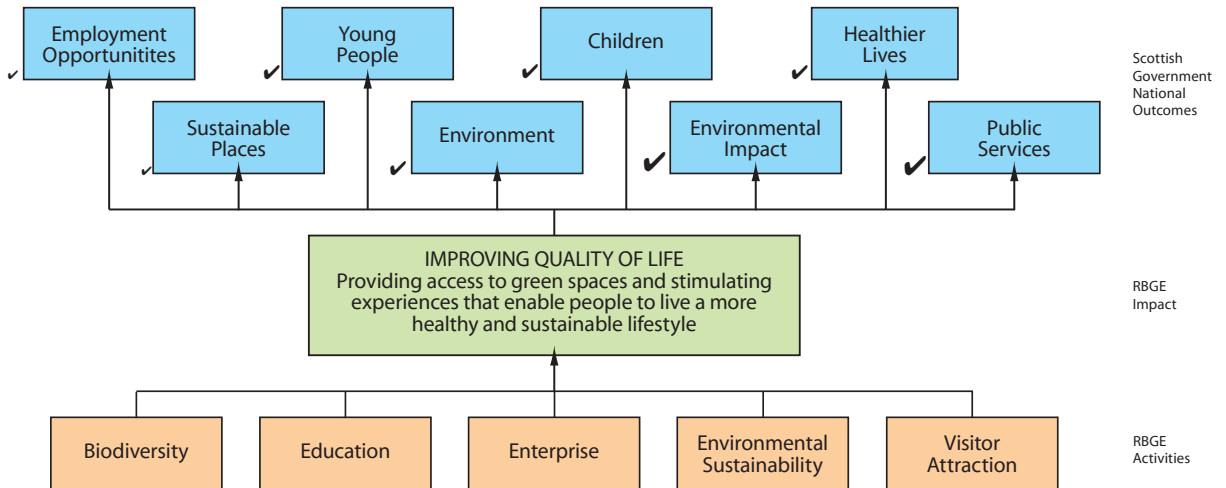
Our estate includes landscapes and buildings that are an important part of Scotland's national heritage. However, the RBGE Masterplan has been developed to address specific deficiencies.

KPI 6: Number of accessions in the Living Collection						
2010/2011 Achievement	2011/2012 Forecast	2012/2013 Plan	2013/2014 Plan	2014/2015 Plan	2015/2016 Plan	2016/2017 Plan
34,805	34,100	34,100	34,200	34,300	34,400	34,500

The lower forecast in 2011/12 compared with the 2010/11 achievement reflects losses resulting from two successive cold winters followed by recent storms in 2012.

KPI 7: Total number of herbarium specimen images digitised and put on-line						
2010/2011 Achievement	2011/2012 Forecast	2012/2013 Plan	2013/2014 Plan	2014/2015 Plan	2015/2016 Plan	2016/2017 Plan
92,778	134,000	194,000	200,000	296,000	392,000	488,000

## Improving Quality of Life



We make a major contribution to the quality of life across Scotland through the four Gardens, which are recognised as important visitor attractions in their distinct regions. The public engage with these Gardens at a variety of levels from casual visits to active participation through volunteering or participation in education courses. The quality of the Gardens is determined by the diversity and standards of cultivation within the Living Collection. Each Garden is of special interest to amateur gardeners and professional horticulturists from all over the world. In 2011 the Garden at Edinburgh was recognised as the best park in Britain under the Britain in Bloom scheme and the best garden to visit in the UK in *Which?* magazine. These awards give recognition to the quality of our Gardens and their value in contributing to improving quality of life.

Volunteers contribute greatly to the work of the Gardens in many capacities including Scientific Research Associates, Members, Patrons, Trustees and Garden Guides. The volunteers gain significant benefits through their contributions to the work and through enjoying a healthy working environment.

### Impact

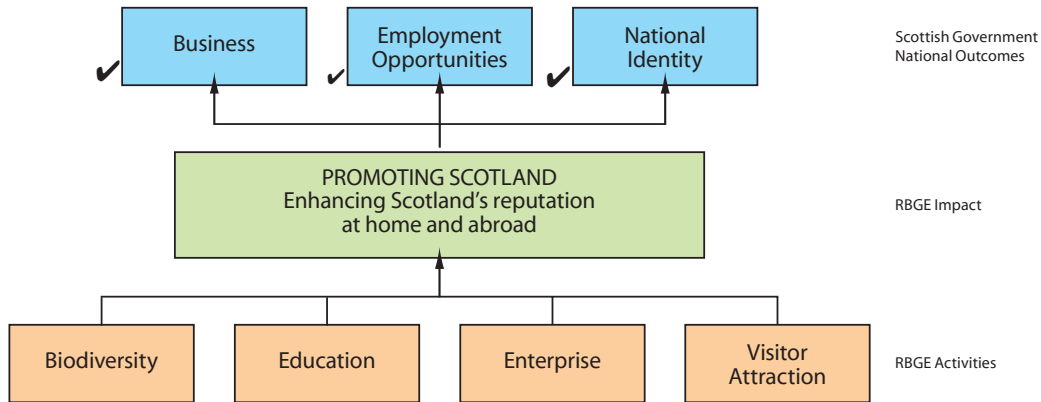
At each of the Gardens visitors can enjoy the landscapes, plants and fresh air while escaping the pressures of modern life. Contact with nature in this way is conducive to improved health, wellbeing and a sustainable lifestyle. Through good practice and educational messages at each Garden we are encouraging visitors, young and old, to live a less environmentally damaging and more sustainable lifestyle. We also help our staff live healthier lives through encouraging participation in our Healthy Working Lives programmes.

The poor state of the economy and high fuel prices are likely to have contrasting effects on visit numbers in the future with fewer visits to the Regional Gardens and more to Edinburgh. In 2011/12 visit numbers at Edinburgh have been increasing while at the Regional Gardens they have been falling (although less than at other visitor attractions in their areas). Projected visit numbers to the four Gardens over the next five years have been reduced slightly from the last Corporate Plan in anticipation of the impact of the economy on the visiting public.

KPI 8: Number of people engaged as volunteers						
2010/2011 Achievement	2011/2012 Forecast	2012/2013 Plan	2013/2014 Plan	2014/2015 Plan	2015/2016 Plan	2016/2017 Plan
222	235	250	265	270	270	270

The target number of volunteers for 2010/11 was 220 and the actual figure achieved was 222, and the value has been estimated to be £1.7m (source: 'Final Report DTZ – Impact of Royal Botanic Garden Edinburgh December 2009').

## Promoting Scotland



RBGE is one of the most international organisations in Scotland, working in more than 40 countries to deliver programmes of recognised excellence in science, horticulture, conservation, education and public engagement. Our reputation at home and abroad allows us to build relations not only with scientific and conservation bodies, but also with national and local governments, often working closely with British embassies and consulates. Our expertise is in demand around the world, especially in countries for which RBGE holds significant collections and has a strong track record of research. These include countries in the Middle East, through the Himalayan region and into South East Asia, in addition to focal countries in Africa and the Americas.

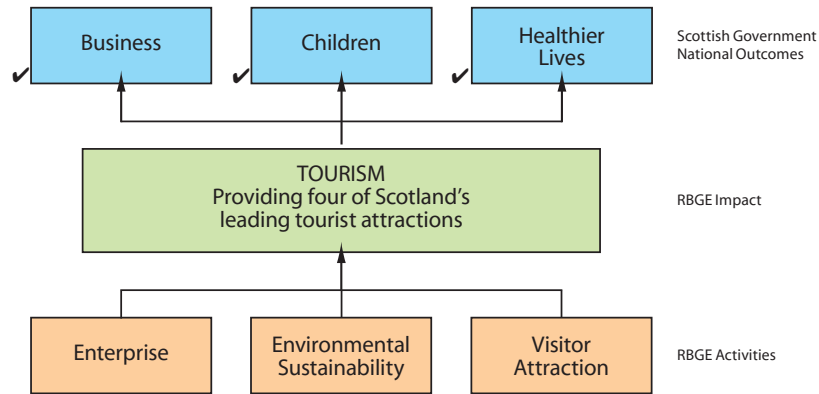
These international activities help to promote Scotland as a nation to visit, learn from, do business with and invest in. Thus, we are ambassadors for Scotland, enhancing the reputation of the country for its scientific, cultural and educational strengths, and bringing benefits for the Scottish Government and people of Scotland. RBGE has strong relationships in key emerging economies, such as China and the Middle East, that are of strategic importance to Scotland.

KPI 9: Number of countries with which RBGE has strong collaborative partnerships						
2010/2011 Achievement	2011/2012 Forecast	2012/2013 Plan	2013/2014 Plan	2014/2015 Plan	2015/2016 Plan	2016/2017 Plan
42	42	43	43	44	44	44



Visitors to the John Hope Gateway at the Edinburgh Garden, discover more about RBGE's global connections.

Tourism



The excellence and reputation of our four Gardens attract visits from national and international tourists as well as from local residents. RBGE benefits directly from the generation of significant income from our visitors, with catering and retail opportunities being an important part of our offer.

Impact

Tourism is the mainstay of the economy in Scotland and success at the national level depends upon the variety and quality of the attractions on offer. Edinburgh as the capital city and a city of festivals is a major focus for tourism. Within their local settings Benmore, Dawyck and Logan Botanic Gardens are leading visitor attractions. At all four sites a variety of other local businesses in the tourism sector, from hotels to restaurants, benefit from proximity to the Gardens. In addition, income from tourism also supports local employment and Scottish suppliers, most notably in the food, drinks, plant and gift sectors. RBGE can work with other attractions and tourism agencies to capitalise on new initiatives in tourism such as the Year of Natural Scotland.

KPI 10: Numbers of visits to the four Gardens						
2010/2011 Achievement	2011/2012 Forecast	2012/2013 Plan	2013/2014 Plan	2014/2015 Plan	2015/2016 Plan	2016/2017 Plan
820,526	875,171	950,000	1,000,000	1,040,000	1,051,400	1,051,400



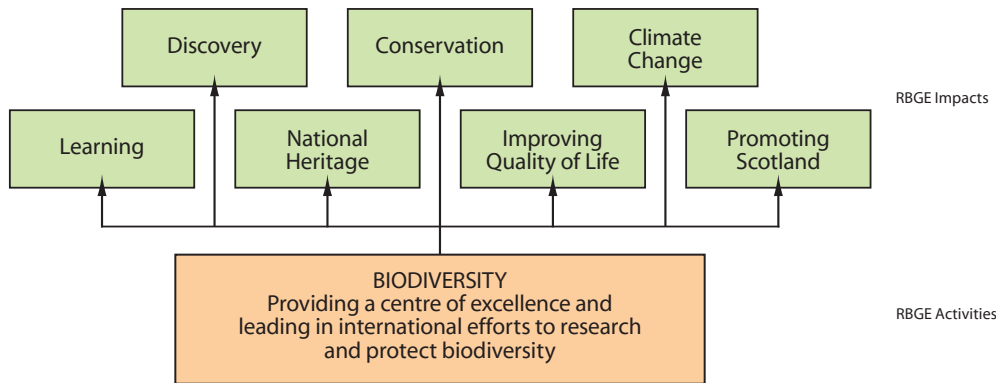
Visitors enhance their experience at Logan Botanic Garden by using an audio guide.



