



Royal  
Botanic Garden  
Edinburgh

# Corporate Plan

**2015 - 2020**





Cover Image (photograph by Louise Olley):

Left: ***Bellemerea alpina*** - IUCN Red List - Critically Endangered

Right: ***Sporostatia testudinea*** - IUCN Red List - Near Threatened

Both lichen species discovered by RBGE in the Cairngorm Mountains, Scotland in 2014. ***Bellemerea alpina*** had not previously been seen in Britain for more than 30 years and there are only two previous records of ***Sporostatia testudinea*** being found in Scotland. Both species are on the International Union for Conservation of Nature (IUCN) Red List



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# Introduction

The Royal Botanic Garden Edinburgh (RBGE) since its inception in 1670 has grown into one of the world's most esteemed centres for botany and horticulture and a cherished visitor destination. Thanks to our passion, expertise, drive and innovation we are renowned for our science, our horticulture, and the excellence of our education and engagement programmes.

The global challenge of increasing destruction of natural habitats and associated loss of plant species provide RBGE with the real and immediate mission of exploring, conserving and explaining the world of plants for a better future. This requires us to work at different scales: from leading single species and habitat recovery programmes in Scotland and DNA sequencing of bryophytes, to the mapping of medicinal plants in Nepal and producing inventories of the most threatened habitats in the Tropics. Such work is vital if we are to sustain the natural systems upon which all life depends.

At the national level, as Scotland's botanical institute, we play a significant role in delivering the Scottish Biodiversity Strategy, and as a Non Departmental Public Body we give the Government access to scientific excellence and support the delivery of the Programme for Government. As a charity and an information hub working in many partnerships, RBGE is well placed to inspire a very wide audience to engage with the natural world that underpins our health, wealth and wellbeing, and to encourage people to discuss, and get involved with, current environmental issues.

**One fifth of plants are threatened with extinction and 70-80 thousand flowering plant species await discovery and description**

At the international level we are a global resource, providing expertise, training and information to help people around the world to conserve ecosystems and protect natural capital. Through our extensive partnerships, particularly in South East Asia, tropical South America, Nepal and the Middle East, we strengthen the global capacity to address the issues of plant conservation, undertaking joint projects and seeking and sharing examples of best practice. We have a strong focus on species-rich economically important plant groups such as the ginger family (Zingiberaceae), legumes (Fabaceae), begonias (Begoniaceae), conifers, and the Gesneriaceae and the Sapotaceae.

Plants give people pleasure and our four gardens – Edinburgh, Dawyck, Logan and Benmore – are collectively one of Scotland's top visitor attractions with nearly 900,000 visits per year. There is always something new in our gardens to stimulate the senses, and their stunning landscapes with over 13,000 species of plants continue to delight domestic and international visitors.

RBGE is very well placed to continue providing leadership in the fields of plant science, horticulture and education. This document provides a course for the whole organisation to follow over the next five years. It presents our priorities and a focus for our Board, staff, volunteers, and stakeholders, building on our successes and ensuring that we remain dynamic and in a good strategic position to make a valuable contribution to society in the decades ahead.

To achieve the plan we need to be appropriately resourced, and much effort is required over the next five years to increase current sources of income and to develop new ones to supplement the Scottish Government's investment. Our buildings and facilities require considerable capital expenditure to ensure that they are fit for purpose and our collections remain secure and in good condition. We must also continue to invest in developing our staff and to further strengthen our national and international partnerships.



**Sir Muir Russell KCB FRSE**  
Chairman



**Simon Milne MBE FRGS**  
Regius Keeper

## Royal Botanic Garden Edinburgh



### Vision

A world that increasingly values, protects and benefits from plants

### Mission

To explore, conserve and explain the world of plants for a better future

### Values

#### We are:

- Champions for plants and environmental sustainability
- Dedicated to conserving biodiversity across the world through innovation in our practical action
- Providers of a Scottish and global centre for expertise on botany and horticulture
- Determined to improve people's engagement with plants and the environment
- A responsible organisation committed to being a great place to work, learn and be inspired
- Respectful of people, communities and our natural world