## 4. ACTIVITIES

At RBGE, our five principal activities – Biodiversity, Visitor Attraction, Education, Enterprise and Environmental Sustainability – each have a specific strategy and associated KPIs. They are carried out through four operational divisions: Horticulture, Science, Enterprise and Corporate Services.

### Biodiversity



The living and preserved collections of plants, the research conducted on them and the part they play in conservation and education programmes are at the very heart of RBGE as a scientific botanic garden. The collections, which are among the richest in the world, and the activities they support are central to our Biodiversity Strategy which is developed and delivered by the Science and Horticulture Divisions, working very closely together. This integrated approach, complimented and recognised as a distinctive strength of RBGE by the 2009 Peer Review Visiting Group, brings together experts from different professional backgrounds in science and horticulture. People from the Science and Horticulture Divisions work together at every stage, from the collection of specimens in the field through to their cultivation and use in research and education. Often this results in plants being cultivated for the first time anywhere in the world in our living collections. RBGE developed a new journal, *Sibbaldia*, to capture the discoveries made about plant cultivation so that this new knowledge can be applied in plant conservation. To the casual visitor our four Gardens are simply places of beauty and inspiration. In addition they are, however, a carefully curated Living Collection that emphasises plants of known wild origin because of their value in the research and conservation embodied in the Biodiversity Strategy.

At the policy level the most important driver is the UN Convention on Biological Diversity (CBD) in response to which Scotland, the UK and Europe have framed their own biodiversity strategies. One programme of the CBD with particular relevance to RBGE is the Global Strategy for Plant Conservation (GSPC) which sets out 16 targets for achievement by 2020.

The RBGE Biodiversity Strategy 2010–2015 was presented to and endorsed by the Peer Review Visiting Group in November 2009 and an annual progress report is provided to the Board. The final report in 2015 will help frame the Strategy for the next five years and provide evidence for the Peer Review scheduled for 2015/16.

The Biodiversity Strategy sets out how the Science and Horticulture Divisions will provide baseline taxonomic and other botanical data as a foundation science in order to:

- Contribute to completing the inventory of plant species on earth and investigating the evolutionary processes that have given rise to the world's botanical diversity.
- Use this knowledge to contribute to conserving plant biodiversity in the face of the global environmental challenges of biodiversity loss, climate change, sustainable use and maintaining ecosystem services.
- Engage with society to enhance understanding of plants in relation to major environmental issues and to empower people to respond personally.

The principal published outputs of the Biodiversity Strategy are Floras, monographic revisions, phylogenetic analyses and studies in evolution and development. The Strategy also builds and develops the collections on which it rests and includes our direct activities in plant conservation. Working on the plants of Scotland is a given for RBGE, but our global collections, which are richer for some regions and groups of plants than for others, give Scotland a significant ability to contribute to the international biodiversity agenda.

Geographical and taxonomic priorities that stem from the strength of our collections, experience and expertise guide the focus of our floristic and monographic research (the study of all species in a selected group) so that RBGE leads in major Flora and inventory projects in areas around the world that are highly species-rich but poorly documented and where habitats are threatened, including Nepal, Arabia, China and tropical Africa, America and Asia. An important element of this effort is to build the capacity of local counterparts to deliver biodiversity research.

Our monographic research is concentrated in cryptogams and tropical flowering plants. Cryptogams are some of the most poorly known plant groups, even in thoroughly documented countries such as Scotland which is a global diversity hotspot for bryophytes and lichens. In tropical regions we concentrate on selected plant families that are species-rich, poorly known or of economic and/or conservation importance. These include the ginger family (Zingiberaceae), legumes (Fabaceae), begonias (Begoniaceae), Gesneriaceae and Sapotaceae.

Our research on plant evolution ranges from the population to the global scale, with a distinctive focus on diversity of species, genera and families and their evolutionary history rather than on laboratory-based model organisms and systems.

The continued development and enhancement of the living collections are managed through a separate Collections Policy which was most recently revised in 2006 and includes eight objectives, the three most important being:

- To ensure the Collection is 'fit for purpose' so that it can make a positive contribution to research, conservation, education and training.
- To create and maintain one of the best managed and documented botanic garden collections in the world.
- To create the richest (as measured by total numbers, species diversity and diversity within species) collections possible with the resources available.

Specific targets within the Collections Policy above include:

- Increasing wild origin (or known provenance) content by 0.7% a year.
- Increasing the verification rate of the Collection by 1.7% per year to ensure that names on labels continue to reflect the most recent classification.
- Reaching a minimum of 2,000 accessions each year.
- Capturing data from at least 1,000 taxa per year so that if plants die, at least some benefit will have resulted from cultivating them.

In our 2012/13 research we will continue to take a leading role in the International Barcode of Life project which is creating a digital identification system for life, and aims to barcode 5 million specimens and 500,000 species by 2015. We will seek opportunities to expand on our current programme that focuses on bryophyte barcoding, to apply this technology across other areas of research. We will continue to lead a strong research programme on International Conifer Conservation and the Flora of Nepal, Flora of the Arabian Peninsula and South East Asian floras. We aim to publish three further volumes of the *Flora of Nepal* by 2015, and to expand web accessibility of our floristic and conservation data. Over the next three years we will extend our research programme in the impacts of climate change on biodiversity, focusing on projects in Scotland, in collaboration with other Scottish research institutes and universities, which will help inform policy makers, and in lowland tropical South America in collaboration with the University of Leeds. This will contribute to conservation strategies for the rainforest, seasonally dry tropical forest and savanna biomes. KPIs 1 and 11, on publications and research grants, relate directly to these research programmes.

Two cold winters, followed by recent storms, have had a devastating effect on the Living Collections, not only felling many mature trees across all four Gardens but also damaging the research glasshouses, putting at risk the critical research collections that have been gathered from across the world. These collections are the basis for RBGE's research programmes, and the immediate priority is to ensure that they are housed more securely. The fall in the forecast for KPI 6 in 2011/12 reflects the recent losses to the collections, and recognises that the opportunity to build up the collections to previous levels may be restricted through reduced funding available for fieldwork.

For the preserved collections we will invest in a new facility for the curation and storage of our silica gel dried collections in 2012, our 'plant DNA bank' that is fundamental to the research programmes. We will improve access to information through the publication of the *Catalogue of Plants* and continue to add to the number of digitised herbarium specimens available through our website. There is a real benefit of having the whole collection digitised and, ideally, we would seek to get the whole collection available on-line by March 2017. However, a significant increase in additional funding would be required to meet this ambitious target, over and above the forecasts in KPI 7. We are in discussion with international partners to approach external sponsors for further funding for Financial Year 2013–2014.

Following the recent completion of the rare books room, we will continue to improve on the conservation and security of the Library and Archive collections.

**KPIs for Biodiversity also include KPIs 1, 2, 3 and 6:**

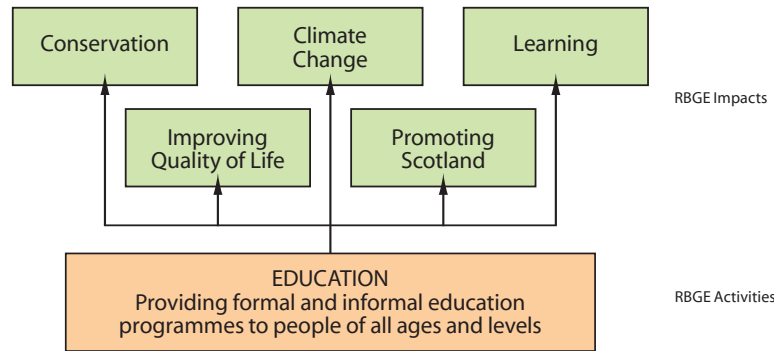
KPI 11: Value of research grants received						
2010/2011 Achievement	2011/2012 Forecast	2012/2013 Plan	2013/2014 Plan	2014/2015 Plan	2015/2016 Plan	2016/2017 Plan
£1,008k	£1,011k	£800k	£850k	£900k	£950k	£1,000k

Our planned figures may seem low compared to our recent achievements, but this reflects the volatility of this income stream and the fluctuating nature of calls for proposals. The significant effort to secure grants will continue to be prioritised.

#### Key Partnerships in Biodiversity:

- Global Partnership for Plant Convention (GPPC)
- Botanic Garden Conservation International (BGCI)
- UK Biodiversity Research Advisory Group (UKBRAG)
- UK Global Biodiversity Sub-Committee (GBSC) of the Global Environmental Change Committee (GECC)
- Scottish Biodiversity Committee
- European Botanic Garden Consortium
- Scottish Natural Heritage (SNH)

## Education



Our education programme is based on the RBGE Formal Education Strategy with a new version coming into effect for 2012/13–2017/18. This sets out six strategic objectives, each of which encompasses a number of specific targets.

The broad aim of the Learning Department has been revised in the new Strategy and is now to “*effect positive behaviour in people of all ages by explaining the world of plants through the delivery of high quality, internationally recognised horticulture, plant science, botanical illustration and garden-linked health and well-being, formal education programmes, across all academic levels*”.

We provide a range of both formal and informal education programmes for people of all ages and at all learner levels: from nursery, primary and secondary schools to undergraduate (HND and BSc) and postgraduate (MSc and PhD) levels. We provide this training in-house to our own students and through outreach at schools, colleges, universities and as capacity building in projects to develop botanic gardens abroad. Our adult education courses cater to everyone from the interested amateur to career changers.

RBGE botanists and horticulturists play a major role across much of our teaching, enhancing the work of core teaching staff who are themselves experts in their fields. This level of knowledge and experience, as well as use of world-class collections, is something students seldom access in colleges and universities. Learning at a professional institution as opposed to a school, college or university campus is a huge strength of RBGE’s education programmes.