### Strategic Objectives

**Delivering world leading plant science and conservation programmes** to reduce the loss of global biodiversity and to achieve a greater understanding of plants, fungi and environmental sustainability

**Maintaining and developing our internationally important collections** in order to maximise their value as a research, education and heritage resource

**Providing learning and training in horticulture, plant science and biodiversity conservation** to stimulate people to appreciate, understand, and to contribute to the conservation of plants and our natural environment

**Offering a first-class visitor attraction** to enable more communities, families and individuals to enjoy and be inspired by our gardens and their facilities, become more environmentally responsible and to support the work of the Royal Botanic Garden Edinburgh

### Enabling Objectives

To be **effective and efficient in managing** and developing our staff and volunteers, financial resources, estate and infrastructure, profile, and health and safety at work

To be **environmentally sustainable** in our operations

# RBGE Strategy Map

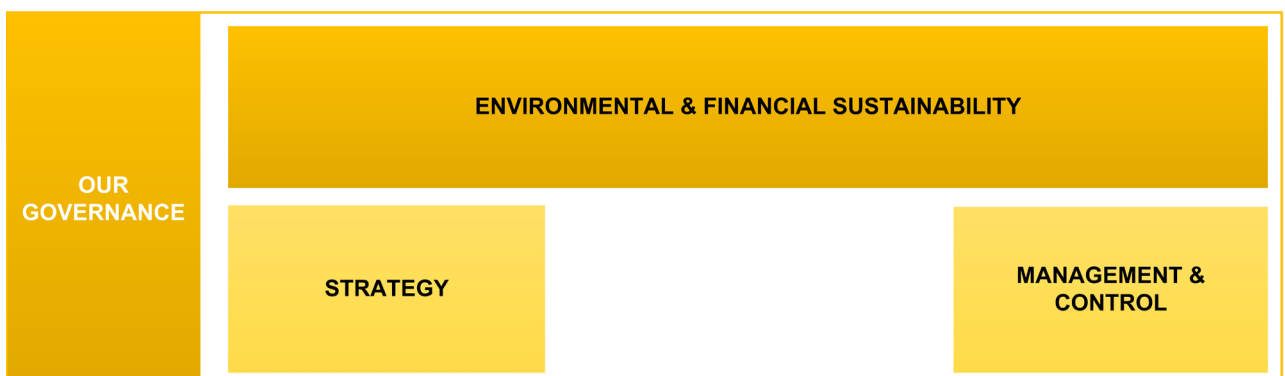
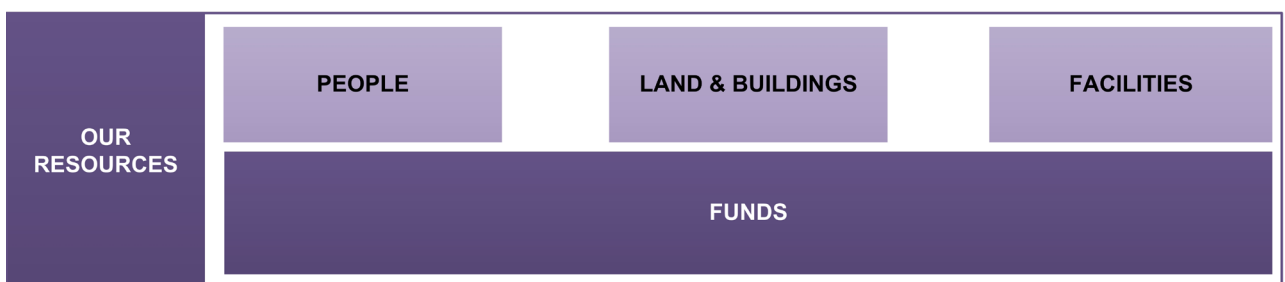
## Royal Botanic Garden Edinburgh



**Scottish Government Vision:** *This Government's vision for Scotland is a nation where people value the natural environment; have access to the services to thrive wherever they might live, and where every effort is made to ensure growth and opportunity exist across all of Scotland.*

SCOTTISH GOVERNMENT STRATEGIC OBJECTIVES	WEALTHIER & FAIRER	SMARTER	HEALTHIER	GREENER	
SCOTTISH GOVERNMENT NATIONAL OUTCOMES	Better <b>EDUCATED</b> , more <b>SKILLED</b> and renowned for <b>RESEARCH &amp; INNOVATION</b>	Our <b>YOUNG PEOPLE</b> are successful learners, confident individuals, effective contributors and responsible citizens	More and better <b>EMPLOYMENT</b> opportunities	Our <b>PUBLIC SERVICES</b> are high quality, continually improving, efficient and responsive to local people's needs	Protect and enhance our <b>NATURAL ENVIRONMENT</b> for future generations

**RBGE Mission:** *To explore, conserve and explain the world of plants for a better future*



**Delivering world leading plant science and conservation programmes to reduce the loss of global biodiversity and to achieve a greater understanding of plants, fungi and environmental sustainability**

## Overview

Plants provide the fundamental basis for all life and are a critical element of natural capital on which our health, wellbeing and prosperity depend. Plants regulate ecosystem function, absorbing carbon dioxide and releasing oxygen; they provide food, medicine, fibre, fuel and shelter and are at the base of food chains. They are national and global economic assets and need to be better understood and conserved if we are to achieve sustainable growth and maintain nature's capacity to sustain future generations.

The RBGE is an internationally renowned centre of expertise in plant biodiversity research and biodiversity conservation. The collective expertise of our plant scientists and horticulturists, well developed national and international partnerships, and our living collections, herbarium and library underpin RBGE and Scotland's substantial contribution to understanding the planet's botanical resources, and addressing global biodiversity loss and ecological degradation.

**The key drivers for our research and conservation programmes are:**

- The research and evidence-needs of the:
  - United Nations Sustainable Development Goals
  - United Nations Convention on Biological Diversity (CBD)
  - United Nations Global Strategy for Plant Conservation (GSPC)
  - Scottish Government Outcomes (Healthier lives; Sustainable places; Strong resilient communities; Valued natural environment; Reduced environmental impact; Education, Research and innovation)
  - Scottish Biodiversity Strategy (SBS)
  - Coordinated Agenda for Marine, Environment and Rural Science in Scotland (CAMERAS)
- Collaborating with the Scottish Government's Rural and Environment Science and Analytical Services Division's (RESAS) Main Research Providers (MRP) to deliver science and policy needs outlined in the 2016-2021 RESAS Research Portfolio

## Outcomes

### **Outcome 1: To have improved the understanding of plant and fungal diversity**

Recent estimates indicate that about 70,000-80,000 flowering plant species await discovery and description. In addition, knowledge gaps on species already described often impede their conservation and sustainable use.

**Our activities will be focused on:**

- Producing taxonomic accounts, phylogenetic frameworks, and conservation assessments for poorly known floras and plant groups throughout the world to underpin their sustainable use and conservation

# Impacts: Science & Conservation

- Producing inventories of the most poorly known and threatened habitats in the tropics in order to identify key areas of diversity and endemism that currently lack protection
- Evaluating dispersal and adaptive potential to understand biodiversity responses to environmental change, focusing on flagship plants and communities in Scotland
- Applying DNA sequencing and taxonomic revisions to poorly understood bryophyte, diatom and lichen species which are (i) Scottish conservation priority species, (ii) critical environmental indicators, and/or (iii) underpin key ecosystem functions and services

## **Outcome 2: To have translated science into well-targeted and high impact conservation programmes**

Large scale global change and direct human pressures on the natural environment are leading to extensive biodiversity loss with major societal impacts. There are pressing challenges in minimising extinction and promoting the maintenance and restoration of biodiverse and resilient ecosystems. This requires translation of policy-relevant science into conservation practice by evaluating and then prioritising the species, ecosystems and regions that are most under threat, developing management solutions, and implementing recovery and restoration programmes.