During 2012/13, the first year of our new Education Strategy, the key new target will be the setting up of our own Virtual Learning Environment (VLE). This will enable us to better support the teaching of students in Edinburgh and around the world. The tenders for the supply and installation of the VLE are being submitted in early 2012 and the first courses will be on-line by September. We will continue to develop our current suite of courses, and start the process to go on-line. The first courses will be the Level 2 Certificate in Horticulture and the RBGE Diplomas in Botanical Illustration and Garden History. These will be offered as ‘hybrid’ courses, where students will spend around two weeks per year studying in Edinburgh and then work remotely for the remainder of the academic year.

Early in 2012/13 the Exhibition and Events Department will be transferred from the Science Division and, together with some staff from the Enterprise Division, relocated within the Learning Department of the Horticulture Division. This restructuring reflects thinking during a strategic review of our visitor offer.

In the future we will continue to develop our education programmes to teach courses on plant sciences, horticulture, biodiversity, ecology and conservation to a wider range of learner levels. This will be achieved by developing distance learning, by working in partnership with an even greater number and range of partners, and by improving marketing and promotion of our courses.

Specifically, by the end of this five-year strategy period in 2016/17, the Education Department will have:

- Increased income from courses so that it is contributing financially to the operations of RBGE.
- Fully developed a suite of RBGE branded courses, offered in a variety of formats and supported by our own on-line VLE.

- Gained accreditation for selected programmes from an appropriate external education awarding body, which will be a significant milestone.
- Further developed our partnerships with leading organisations linked to the courses we offer. This will include the Royal Horticultural Society.
- Completed the re-development and expansion of the RBGE Demonstration Garden, including the creation of a new curriculum and programmes for a variety of learner groups, including new audiences.
- Led the development of a Scottish School of Gardening/Horticulture, in conjunction with key partners such as the National Trust for Scotland (this will link into the possible construction of a School of Botany and Horticulture building as part of the NE corner re-development at RBGE).
- Expanded the global delivery of RBGE education programmes. This will include the RBGE Certificates in Practical Horticulture and Field Botany.
- Trained and developed the gardens and science teams to become better teachers and communicators.
- Expanded the delivery of formal education programmes, at all levels, within our three Regional Gardens.
- Expanded our schools programmes, particularly in outreach and schools gardening.
- Developed and expanded horticultural research at RBGE, which will include BSc dissertations and PhD level research linked to the operations of the Gardens.
- Integrated Exhibitions, Events and Interpretation into the Education Department.

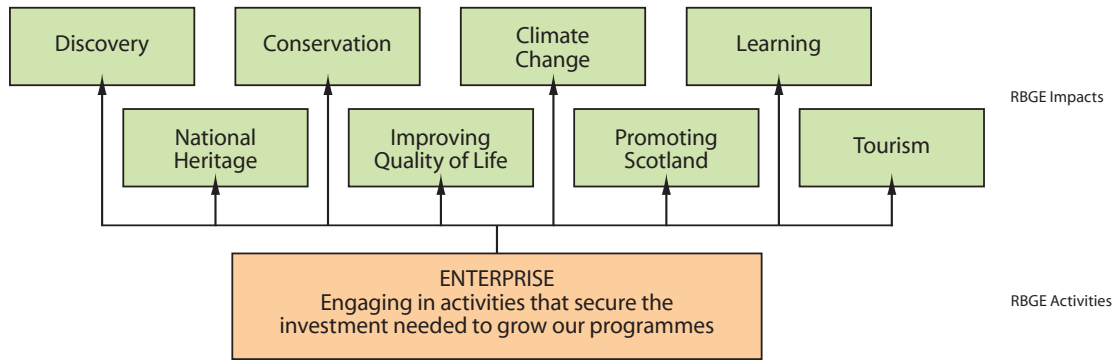
#### KPIs for Education:

KPI 12: Number of learners by level							
	2010/2011 Achievement	2011/2012 Forecast	2012/2013 Plan	2013/2014 Plan	2014/2015 Plan	2015/2016 Plan	2016/2017 Plan
<b>School children</b>	9,140	9,500	10,000	10,150	10,150	10,150	10,150
<b>HND</b>	40	40	40	40	40	40	40
<b>BSc</b>	18	20	20	20	25	25	25
<b>MSc</b>	18	20	20	20	20	20	20
<b>PhD</b>	22	23	20	20	20	20	20
<b>Adult Education Participants</b>	1,200	1,300	1,400	1,550	1,845	2,245	2,400
<b>Total Number of Participants on Courses</b>	10,438	10,900	11,500	11,800	12,100	12,500	12,655

#### Key Partnerships in Education:

- Scottish Government Directorate for Schools
- Botanic Garden Conservation International (BGCI)
- University of Edinburgh
- University of Glasgow
- Scottish Agricultural College (SAC)
- Gatsby Foundation
- Edinburgh School of Architecture and Landscape Architecture (ESALA)
- Eden Project, Cornwall
- Royal Horticultural Society (RHS)
- Scottish Schools Equipment Research Centre (SSERC)

## Enterprise



Self-generated income is vital to supporting all our activities and it is therefore essential to continue to expand existing income streams and seek to develop new ones. As RBGE is a not-for-profit charity, this income is an important addition to the funding provided by the Scottish Government. The core income streams within Enterprise are retail, catering, private venue hire, membership, fundraising and visitor admissions.

Departmental plans across the Enterprise Division will be revised and developed into a formal Enterprise Strategy during the 2012/13 financial year. The Strategy will encompass commercial activity, membership, fundraising, marketing and communications.

During 2012/13 we plan to:

- Recruit a Head of Marketing & Communications and a Development Manager. Both positions will have a considerable impact on encouraging more visits to all four Gardens, increasing our national and international profile and placing RBGE in a more financially secure and sustainable position.
- Implement a corporate membership programme aimed at creating future opportunities for Corporate Partner engagement. The budget is set to achieve an overall 18% increase from current income levels.
- Approach trusts and foundations to support our ambitions to enhance or restore our cultural assets, in particular the reconstruction of the Botanics Cottage in the Edinburgh Garden, as part of the Learning Garden Project.
- Take advantage of the redeveloped plant sales area in Edinburgh and the investment in new retail fixtures at Dawyck to increase our retail offer and profits.
- Enhance the private event offer at the Edinburgh Garden to meet demand for weddings. RBGE is one of Scotland's most sought after wedding venues and further enhancement of the offer will significantly expand income opportunities.
- Increase income from admissions at the Regional Gardens and the Glasshouses in Edinburgh.

During the next five years we aim to:

- Establish a sustainable and progressive membership programme.
- Increase profit from commercial activity to a minimum of £450k per annum, an increase of 19% on current income levels.
- Increase admission income by 25%.
- Undertake a major fundraising campaign to support the Masterplan, with the aim of increasing visitors' enjoyment of our natural environment and their understanding of tropical plant biodiversity.

KPIs for Enterprise:

KPI 13: Enterprise total (non-Grant-In-Aid income)						
2010/2011 Actual	2011/2012 Forecast	2012/2013 Budget	2013/2014 Plan	2014/2015 Plan	2015/2016 Plan	2016/2017 Plan
£1,951k	£2,130k	£2,257k	£2,510k	£2,622k	£2,664k	£2,694k

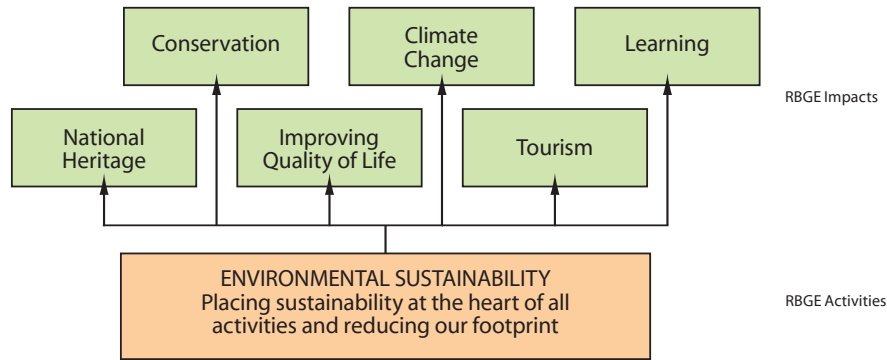
Key Partnerships in Enterprise:

- Scottish Parliament and Business Exchange
- Chamber of Commerce
- Unique Venues of Edinburgh
- Association for Cultural Enterprises (ACE)
- The Benmore Shop (Benmore) is franchised to Helen and Gavin Dick
- The Gateway Restaurant, Terrace Café, Caledonian Hall and East Gate Lodge are franchised to Prestige Scotland Ltd
- The Dawyck Café (Dawyck) is franchised to Penny Bun Baking
- The Benmore Café (Benmore) is franchised to Helen and Gavin Dick
- The Potting Shed Bistro (Logan) is franchised to Caroline and Robin Torrance



The Shop at the John Hope Gateway continues to thrive.

## Environmental Sustainability



RBGE has an Environmental Policy, a Sustainable Development Policy, a Carbon Management Plan and an Environmental Management System.

RBGE's business is the world of plants and the state of the environment and therefore the principles of sustainability are at the heart of all our activities. These principles will embrace the fundamental role of plants in a sustainable planet, the protection and enhancement of the natural and cultural heritage, and the recognition and understanding of the effects of climate change. We are working urgently towards reducing our carbon footprint which is inappropriately high, largely because of our outdated glasshouse infrastructure, including our fossil fuel boilers. Not only are the glasshouses unacceptable in terms of their greenhouse gas emissions, but their operational cost rises ahead of inflation with escalating energy costs.

Due to the nature of its work, RBGE has had an interest in environmental sustainability in general but we have been focusing on this issue very specifically for at least seven years. We will continue to improve our sustainability performance through a cycle of internal audit and review, and with effective communication. We already have policies and procedures in place and a number of committees meet regularly to set objectives and targets and review environmental performance.

During 2012/13 we will be working towards ISO 14001, the environmental standard for institutions such as RBGE, with the establishment of an Internal Audit Committee. We completed the 'Carbon Management-lite' Programme run by the Carbon Trust in 2010, to measure and establish ways to reduce our carbon emissions. Our Carbon Management Team, established through the programme, will continue to work on projects that will reduce our carbon footprint.

One way to do this is to reduce our use of fossil fuels through renewable technologies and by 2016/17 we hope that all four sites will have at least one of these technologies replacing part of their fuel use. During 2012/13 we will install a wind turbine in Logan Botanic Garden and over the following two years we will reinstate the historical hydropower electricity generation system at Dawyck Botanic Garden. A feasibility study in late 2011 confirmed that a biomass boiler at Benmore Botanic Garden would be a viable project and this will be installed as soon as resources are available.

Our Environmental Policy will be implemented as fully as resources allow and this will be supported with a Sustainable Procurement Policy which will be written in 2012. We aim to achieve this by acting in ways that:

- Minimise our consumption of natural resources and promote sustainable design and construction.
- Minimise our environmental impact and contribute to climate change adaptation strategies and to biodiversity conservation.
- Communicate science to the public to inspire a sustainable society.
- Support sustainable businesses and sustainable tourism.



In December 2010 Dawyck Botanic Garden attained a silver Green Tourism Business Scheme (GTBS) award. Dawyck is the first garden attraction in Scotland to achieve this. It is planned that Logan Botanic Garden will achieve the same accreditation by 2013/14 and Benmore the year after.

RBGE is currently faced with a continuing high level of CO<sub>2</sub> emissions due to the high energy requirements of the extensive and old glasshouses. In late 2011 an energy audit was carried out to find out where we can make further improvements in the current system, without compromising change in the future. In 2012/13 we will begin to implement the recommendations from this audit.

The figures shown below have been obtained from the data gathered as part of the Carbon Management Programme. Note should be made that these emissions figures are different from previous years because energy use data and invoices were reviewed in April 2011 and errors in the previous data set were identified. Emissions for 2010/11 were actually 20% less than the baseline year for the Carbon Management Plan of 2009/10. This was an extremely encouraging figure and we hope to see continued improvement in subsequent years although the percentage reduction is unlikely to be so dramatic. The figures below anticipate a 13% reduction from the actual figure achieved in 2010/11 figure (as opposed to the target set) to be achieved by 2013/14. It should be noted, however, that it will not be possible to further reduce this figure without substantial infrastructure expenditure.

**KPIs for Environmental Sustainability:**

KPI 14: Tonnes of carbon dioxide emissions (CO <sub>2</sub> e) produced						
2010/2011 Achievement	2011/2012 Forecast	2012/2013 Plan	2013/2014 Plan	2014/2015 Plan	2015/2016 Plan	2016/2017 Plan
3,673	3,554	3,435	3,316	3,197	3,078	2,959

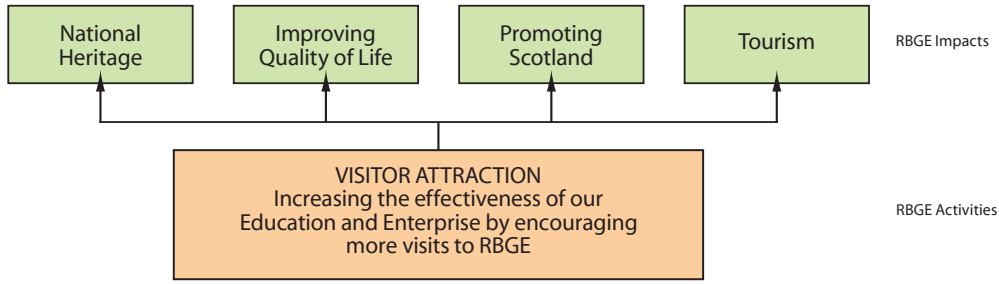
**Key Partnerships in Environmental Sustainability:**

- Scottish Government
- City of Edinburgh Council
- Scottish Parliament
- Carbon Trust
- Natural Capital
- The Bike Station
- Changeworks
- Keep Scotland Beautiful
- NHS National Services Scotland



The quietrevolution wind turbine on top of the John Hope Gateway, RBGE.

## Visitor Attraction



RBGE is one of Scotland’s major attractions with some 800,000 visitors to its four Gardens. Our strategy is to achieve a 5 star visitor rating at all our sites, attract new visitors and encourage repeat visits.

In addition to seeking to maintain the highest levels of horticultural practice within our Gardens, we deliver a wide and varied programme of exhibitions and events through the John Hope Gateway, Inverleith House and all our four Gardens. The exhibitions programme continues to receive support from Creative Scotland, Scottish Government Science Engagement Grants and other external funders, and benefits from engagement with a wide variety of partners including other research institutes, universities and NGOs.

In 2011 an internal strategy development working group, entitled Botanic Twenty Eleven, reviewed our public offer and recognised the need for tighter integration of our offer, better long-term programming with stronger partnerships, better marketing and promotion and increased use of social media to engage our various audiences.

In 2012, ten partner organisations from leading eco-attractions around the UK will work together to formally establish the Eco-Attractions Group, of which RBGE will be a founding member. The group aims to connect people with nature, focus on positive support for biodiversity and sustainability, be committed to responsible tourism and sustainable operational practices, and collaborate and support marketing eco-attractions and ‘green days out’.

The exhibition *Hard Rain 2: What’ll you do now?* is the sequel to the successful 2007 exhibition. This new exhibition, funded by the Scottish Government, addresses so many relevant environmental issues and what various nations are doing about them and is planned to be launched in Edinburgh in spring 2012, just ahead of the Rio Earth Summit in early summer. The exhibition will then travel to our Regional Gardens during the remainder of the financial year.

RBGE has sought to make active use of Twitter, Facebook, Flickr and YouTube in the past eighteen months, to provide proactive outreach about the four Gardens and in 2012 our efforts will be increased.

Visitor welcome staff will continue with their customer training programmes to ensure a 5 star standard can be achieved at the Edinburgh Garden and be recognised by Visit Scotland’s Quality Assurance Programme in 2013.

### KPIs for Visitor Attraction (See also KPI 10):

KPI 15: Visit Scotland star rating							
	2010/2011 Achievement	2011/2012 Forecast	2012/2013 Plan	2013/2014 Plan	2014/2015 Plan	2015/2016 Plan	2016/2017 Plan
Edinburgh	4	4	4/5	4/5	5	5	5
Benmore	4	4	4	4	4	4	4
Dawyck	5	5	5	5	5	5	5
Logan	4	4	4	4	4	4	4

## 5. RESOURCES

The resources that support our activities are finance, land and buildings, people and facilities. These are managed principally within the Corporate Services Division but the other divisions make important contributions to achieving these objectives, particularly in the management of people and facilities.

### Finances

RBGE has a financial strategy which is reviewed annually during the process to update the Corporate Plan. Critical to the successful execution of our strategy is securing sufficient financial investment. We obtain such resources from the Scottish Government (Grant-In-Aid), commercial and development activity, research grants and consultancy projects. The table below indicates the income we are seeking to achieve, arranged by category. Annex A (including Appendices 1 and 2) provides details of the financial budget.

### Categories of Income

	2010/2011 Actual	2011/2012 Forecast	2012/2013 Budget	2013/2014 Plan	2014/2015 Plan	2015/2016 Plan	2016/2017 Plan
<b>G-I-A Revenue</b>	8,995,000	8,995,000	8,495,000	8,495,000	8,495,000	8,495,000	8,495,000
<b>RBGE Other Income</b>	1,611,000	1,752,000	1,857,000	2,080,000	2,182,000	2,224,000	2,244,000
<b>BTC</b>	340,000	378,000	400,000	430,000	440,000	440,000	450,000
<b>Research Grants</b>	1,008,000	1,011,000	800,000	850,000	900,000	950,000	1,000,000
<b>Total Self-Generated Income</b>	2,959,000	3,141,000	3,057,000	3,360,000	3,522,000	3,614,000	3,694,000
<b>% Self-Generated Income: Total Revenue Income</b>	25%	26%	26%	28%	29%	30%	30%
<b>G-I-A Capital</b>	700,000	1,300,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000

RBGE Other Income reflects income from education, membership, Patrons, commemorative income, donations, rents, admissions, consultancy, exhibitions and events, publications, small grants and overhead recovery on projects  
The BTC figure is net profit from the retail and catering franchise operations  
Research grant income is shown gross

Our corporate strategies are focused on maximising self-generated and research grant income so that we can achieve significantly more than would be possible with the Grant-In-Aid alone. In addition we are aiming to:

- Establish the mechanism for managing Consultancy Income Generation. We will work on developing the best way to deal with the interface between companies requiring specific work and the Departments at RBGE that are needed to do the work and how to project manage this work most effectively.
- Achieve some £211k in savings on “other expenditure” by reducing overtime, maintenance and cleaning costs as well as improving our procurement processes. The latter will involve setting a procurement Action Plan, developing a Contracts Register and setting in place training for all those involved in procurement.

## Land and Buildings

RBGE is dependent on its land and buildings to fulfill its functions. Land, which extends to 116 hectares across four sites, provides the rich and natural beauty that is our signature as a world-leading botanic garden. We have the privilege of being custodians of buildings of significant architectural interest. Additionally, our more functional buildings provide the necessary working accommodation for our staff in each of our divisions. Iconic buildings at the Gardens include the Edinburgh glasshouses, the John Hope Gateway and the recently restored Benmore Fernery.

### Major Capital Development Plan

To ensure that RBGE maintains its existing infrastructure and plans for future developments, the Capital Development Plan is revised each year. Our estimates for the planning period (subject to future Spending Reviews) are in Annex B. Clearly for the forthcoming year our planning assumptions will need to take account of the recent storm damage and how that impacts on the RBGE Masterplan.

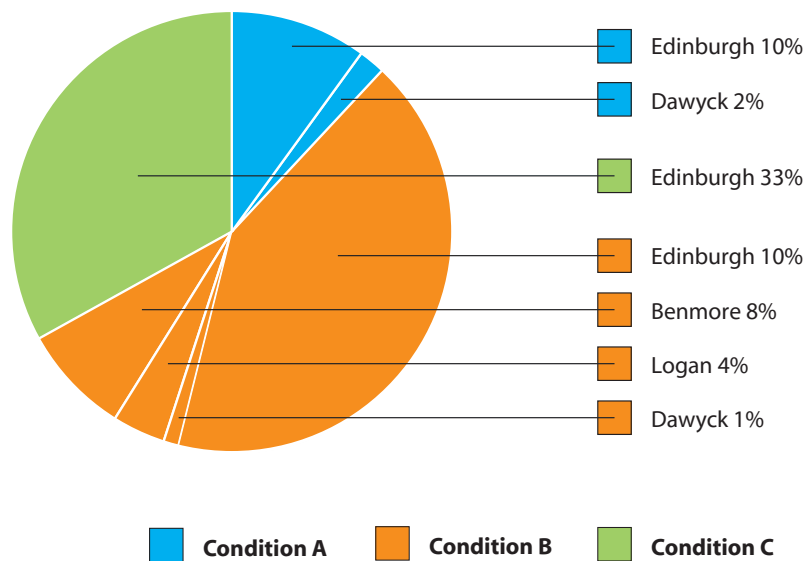
### Listed Buildings

RBGE buildings are assigned to one of three categories according to their relative importance. The list is compiled by Historic Scotland on behalf of the Scottish Ministers and the Inspectorate undertakes its compilation, administration and maintenance. Once Scottish Ministers have decided to list a building or buildings, the revised list is sent to the local planning authority. All listed buildings receive equal legal protection, and protection applies equally to the interior and exterior of all listed buildings regardless of category. The buildings that have been listed at RBGE are detailed in Annex C.