### **Our activities will be focused on:**

- Helping conservation organisations and governments by highlighting species and high-diversity areas at critical risk from habitat destruction and climate change
- Working with landowners and managers to undertake restoration and reintroduction of socioeconomically important plant species in our focal plant groups and geographical areas, including Scotland, Nepal, SW & SE Asia, South America, and the Middle East
- Evaluating impacts of rapid land-use change on biodiversity, ecosystem services and food security to contribute to wise land-use planning
- Developing strategies and protocols to promote collaboration with other agencies, and habitat restoration in key Scottish habitats
- Developing a programme aimed at risk evaluation and management strategies for fungal disease threats to native Scottish plant species, and collaborating with social scientists to promote biosecurity behaviour change
- Undertaking *ex-situ* conservation and recovery programmes on threatened Scottish plant species

## **Outcome 3: To have trained, empowered and engaged more individuals and communities with plant conservation and sustainable use**

Sustainable management of the planet's natural capital requires well-informed decision makers, effectively trained practitioners, and a wider public understanding of environmental challenges and solutions.



# Impacts: Science & Conservation

There is a requirement for specialist training and public engagement - linking plants to individuals and communities in Scotland and around the world: this requires building capacity to support conservation programmes, empowering people to understand, cultivate and benefit from plants, and providing accessible environmental education to embed sustainable living into wider society.

## Our activities will be focused on:

- Enhancing public understanding of biodiversity and ecosystem service values of Scotland's flagship habitats/places/species
- Establishing a Scottish Plants Knowledge Hub delivering authoritative distillation of technical research in an accessible fashion covering topical issues (e.g. biological control, biosecurity)
- Developing citizen science projects including Scotland (phenological change; air quality) and in Nepal (tree line change)
- Producing identification tools to enable sustainable use of plants in tropical South America, South East Asia, Nepal and the Middle East
- Delivering training and data to build taxonomic capacity in areas with poorly known and highly diverse floras, high rates of habitat loss, and fewest trained taxonomists
- Developing training courses to support restoration of globally important threatened species in our focal plant groups and geographical areas

## KEY RESULTS INDICATORS

### We will know we have been successful when:

- Our conservation and community building activities lead to:
  - reduced population declines and / or increased numbers of threatened plants surviving
  - direct changes in conservation policy
  - changes in conservation status of species or areas
  - adoption of our recommended management practices by agencies and communities
- Our publications are well-cited and accessed
- There is evidence of our research being used to underpin other activities

### KRI 1: Number of papers published in the last 5 years that have been cited more than 50 times

2013/14 Achieved	2014/15 Forecast	2015/16 Plan	2016/17 Plan	2017/18 Plan	2018/19 Plan	2019/20 Plan
25	30	32	33	38	40	45

Figures are based on Google Scholar citation figures

# Impacts: Science & Conservation

## KEY PERFORMANCE INDICATORS

We will track the direction and success of our activities by:

- Monitoring the levels of grant submissions, grant award successes, and the amount of total grant and overhead income
- Monitoring the volume of our taxonomic output in terms of species covered in inventories, floristic accounts and monographs
- Monitoring the types and quality of our scientific publications

### KPI 1: Number of Publications

	2013/14 Achieved	2014/15 Forecast	2015/16 Plan	2016/17 Plan	2017/18 Plan	2018/19 Plan	2019/20 Plan
<b>A</b>	112	114	116	118	120	120	120
<b>B</b>	10	10	10	10	10	10	10
<b>C</b>	90	90	90	90	90	90	90
<b>D</b>	6	7	8	9	10	10	10
<b>Total</b>	218	221	224	227	230	230	230

A = Publications in peer review journals; B = Books, book chapters, edited books; C = Reports, commissioned work, abstracts, book reviews; D = Online resources and publications

### KPI 2: Projected Science Grant Income (£)

2013/14 Achieved	2014/15 Achieved	2015/16 Forecast	2016/17 Plan	2017/18 Plan	2018/19 Plan	2019/20 Plan
725,650	904,706	589,574	907,000	968,000	1,028,000	1,089,000



Conservation Fieldwork in New Caledonia



*Ginkgo Biloba* in the Science Laboratories - Lynsey Wilson

**Maintaining and developing our internationally important collections in order to maximise their value as a research, education and heritage resource**

## Overview

Our unique collections underpin our global and national research, education and conservation programmes, and are of enormous heritage value. They make up one of Scotland's National Collections and rank amongst the best of their kind in the world. The components are:

**Herbarium** - The preserved plants stored and catalogued in the herbarium are a working reference collection used in the identification of plants, the writing of Floras, monographs, and the study of plant evolutionary relationships. RBGE's herbarium is an exceptional resource of circa 3 million specimens, dating from 1697 to the present day, and is continually being enriched.

**Library and Archives** – The botanical library, archives and botanical art curated by RBGE, contain some of the finest collections in the world and are of enormous scientific and historical significance. The library contains some 70,000 books and 150,000 periodicals and is in very high demand by a diverse range of users.

**Living Collection** – RBGE's four gardens nurture, display and interpret one of the world's richest collections of wild plant species covering over 13,000 species from 157 countries, including some that are extinct in the wild and those that are new to science. They are a "safe house" for threatened species, provide a resource for research and training, and provide a stage for engagement and recreation.

## Outcomes

### Outcome 4: To have maximised the accessibility and use of the Collections

**We want to ensure that our collections can be accessed by as many people as possible so that we can disseminate knowledge and engage with individuals, communities, and families.**

#### **Our activities will be focused on:**

##### **Herbarium**

- Developing our databases and data management systems to enhance information accessibility
- Digitising a minimum of 10% of the collection by 2019/20 and developing a funded plan to achieve a minimum of 75% digitisation by 2025
- Ensuring collection and access policy is in accordance with Nagoya protocol on access to genetic resources, and the fair and equitable sharing of benefits arising from their use

##### **Library and Archives**

- Creating detailed catalogued records for the Rare Book collection and producing an online catalogue of the Archive collection
- Digitising the unique and internationally significant items in the collection which represents circa 10% of the total collection
- Improving visitor access to the library



# Impacts: National Collections

## Living Collection

- Maintaining and, where necessary, rejuvenating garden displays/planting to ensure we lead the world in the presentation of a botanical collection
- Maintaining and where feasible enhancing physical access around the gardens to improve the experience of visitors
- Investigating, developing and, where financially possible, implementing new features/display improvements and interactive projects including:
  - Demonstration Garden and landscape around the Botanic Cottage
  - Walled Garden, Benmore
  - Themes/planting scheme for public glasshouses in Edinburgh as part of the redevelopment of the North East Corner
- Updating of the Plant Records System

## Outcome 5: To have ensured the long term conservation and survival of the Collections as a global resource

RBGE's Collections have evolved since 1670 into an exceptional resource, and are very carefully curated, preserved and developed to play an important and relevant role in the modern world. This effort must be sustained into the future in order that succeeding generations may continue to understand, protect, and enjoy our natural world.

### Our activities will be focused on:

#### Herbarium

- Processing the prioritised 20,000 specimens awaiting integration in the collection
- Actively curating and managing our silica-dried plant tissue collection to establish a long-term resource for molecular genetics and genomic science

#### Library and Archives

- Establishing an online repository, and developing and implementing digital preservation policies
- Maintaining conservation work on the collections in accordance with the 2014/15 preservation assessment survey

#### Living Collection

- Assessing the impact of climate change on the collections in order to inform future development and planting policies
- Implementing the revised biosecurity policy and associated awareness programme
- Strengthening cooperative efforts with partner gardens and the conservation community so that collectively we can apply our living collections and expertise to reversing plant extinctions

## Outcome 6: To have enriched the Collections with new material to ensure they are up-to-date and relevant

In the context of environmental degradation, the threat of extinction to at least one fifth of the world's plants and the thousands of plant species that have yet to be studied, the need to keep our collections up to date and relevant endures. For RBGE to continue as a world class scientific and educational resource requires significant field and laboratory work, expert curatorship, and extensive international and national collaboration.