### Condition of Buildings

The RBGE aims for all its buildings to be classified as Condition B according to the Royal Institution of Chartered Surveyors' classification of buildings. Sixty-seven per cent of our buildings achieve this criterion; however 33% are classified as Condition C which emphasises the considerable amount of building replacement required at our Edinburgh site. The graphic below shows the conditions of our buildings according to this classification system.

### Conditions of Buildings at RBGE



During the next financial year we will:

- Implement the Pre-planned Maintenance Plan and carry out reactive maintenance as required.
- Implement the Capital Plan for FY 2012/13.
- Reduce energy consumption in accordance with our Energy Conservation Plan.

## People

In these financially challenging times, our people are even more crucial as our key resource. We continue to depend on their specialist skills, commitment and passion for their work to allow us to make progress towards achieving our objectives. An important component of our people is the large number of volunteers who continue to give their time freely and willingly engage with our work and our visitors. Our People Strategy and Manpower Plan is contained in Annex D. The current HR strategy is to fill only business-critical posts, and leave those less critical as vacant. In FY 2012/13 we will:

- Continue to apply robust selection processes with the likelihood of further gapping of vacant posts.
- Run a voluntary exit scheme for staff, with Scottish Government agreement.
- Maintain and where possible grow volunteer numbers.
- Complete a review of working practices to reduce programmed overtime payments by £75k.
- Enhance staff numbers actively engaged in income generation.
- Develop leadership and management competencies.
- Review terms and conditions of contracts of employment.
- Standardise competencies and skills required at each grade level across RBGE.



Participants in the 2012 RBGE Staff Conference.

## Facilities

Our facilities act as the enablers for our staff to carry out the activities that deliver our strategic objectives at RBGE. They are:

### Herbarium

A collection of ca. 3 million specimens representing half to two-thirds of the world's flora. It is considered a leading botanical collection and is visited by national and international researchers. In recent years there has been emphasis on digitising specimens so that images and data can be accessed via the internet. In the forthcoming financial year, in addition to our ongoing activities, we will:

- Complete the digitisation of all specimens in the Herbarium from SW Asia and the Middle East, providing a virtual herbarium resource of one of the most important collections of specimens from this area.
- Digitise all the specimens of the ginger family, Zingiberaceae, in the Herbarium. This is an economically important family and one of the key focus families for RBGE research.
- Curate the conifer collections following a new classification and linear sequence co-authored by two of our scientists.

### Glasshouses

The Edinburgh display and research glasshouses exist for research, quarantine, propagation, education and attracting visitors. Since over 80% of the world's flora occurs in warm temperate and tropical parts of the world, the glasshouses offer the environments that many plants require. Unfortunately, at present all the glasshouse groups noted below will require capital investment to replace and/or renovate them to improve energy efficiency and/or make the structures safe and secure. This is central to the RBGE Masterplan and will require a review of earlier strategic planning and research to ascertain options and solutions. The main groups of glasshouses include:

- Research glasshouses – we need to continue to provide research glasshouse space for the cultivation of specific plant groups in active research programmes such as *Begonia*, Gesneriaceae and Zingiberaceae.
- Quarantine glasshouse – we must continue to provide glasshouse facilities that comply with current plant health legislation and that facilitate the importation of live plants into RBGE's Living Collection.
- Display glasshouses – we must continue to curate the indoor Living Collections within the public display glasshouses and cultivate as diverse a range of warm temperate and tropical plants as possible for scientific, educational and amenity purposes.
- At the Regional Gardens there are very few glasshouses (none at Dawyck; a small historic lean-to glasshouse in the Formal Garden at Benmore which has recently been restored and a polythene tunnel used for holding stock which was destroyed in the January gale and which will need to be replaced; at Logan there are a number of small glasshouses and polythene tunnels used for propagation and for holding stock – these are of modest age and condition but do not require investment at present). However, we are seeking funding from foundations for a new conservatory at Logan.

### Science Laboratories

The scientific laboratories provide a facility for the generation of molecular and microscopy data to support RBGE research and training of staff and students. During the next financial year we will place particular emphasis on:

- Launching EDNA, the Edinburgh DNA database online (RBGE use only). This is the first phase in the curation and management of RBGE's DNA collection.
- Development of a storage facility and phase 1 of the curation and management of the silica dried preserved leaf material collection – research / post driven curation (dependent on capital money).
- Making appropriate use of, and facilitating access to, new technologies and services, such as Next Generation Sequencing. We will continue to ensure efficiencies in purchasing and service charges.

### Information and Communications Technology (ICT)

RBGE has an ICT strategy which supports this Corporate Plan in the Facilities objective. It was last reviewed in 2011 and is next due for revision in 2012. Up-to-date communication facilities in meeting rooms will allow individuals or complete meetings to broadcast proceedings via sound and images, all with the benefit of reducing travel requirements. Online education will be similarly supported. Improved communication links (including Wi-Fi), especially at the Regional Gardens, will improve the visitor offer and bring business benefits to staff, especially those working in the field. New power-saving computing technologies such as server and desktop virtualisation will continue to be implemented. All of these have the potential to reduce our carbon footprint.

During the next financial year we will:

- Implement the first phase of the virtualised desktop environment (VDI) to provide new desktop computing which will provide a better user experience, be more easily managed and consume less energy.
- Provide improved audio, video and desktop conferencing facilities, improve Wi-Fi connectivity for staff and visitors and provide all users with the current version of Windows and Office software.
- Launch the Green Pages online process manual to give all Garden personnel access to service and procedural information.
- Make appropriate use of cloud technology and continue to provide ICT services to enable improved working practices among our users.

### Library

The Library provides staff, students, visiting researchers, external students and the public with access to plant science literature and related subjects. RBGE Historic Archives are also managed within the sphere of the Library.

- We will continue the creation of online catalogue records for all our books.
- We will continue (as resources permit) to create digital copies of selected books for inclusion on BHL(e).
- The main objective of the RBGE Archives over the coming years is to continue building up a series of catalogues of the main and best-used collections which can then be made available on-line via the RBGE website and the Archives Hub, and will form the basis of an eventual move to a professionally recognised piece of archival management software.

### Equipment and Support Services

RBGE is required to maintain equipment levels, e.g. of tractors, computers and climate change systems. Support services include Rangers, reception and the post room.

- Garden machinery in its various forms and sizes is vital to the efficient management, operation and presentation across the Gardens. We will strive to replace aging machinery and constantly explore new technologies that will help improve the efficiency of Garden operations.

## Efficiency Plan

RBGE has provided details of its proposed Efficiency Plan, as required by the Scottish Government, in Annex E.

## Scottish Government National Outcomes – RBGE Performance Indicators

The RBGE Performance Indicators to meet Scottish Government National Outcomes are shown in Annex F.

## 6. GOVERNANCE

Corporate Governance is the set of responsibilities and practices exercised by the RBGE Board of Trustees and the Senior Management Team with the goal of providing strategic direction, ensuring that objectives are achieved, ascertaining that risks are managed appropriately and verifying that the organisation's resources are used responsibly. This is achieved through executing RBGE's strategy successfully.

### Management and Control

The Senior Management Team is actively engaged with the leadership and management of RBGE and is supported in this by our Performance Management System, Executive Strategy Manager™. Additionally, an innovative strategic objective costing and budgeting process has been developed at RBGE which will provide the necessary visibility of the costs of achieving our strategic objectives. These processes combined with our management system will ensure that RBGE can readily demonstrate excellent value for money in a completely transparent manner that delivers fully costed and significant contributions to Scottish Government's National Outcomes.

### RBGE Risk Register

RBGE reviews and updates its risk register to identify, analyse and manage our risks. The Board and key members of staff determine the likelihood of the risk occurring and the impact it is perceived to have. Controls are established and the likelihood and impact are assessed again. The Board of Trustees and the Audit Committee review these risks quarterly. The headline risks to RBGE's Activities, Resources and Governance are shown below. The remainder are in the RBGE Risk Register.

Headline Risks as at Spring 2011/2012			
Risk Identifier	Strategic Risk	Net Score	Risk Definition
R2A	Land and Buildings - General	16	Failure to maintain buildings to an effective standard, incurring long-term costs.
R2B	Land and Buildings - Masterplan	12	Failure to achieve the objectives contained in the RBGE Masterplan. Failure to win support to fund the Masterplan (identified as a major strategic priority).



## 7. CONCLUSION



In light of the global environmental challenges RBGE's science, education and conservation programmes have never been more important. We will continue to make a significant and distinctive contribution to tackling these global issues. In this time of great economic challenge, our focus is on charting a careful course that will enable us to continue to build upon our successes and put us in the best position to move forward more actively when opportunities to do so arise.

We recognise that our most important stakeholder, the Scottish Government, will continue to be the major funder of our work and acknowledge that recent reductions in Grant-In-Aid have been an inevitable part of their efforts towards recovery in the wider economy. We will continue to work closely with colleagues

in our Sponsor Department and across the Scottish public sector to maximise the contributions we make to Scotland's National Outcomes.

Now, even more than ever, we recognise the necessity of adding to the Grant-In-Aid through our own efforts. Fortunately, we have a track record of deploying financial resources extremely effectively at RBGE and this will continue. Furthermore, as a result of purposeful investment both in people and in infrastructure, the last decade has seen a steady growth in self-generated income at RBGE. We need to continue to drive forward this process of evolution and change. In particular we need to strengthen the workforce to acquire new skills that will make us better able to market our services, to exploit advances in communications technology and to enhance our ability to offer consultancy services. The support of the Scottish Government for a programme of Voluntary Early Retirement has been key to reducing costs whilst enabling investment in a limited number of key skills not currently available within RBGE.

We also face major challenges in implementing our Masterplan, which requires very substantial capital investment. Although such investment is not available from the Scottish Government at present we are committed to starting to progress the Masterplan and had intended to focus initially on the Heritage Glasshouses through a programme of development fundraising. Following the storm of 3 January, we will rapidly review our priorities to bring forward replacement of the vulnerable research glasshouses. We are applying for resources from trusts and foundations to begin moving forward with the renewal of the Demonstration Garden, transforming it into a focus for horticultural engagement and education. Within the lifetime of this Corporate Plan we would like to see new visitor facilities coming on stream at Benmore and Logan Botanic Gardens.

Despite the many challenges I am confident of continued success, with the support of the Scottish Government, other funding bodies and the public, and with the continued commitment of our staff, volunteers, Members, Patrons, and Trustees.

**Professor Stephen Blackmore** CBE, FRSE  
Regius Keeper and Queen's Botanist

## 8. ANNEXES

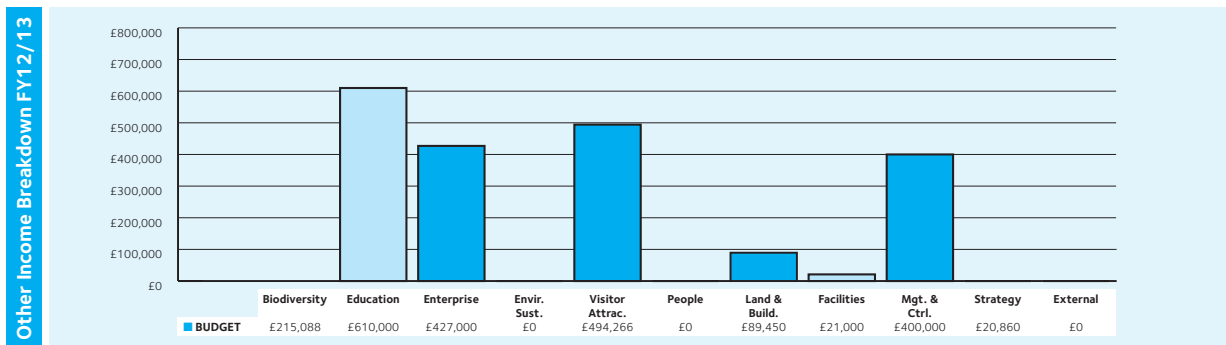
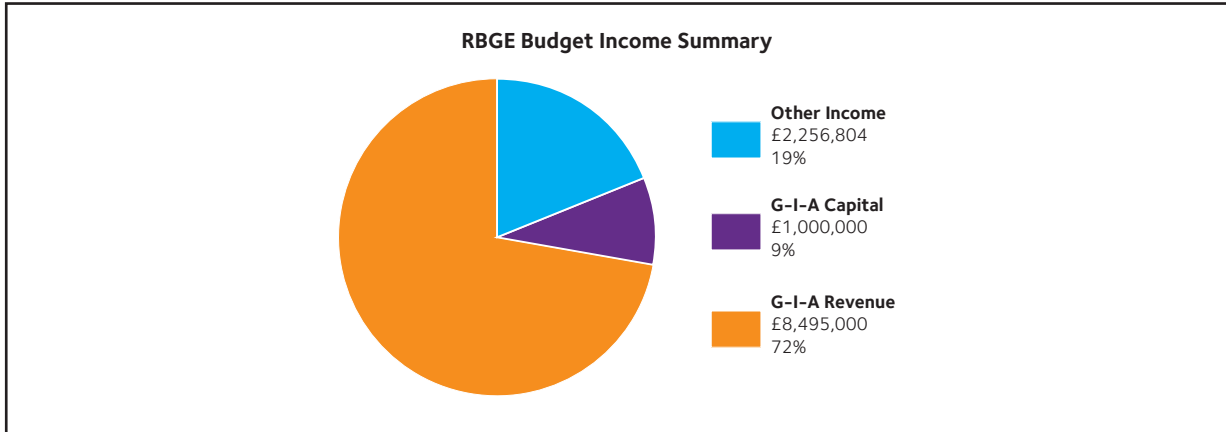
These Annexes contain the plans for:

- Annex A:** Financial Information
  - Appendix 1: Strategic Objective Budget
  - Appendix 2: RBGE Budget
- Annex B:** Major Capital Development Plan
- Annex C:** RBGE Listed Buildings
- Annex D:** People Strategy and Staffing Plan
- Annex E:** Efficiency Plan
- Annex F:** RBGE KPIs Contributing to Scottish Government National Outcomes

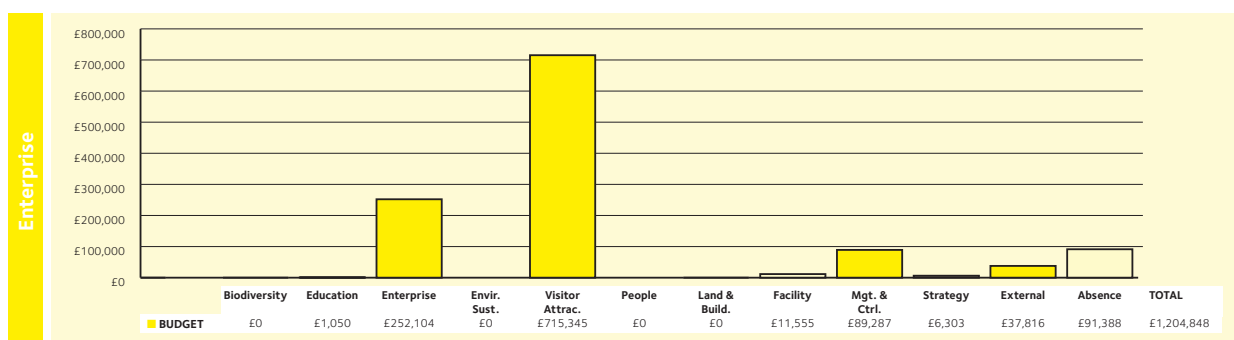
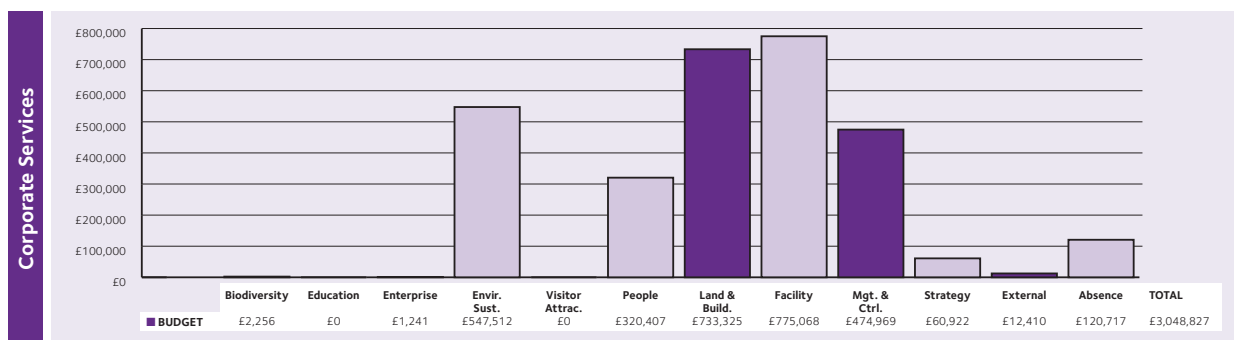
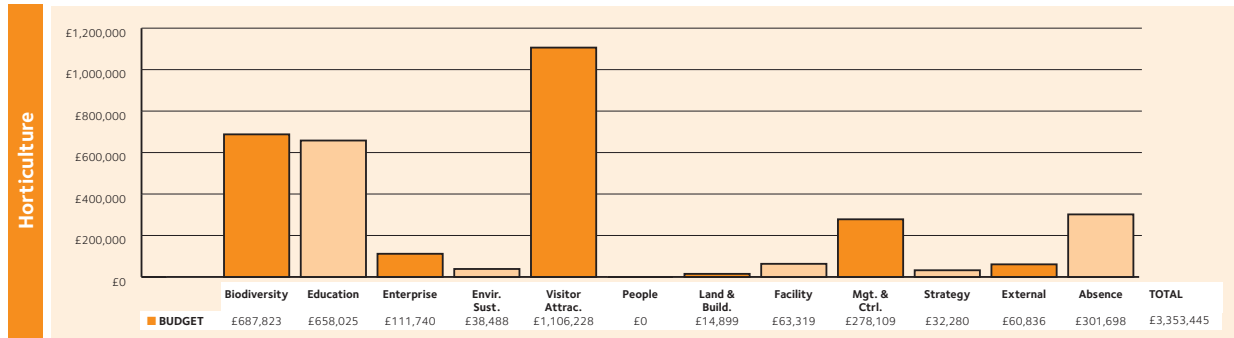
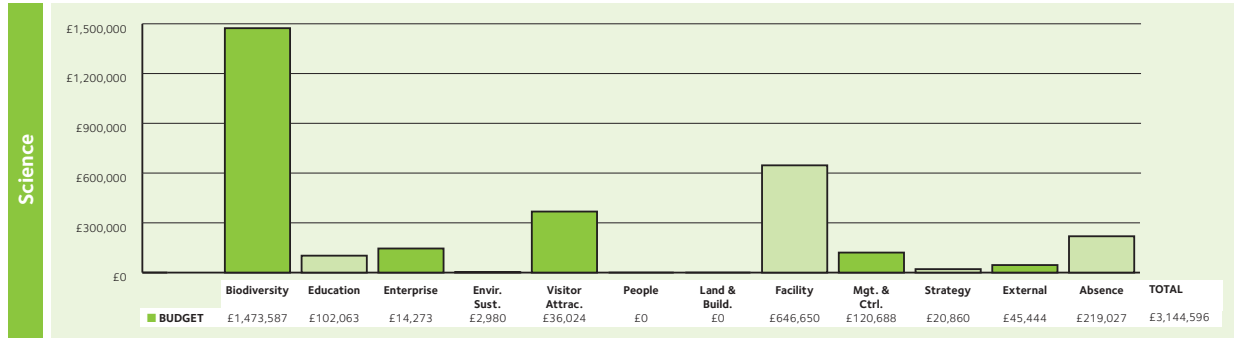
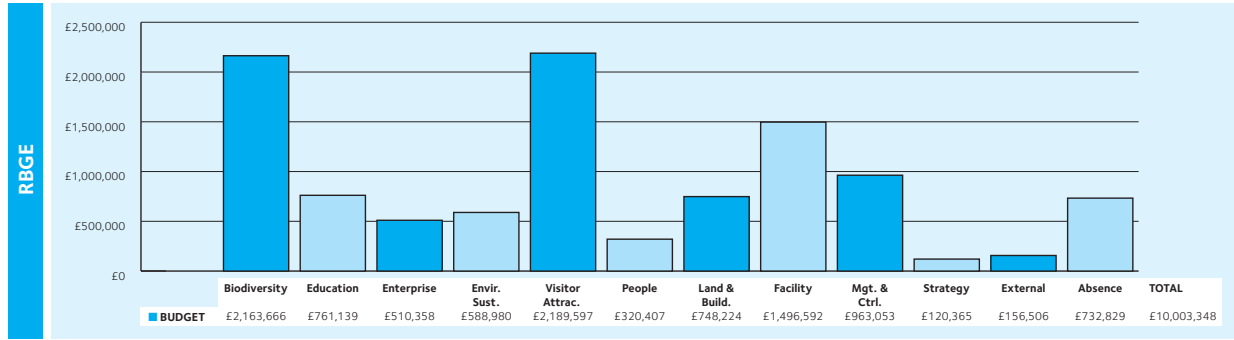
## Annex A: Financial Information