### Our activities will be focused on:

#### Herbarium

- Adding up to 30,000 specimens per year with emphasis on “gold standard collections” of specimens, associated with high resolution spatial data, digital images and tissue samples for genetic and genomic science

#### Library and Archives

- Developing collaborative acquisition and de-accessioning policies with other Scottish libraries
- Promoting research on important historical components of the collections

#### Living Collection

- Reviewing and implementing:
  - The Collections Policy
  - Landscape Assessment and Development plans for the four gardens
- Completing the species restoration projects, and developing whole habitat restoration programme
- Increasing the proportion of the collection that is of known wild origin to 62%
- Achieving approximately 2,000 new accessions per year
- Completing Phase III of the Yew Conservation Project

## KEY RESULTS INDICATORS

### We will know we have been successful when:

- The proportion of our Herbarium and Library Collections catalogued, digitised and easily accessible has increased and the digital repository is established and functional
- We maintain 100% fully databased plant records for our Living Collection
- There is evidence for extensive use of our specimens and data
- Improved working practices in the Herbarium result in increased processing efficiencies
- We meet internationally recognised standards for Herbarium Collection care
- Our existing collections are secure and protected from deterioration
- We meet our ‘gold standard’ for all new Herbarium Collections for quality and re-usability and for our Living Collection plant records and curation

# Impacts: National Collections

- Our Library maintains its role as a leading botanical reference resource
- We sustain targets for taxon numbers, % wild origin, % verification and new accessions laid out in the Collections Policy for the Living Collection

## KRI 2: Total Herbarium Specimen record downloads

2013/14 Achieved	2014/15 Forecast	2015/16 Plan	2016/17 Plan	2017/18 Plan	2018/19 Plan	2019/20 Plan
206,860	210,000	270,000	320,000	375,000	475,000	600,000

- These are in-year totals
- The growth in herbarium record downloads will be achieved by promoting this facility in publications, at conferences and using social media following the vision of Scottish Government to be a world-class digital nation by 2020 (Digital Scotland)



Herbarium specimen cabinet; Rare Book collection; Seedling cultivation in the research glasshouses - Lynsey Wilson

## KEY PERFORMANCE INDICATORS

We will track the direction and success of our activities by:

- Monitoring the number of Herbarium specimens that are databased, digitised and made available on-line
- Monitoring the percentage of Library Collection items that are digitised
- Monitoring the number of samples in our DNA bank that pass our 'gold standard' criteria
- Monitoring the number of accessions in our Living Collection and the % of wild origin and % verification

## KPI 3: Total number of Herbarium Specimen images digitised and put on-line

2013/14 Achieved	2014/15 Forecast	2015/16 Plan	2016/17 Plan	2017/18 Plan	2018/19 Plan	2019/20 Plan
247,531	275,000	295,000	315,000	335,000	355,000	375,000

- These are cumulative totals
- They will be achieved by reallocating existing resources, increasing the contribution from volunteers, continuing to increase the use of technology and re-defining workflows



# Impacts: National Collections

## KPI 4: Percentage of Library Collection available in digital format

2013/14 Achieved	2014/15 Forecast	2015/16 Plan	2016/17 Plan	2017/18 Plan	2018/19 Plan	2019/20 Plan
1%	2%	5%	10%	10%	10%	10%

- Figures include both born-digital content and materials that have been made available via RBGE and external digitisation programmes
- The aim is for 10% of the Collection to be available in digital format by the end of FY2016/17

## KPI 5: Total number of 'gold standard' samples in the DNA bank

2013/14 Achieved	2014/15 Forecast	2015/16 Plan	2016/17 Plan	2017/18 Plan	2018/19 Plan	2019/20 Plan
0	96	192	384	576	768	960

- Cumulative total of DNA samples extracted from the 'gold standard collections' herbarium specimens with associated high-resolution spatial data, digital images and silica gel preserved tissue
- The number of samples is dependent on the material being available for DNA extraction



Potting shed - Lynsey Wilson

# Impacts: Tourism & Recreation

**Offering a first-class visitor attraction to enable more communities, families and individuals to enjoy and be inspired by our gardens and their facilities, become more environmentally responsible, and to support the work of the Royal Botanic Garden Edinburgh**

## Overview

Tourism is a mainstay of the economy in Scotland and success at a national level depends on the variety and quality of attractions on offer. Our gardens form one of Scotland's premier visitor attractions and currently receive nearly 900,000 visits per year.