Appendix 1 provides detail on the Strategic Objective Budget and Appendix 2 provides the traditional Financial Summary. Our principal costs are salaries (70% of total expenditure) with the remainder deployed on a variety of items ranging from utilities to travel costs. RBGE staff are very conscious of the need to be sparing with the use of our resources and to extract the maximum value for money. In response to the increasing financial difficulties facing the Scottish public sector, the Scottish Government has reduced our revenue Grant-In-Aid by £0.5m and our capital Grant-In-Aid by £0.3m for the period of this Plan. Consequently, significant tranches of costs will be taken out of our budget as indicated in the Introduction. The impact of these reductions on our strategy is shown in the Strategic Objective Budget shown in Appendix 1 to this Annex.

### Summary of Income



# Annex A: Appendix 1 Strategic Objective Budget - FY 2012/13



## Annex A: Appendix 2 Budget

All figures below are in thousands

TOTAL RESOURCE								
	2010/11 Actual	2011/12 Forecast	2011/12 Budget	2012/13 Budget	2013/14 Projection	2014/15 Projection	2015/16 Projection	2016/17 Projection
Reserves Opening Balance	11	617	617	710	625	585	511	444
Movement in Year	606	94	27	-85	-40	-74	-67	-57
Reserves Closing Balance	617	711	644	625	585	511	444	387
REVENUE BUDGET								
Operating Income:	2010/11 Actual	2011/12 Forecast	2011/12 Budget	2012/13 Budget	2013/14 Projection	2014/15 Projection	2015/16 Projection	2016/17 Projection
<b>Operating Income:</b>								
Grant-In-Aid	8,995	8,995	8,995	8,495	8,495	8,495	8,495	8,495
Other-Income	1,611	1,752	1,463	1,857	2,080	2,182	2,224	2,244
Transfer from Board Reserve	0	65	230	400	400	500	500	500
Donations from Foundation	100	0	0	0	0	0	0	0
<b>Total Income</b>	<b>10,706</b>	<b>10,812</b>	<b>10,688</b>	<b>10,752</b>	<b>10,975</b>	<b>11,177</b>	<b>11,219</b>	<b>11,239</b>
<b>Expenditure:</b>								
Salaries	7,062	7,224	7,249	7,427	7,444	7,534	7,661	7,781
Other Expenditure	3,217	3,584	3,412	3,325	3,531	3,643	3,558	3,459
<b>Total Expenditure</b>	<b>10,279</b>	<b>10,808</b>	<b>10,661</b>	<b>10,752</b>	<b>10,975</b>	<b>11,177</b>	<b>11,219</b>	<b>11,240</b>
Surplus/Deficit for the Year	427	4	27	0	0	0	0	0
Botanics Trading Company Budget								
	2010/11 Actual	2011/12 Forecast	2011/12 Budget	2012/13 Budget	2013/14 Projection	2014/15 Projection	2015/16 Projection	2016/17 Projection
Retail Profit	80	55	92	80	100	100	100	110
Restaurant/Cafe Profit and Private and Corporate Events Income	308	380	304	380	390	400	400	400
Other Commercial Income	1	0	0	0	0	0	0	0
Commercial Costs	-49	-57	-51	-60	-60	-60	-60	-60
<b>Profit</b>	<b>340</b>	<b>378</b>	<b>345</b>	<b>400</b>	<b>430</b>	<b>440</b>	<b>440</b>	<b>450</b>
Centre for Middle Eastern Plants								
	2010/11 Actual	2011/12 Forecast	2011/12 Budget	2012/13 Budget	2013/14 Projection	2014/15 Projection	2015/16 Projection	2016/17 Projection
CMEP Consultancy Profit	-103	-62	26	0	0	0	0	0
Board Reserve								
	2010/11 Actual	2011/12 Forecast	2011/12 Budget	2012/13 Budget	2013/14 Projection	2014/15 Projection	2015/16 Projection	2016/17 Projection
<b>Income:</b>								
Donations East and West Gates	14	0	20	0	0	0	0	0
Interest on BTC Loan	3	4	4	4	4	4	4	4
BTC Profit	340	378	345	400	430	440	440	450
CMEP Profit	-103	-62	26	0	0	0	0	0
Oman Projects and Scientific Pubns	42	0	0	0	0	0	0	0
<b>Total Income</b>	<b>296</b>	<b>320</b>	<b>395</b>	<b>404</b>	<b>434</b>	<b>444</b>	<b>444</b>	<b>454</b>
<b>Expenditure:</b>								
CMEP Funding from Board Reserve	14	0	0	0	0	0	0	0
Transfer to Revenue Budget	0	65	230	400	400	500	500	500
Public Liability Insurance	8	8	8	10	10	10	11	11
U of E Joint Lectureship	19	9	9	0	0	0	0	0
Other	-4	10	10	0	0	0	0	0
Oman Projects	33	0	0	0	0	0	0	0
Flora of Nepal	8	27	27	0	0	0	0	0
Chilean Bequest	39	91	91	35	44	8	0	0
Horticulture Apprentices	0	20	20	44	20	0	0	0
<b>Total Expenditure</b>	<b>117</b>	<b>230</b>	<b>395</b>	<b>489</b>	<b>474</b>	<b>518</b>	<b>511</b>	<b>511</b>
Surplus/Deficit for the Year	179	90	0	-85	-40	-74	-67	-57

### Assumptions

- Grant-In-Aid notified allocation for 12/13 is £8.495m with level funding for 13/14 and 14/15. Level funding assumed in 15/16 and 16/17.
- Total Other Income reflects income from education, membership, Patrons, commemorative income, donations, rents, admissions, consultancy, exhibitions and events, publications, small grants and overhead recovery on projects.
- Salaries total assumes continuation of current gapped posts and a 2% annual progression pay increase.
- Cuts of £259k (from 11/12 forecast) in other expenditure in 12/13 have been assumed. Provisionally maintenance £100k (30%), cleaning £30k (13%), cuts to other operational budgets of £129k. Future years adjusted as required to balance the budget.
- BTC profits for retail, catering and private event income reflect current trends and new opportunities.
- The Chilean Work Programme was funded through a legacy within the Botanics Foundation. The portfolio has been retained and the project funding transferred to RBGE.

## Annex B: Major Capital Development Plan

RBGE presents annually a prioritised plan for major developments and equipment procurement to allow the Garden, within financial constraints, to realise its mission and mandate, and to fully respond to the Scottish Government's strategic goals.

This plan seeks to meet a demand for up-to-date facilities and equipment for research, better teaching facilities and more modern horticultural, scientific and curatorial space that acts as a platform for projecting the work of the Garden, and improving, where required, visitor facilities at our four Gardens.

The recent storm damage to our research glasshouses requires us to reconsider the most immediate priorities within the RBGE Masterplan. Once information on costs is available we will develop a funding strategy to address security of the research collections in the short and long term.

As consideration of funding for the Masterplan must await the Public Spending Review in 2015, our plan focuses on the £1,000,000 allocation for capital spend this year. This plan is shown in Table 1 below.

The larger projects identified in Table 2 are included as they give an indication of our longer-term aspirations for the development of the Gardens' infrastructure.

**Table 1. RBGE Major Capital Development Plan for 2012–2013**

Element	Cost	Description
<b>Lecture Theatre (Phase 1)</b>	£400,000	<p>Detailed plans have been developed to significantly upgrade and alter our lecture and conference facilities within the Balfour Building which will enhance our income-generation capabilities.</p> <p>These plans detail a phased approach where the existing Victorian Lecture Theatre is converted into a fit for purpose modern auditorium with comfortable seating, DDA compliance and a stage area suitable for a wide variety of lectures and performances.</p> <p>The work will restore the interior of the Lecture Theatre to its original splendour. Phases 2 and 3 will seek to upgrade the Conference Room and toilets, and the construction of an entrance foyer that will address the existing access problems.</p>
<b>Silica Gel Collection and Digital Online Herbarium</b>	£185,000	<p>The Science capital resources focus on our collections. We have for several years been building up an additional collection of preserved plant material – the silica gel collection.</p> <p>We will establish a centralised, managed, controlled-environment storage facility for the silica gel collection, consisting of a cold room equipped with dehumidifiers, an adjacent dehumidified working area for processing material and a -80°C freezer to contain particularly precious samples.</p> <p>In addition we will continue to support the programme of digitisation of the herbarium collections.</p>
<b>Small Projects and Equipment (&lt;£50,000)</b>	£415,000	<p>The annual prioritised Small Projects and Equipment plan was developed by assessing a long list of capital Land and Buildings Projects and Equipment drawn up by each Division. Where possible, this plan seeks to ensure that the limited capital available funds the most urgent items in the first year, continuing on with the next most urgent in years two and three.</p> <p>Included in this year's list are: upgrades to main boilers and controls, work on the exterior of the Temperate Palm House, income-generation items, replacement of vital horticultural equipment at all four Gardens, energy reduction schemes at Logan (including the Wind Turbine Project) and Dawyck, some small refurbishment schemes such as replacement of deer fence at Dawyck and a start to the Botanics Cottage.</p>