The extensive programme of events and exhibitions are a major attraction, complementing our living and preserved collections and helping to inform and delight our visitors. In the next five years we plan to restructure our public engagement activities; we will reduce the number of events and activities but increase their duration and impact through targeted marketing campaigns, and the tactical use of social media. We aim to maximise partnership opportunities that provide strong in-kind support, including other major research providers, who contribute to our science engagement activities and the excellent relationships we have built with various Edinburgh festivals and initiatives.

## Outcomes

### **Outcome 7: To have maximised the potential of RBGE's four gardens as a tourist destination**

Over the next five years we aim to increase our share of the tourism market and raise visits to the RBGE's four gardens from nearly 900,000 per year to 950,000.

#### **Our activities will be focused on:**

- Enhancing the reputation and profile of RBGE as a world leading science institution
- Attain and sustain five star quality standards
- Developing the appeal of the gardens to UK and international markets to attract new and repeat visits
- Engaging with VisitScotland's themed years and developing the Discover Scotland's Gardens initiative

### **Outcome 8: To have enabled individuals, families and communities to appreciate, enjoy, and be inspired by plants**

The unique combination of our scientific and horticultural expertise, world leading archives and collections, and first class venue spaces enable us to connect people with the natural world, for their enjoyment, health and wellbeing, to increase the appeal of plant science, and to inspire them to live more sustainably. This work will be guided by a new Public Engagement Strategy.

# Impacts: Tourism & Recreation

## **Our activities will be focused on:**

- Delivering a wide range of popular events and exhibitions linked to our strategic objectives
- Delivering a stimulating range of adult education courses with a minimum of 80% uptake
- Undertaking an informal plant and environment related education programme
- Collaborating with Scotland's MRPs and other partners to enhance public awareness of and engagement with biodiversity science and the Scottish Government's strategic research portfolio

## **Outcome 9: To have provided access to high quality green spaces and stimulating experiences to enable people to lead healthier and more sustainable lives**

RBGE plays an important role in connecting people and communities with the natural world including the provision of high quality space for recreational use - a place to play, meditate, gather, or rest offering a refreshing contrast to the harshness of buildings and the urban environment.

## **Our activities will be focused on:**

- Being accessible and welcoming to all visitors whatever their specific requirements
- Maintaining a high quality and inclusive volunteer programme
- Being inclusive and targeting a wide audience by reaching out to individuals and communities from all socio-economic backgrounds.
- Ensuring public engagement with sustainable practices through interpretation, events and exhibitions
- Delivering a range of environmentally based adult and recreation courses directly related to our Strategic Objectives

## **KEY RESULTS INDICATORS**

### **We will know that we have been successful when we have:**

- Strengthened the reputation and the profile of RBGE
- Achieved over 950k visits to the four gardens a year and recorded high visitor satisfaction levels
- Attained and sustained 5 star quality tourism standards at RBGE
- Achieved 80% uptake of places on adult education courses
- Increased net income from the public engagement programme in line with the budget requirements



# Impacts: Tourism & Recreation

## KRI 3: Number of Visits to the four gardens

2013/14 Achieved	2014/15 Forecast	2015/16 Plan	2016/17 Plan	2017/18 Plan	2018/19 Plan	2019/20 Plan
787,185	900,000	910,000	920,000	930,000	940,000	950,000

## KRI 4: VisitScotland star rating

	2013/14 Achieved	2014/15 Forecast	2015/16 Plan	2016/17 Plan	2017/18 Plan	2018/19 Plan	2019/20 Plan
Edinburgh	5	4	5	5	5	5	5
Benmore	4	4	4	4	4	4	5*
Dawyck	5	5	5	5	5	5	5
Logan	5	5	5	5	5	5	5

\* subject to commitment to develop the Benmore Visitor Centre



Botanics Lights - - Grant Ritchie

# Impacts: Tourism & Recreation

## KEY PERFORMANCE INDICATORS

We will track the direction and success of our activities by:

- Monitoring the number of students attending our Adult Education courses
- Monitoring the number of visits to our exhibitions and events
- Monitoring income from our Public Engagement programme activities