Table 2. RBGE Major Capital Development Future Plan

Element	Cost	Description
<b>Glasshouses and Horticulture</b>	£30m	<p>The RBGE Masterplan was developed in 2009/2010 to meet the long-term needs for horticulture, research, education and energy efficiency.</p> <p>The current research glasshouses are well past the end of their economic lifespan and investment in their replacement will become increasingly urgent over the next few years. Failure to implement this project will mean that RBGE will be unable to deliver its mission and unable to make a significant inroad to reducing its carbon emissions, thus failing to reach Scottish Government targets.</p> <p>The sub-projects within the plan are:</p> <ul style="list-style-type: none"> <li>To build new glasshouses that reduce energy use and allow better space management of plants</li> <li>To install a new boiler plant that reduces CO<sub>2</sub> emissions</li> <li>To build new facilities for staff that will improve their working practices (i.e. new offices, stores, garage facilities, mess area and toilets)</li> <li>To reinstate the external glazing to the Tropical Palm House. This will create a more logical visitor route through all the glasshouses</li> </ul>
<b>School of Botany and Horticulture</b>	£3.4m	<p>The existing teaching and student facilities are at present inadequate.</p> <p>We intend to demolish the Exhibition Hall and create a new building that would meet our future needs. In particular, the present facilities for science students are flagged for improvement.</p> <p>Instead of a separate new building for science, we intend to modernise and extend the laboratories when areas currently used for education are released.</p>
<b>Expansion to RBGE Science Facilities</b>	£2m	<p>The existing laboratories do not meet the standard required for the current scientific techniques. Therefore, a modernisation and expansion of the laboratories will take place when the School of Horticulture and Botany is relocated. The Garden is developing a three-year plan for routine expenditure on projects and equipment.</p>
<b>The Benmore Gateway</b>	£4m	<p>The Benmore Gateway will provide a building that will not only allow the Garden to provide first-class service for our visitors, but will also allow other executive bodies – The Forestry Commission Scotland, Scottish Natural Heritage and Loch Lomond and The Trossachs National Park – a share of its facilities.</p> <p>This project is being discussed with these organisations to produce a feasibility plan, business case and an options appraisal.</p>
<b>The Logan Gateway</b>	£0.9m	<p>A modernised facility at Logan Botanic Garden would be the final development of Gateways into all four of our Gardens.</p>
<b>Water and Irrigation for Main Garden</b>	£1m	<p>A tank-fed pump system is required to meet the future needs of the Edinburgh Garden. A successful pilot scheme has been run in the Nursery giving the go-ahead for a full installation which will be completed in set phases.</p>

**Annex C: RBGE Listed Buildings**

<b>Garden</b>	<b>Element</b>	<b>Date Listed</b>	<b>Historic Scotland Category</b>
<b>Benmore</b>	Golden Gates	19 June 1992	A
	North Lodge (including gates and railings)	2 October 1984	B
	Fernery	19 June 1992	B
	Walled Garden (including Garden house, gates and fountain)	19 June 1992	B
	Footbridge	4 May 2006	C(S)
	Cottages	4 May 2006	C(S)
<b>Logan</b>	Old Castle of Balzieland	20 July 1972	B
<b>Edinburgh</b>	Head Gardener's Cottage	4 June 2003	C(S)
	Boundary walls, railings and gates	4 June 2003	C(S)
	Caledonian Hall	4 June 2003	B
	Inverleith House	14 December 1970	B
	Laboratories, lecture hall, classrooms and offices	4 June 2003	B
	1967 Greenhouse	4 June 2003	A
	Memorial to Carl Linnaeus	14 December 1970	A
	Large Palm House	14 December 1970	A



## Annex D: People Strategy and Staffing Plan

The HR Department will continue to improve job performance and enhance skills among our staff by offering appropriate training. In 2012 there are two major development initiatives in place:

- Management Development – for those staff at department head level.
- Development Centres – for line managers and staff.

The following assumptions have been made in respect of this Corporate Plan:

1. The salaries total outlined in this plan assumes a continuation of current gapped posts and a 2% annual progression in pay.
2. Three additional posts will be created in the next financial year, all at band E level – Head of Marketing, Digital Information Officer and a Consultancy Support Manager. The role of Development Manager (band D) has been left vacant for the past three years but will be now be recruited with a revised remit.
3. It has been assumed that 25% of staff leaving in 2012/13 (estimated 3 of total 12 staff leaving throughout the year at an average salary of £30k) will not be replaced. It is assumed these three posts will not be filled throughout the five-year period of this plan.
4. The Scottish Government has approved a voluntary exit scheme and those staff who had their applications approved in FY 2011/12 will be expected to leave by 30 June 2012 and saving will accrue as a consequence.
5. A cut of £75k in overtime through changes in rates of payment has been assumed for 2012/13, and maintained for all future years.

## Overview of Staffing Levels

	Directorate		Corporate Services		Science		Horticulture		Enterprise		BTC		Total staff	FTE
<b>2010-11</b>														
Posts (as at 1/4/10)	3	3	45	41.5	61	57	115	105.25			21	13.5	268	241.75
Turnover (in year)	0		3		1		2		2		1		9	
Retirements (in year)	0		0		0		1		0		0		1	
New posts (in year)	0		0		0		0		2		1		3	
Recruitment (in year)	0		3		1		4		4		2		14	
Externally funded posts (as at 1/4/10)													23	19
Volunteers (as at 1/4/10)														222
<b>2011-12</b>														
Posts (as at 1/4/11)	3	3	29	27.75	60	57.25	89	83.25	39	32.75	21	14	269	241.25
Turnover (in year)	0		1		0		5		2		1		9	
Retirements (in year)	0		0		1		0		1		0		2	
New posts (in year)	0		0		2		0		1		0		3	
Recruitment (in year)	0		3	(a as mat. cover)	3		5		4		1		16	
Externally funded posts (as at 1/4/11)													28	23.25
Volunteers (as at 1/4/11)														235
<b>2012-13</b>														
Posts (as at 1/4/12)	3	3	29	27.75	56	53.25	97	91.25	38	31.75	21	14	273	245.25
Turnover (in year)	0		1		1		2		1		1		6	
Retirements (in year)	0		1		0		1		1		0		3	
New posts (in year)	0		0		0		0		0		0		0	
Recruitment (in year)	0		2		1		3		2		1		9	
Externally funded posts (as at 1/4/12)													29	25
Volunteers (as at 1/4/12)														250
<b>2013-14</b>														
Posts (as at 1/4/13)	3	3	29	27.75	56	53.25	97	91.25	38	31.75	21	14	273	245.25
Turnover	0		1		1		2		1		1		6	
Retirements	0		0		0		1		0		0		1	
New posts	0		0		0		0		0		0		0	
Recruitment	0		1		1		3		1		1		7	
Externally funded posts													29	25
Volunteers														265
<b>2014-15</b>														
Posts (as at 1/4/14)	3	3	29	27.75	56	53.25	97	91.25	38	31.75	21	14	273	245.25
Turnover	0		1		1		2		1		1		6	
Retirements	0		0		1		0		0		0		1	
New posts	0		0		0		0		0		0		0	
Recruitment	0		1		2		2		1		1		7	
Externally funded posts													29	25
Volunteers														270
<b>2015-16</b>														
Posts (as at 1/4/15)	3	3	29	27.75	56	53.25	97	91.25	38	31.75	21	14	273	245.25
Turnover	0		1		1		2		1		1		6	
Retirements	0		1		0		1		0		0		2	
New posts	0		0		0		0		0		0		0	
Recruitment	0		2		1		3		1		1		8	
Externally funded posts													29	25
Volunteers														270
<b>2016-17</b>														
Posts (as at 1/4/16)	3	3	29	27.75	56	53.25	97	91.25	38	31.75	21	14	273	245.25
Turnover	0		1		1		2		1		1		6	
Retirements	0		1		0		1		0		0		2	
New posts	0		0		0		0		0		0		0	
Recruitment	0		2		1		3		1		1		8	
Externally funded posts													29	25
Volunteers														270

## Annex E: Efficiency Plan

**Cash Releasing Efficiencies:** A target of 3% per annum was set by the Cabinet Secretary for Finance and Sustainable Growth. We expect to be able to attract co-funding for a variety of scientific projects that will release Grant-In-Aid for other scientific activity. The projects will range from research on biodiversity to some digitising of the collections in the Herbarium. Below is a table indicating the likely cash releasing savings that can be made.

### Cash Releasing Efficiencies

Item	Annual Target FY 11/12	Annual Target FY 12/13	Annual Target FY 13/14	Annual Target FY 14/15	Annual Target FY 15/16	Annual Target FY16/17
<b>Science</b>						
Co-funded Scientific Projects	£150,000	£190,000	£190,000	£190,000	£190,000	£190,000
<b>Corporate Services</b>						
ICT Contract Negotiations	£14,000	£15,000	£15,000	£15,000	£15,000	£15,000
Overtime Savings	£75,000	£75,000	£75,000	£75,000	£75,000	£75,000
<b>Total</b>	£239,000	£280,000	£280,000	£280,000	£280,000	£280,000
<b>Cumulative Total</b>	£239,000	£519,000	£799,000	£1,079,000	£1,359,000	£1,639,000

## Annex F: RBGE KPIs Contributing to Scottish Government National Outcomes

National Outcome	Performance Indicator	Achievement 2010/11	Forecast 2011/12	Plan 2012/13	Plan 2013/14	Plan 2014/15	Plan 2015/16	Plan 2016/17
Business	Value added to the Scottish economy (millions)	£25,150	£29,000	£21,019	£21,374	£21,715	£21,993	£21,670
Employment Opportunities	Number of employees excluding externally funded and new posts in year	268	269	273	273	273	273	273
	Number of volunteers	222	235	250	265	270	270	270
Research and Innovation	Total number of publications	219	190	192	194	196	200	200
Young People	Number of pupils on school visits	9,140	9,500	10,000	10,150	10,150	10,150	10,150
Children	Number of visits to the four Gardens by children under 16 years	41,026	43,759	47,500	50,000	52,000	52,570	52,570
Healthier Lives	Number of visits to the four Gardens	820,526	875,171	950,000	1,000,000	1,040,000	1,051,400	1,051,400
Sustainable Places	Minimum performance certificate standard of all RBGE buildings	G	G	C+	C+	C+	C+	C+
Environment	Percentage of staff and public using sustainable transport	Public: 63% Staff: 52%	Public: 64% Staff: 54%	Public: 64% Staff: 54%	Public: 65% Staff: 55%	Public: 65% Staff: 55%	Public: 65% Staff: 55%	Public: 65% Staff: 55%
National Identity	Number of accessions in the Living Collection	34,805	34,100	34,100	34,200	34,300	34,400	34,500
	Total number of herbarium specimen images digitised and put on-line	92,778	134,000	194,000	200,000	296,000	392,000	488,000
Environmental Impact	Tonnes of CO <sub>2</sub> <sup>e</sup> produced	3,673	3,554	3,435	3,316	3,197	3,078	2,959
Public Service	Cash releasing Efficiencies	-	£239,000	£519,000	£799,000	£1,079,000	£1,359,000	£1,639,000