### KPI 6: Number of External Students & Adult Education Course Participants

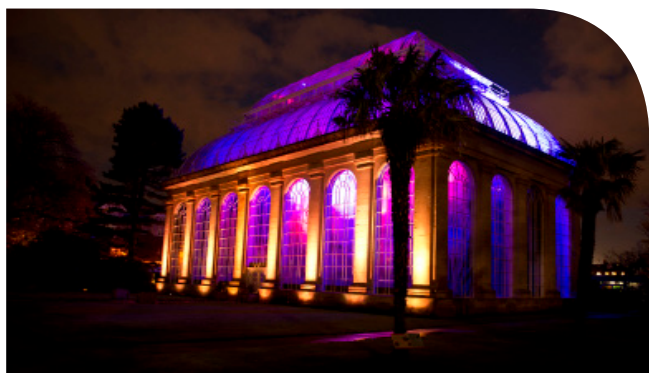
	2013/14 Achieved	2014/15 Forecast	2015/16 Plan	2016/17 Plan	2017/18 Plan	2018/19 Plan	2019/20 Plan
<b>Participants</b>	2,371	2,400	2,450	2,500	2,500	2,500	2,500

Includes Teacher CPD, Erasmus, ESALA, SRUC, Gatsby Summer School and other external university groups

### KPI 7: Number of Visits to specific events and exhibitions

	2013/14 Achieved	2014/15 Forecast	2015/16 Plan	2016/17 Plan	2017/18 Plan	2018/19 Plan	2019/20 Plan
<b>Visits to ticketed events</b>	3,009	26,000	28,600	31,460	31,500	31,500	31,500
<b>Visits to Inverleith House</b>	17,928	22,700	23,100	23,800	24,500	25,200	25,900
<b>No. of people attending public events (including ticketed)</b>	62,138	77,000	79,600	82,460	82,500	82,500	82,500
<b>No. of events</b>	529	500	450	400	400	400	400

- Events organised by RBGE and in association with our events management partners
- Visits to Inverleith House – the exhibition programme has four exhibitions each year. The recorded number refers to the visitors to Inverleith House irrespective of the number of exhibitions on show.
- Number of people attending public events – this includes events at all four Gardens. The ability to stage free events depends to a certain extent on external income – these figures assume that we will be successful in attracting external funding at a similar level to recent years.
- Number of events - these figures show a decline as we adopt a strategy of doing fewer events but increasing impact of individual events creating bigger, more relevant and more effective events.



Botanics Lights - Lynsey Wilson



Winter Tree identification - Brenda White

# Impacts: Education & Skills

**Providing learning and training in horticulture, plant science and biodiversity conservation to stimulate people to appreciate, understand, and to contribute to the conservation of plants and our natural environment**

## Overview

We are an international centre of excellence in botanical and horticultural education. We provide formal 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.

Our Education programme is based on the RBGE Formal Education Strategy for 2012/13- 2017/18. Our overall aim is 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 programmes, across all academic levels'.

## Outcomes

**Outcome 10: To have equipped professional horticulturists and biodiversity scientists with the skills to address biodiversity loss nationally and internationally, and to safeguard plant heritage and culture**

Addressing the environmental challenges of our planet requires first class biodiversity scientists and horticulturalists. RBGE has provided professional training since the late 17th Century and our role as a trainer has grown ever since. We offer one of the most comprehensive ranges of courses for anyone looking to develop their career in botany, horticulture, garden design or botanical illustration, and we boost the reputation of Scotland as our students move into the international work place.

### **Our activities will be focused on:**

- Delivering high quality undergraduate (HND and BSc) and postgraduate (MSc and PhD) courses in association with delivery partners
- Running virtual learning courses (PropaGate Learning) for a global audience
- Delivering in-house botanical and horticultural training and development for staff
- Enhancing the skills base relating to the conservation of Scottish plants and habitats
- Delivering training to assist targeted developing countries to establish and manage their own botanical collections
- Achieving a minimum of 80% uptake on formal education courses
- Maintaining a horticultural apprenticeship scheme



## Outcome 11: To have increased the knowledge and appreciation of people of all ages and backgrounds about plants and the natural environment, and their place and responsibilities in the natural world

Through our schools programmes and professional courses we enthuse people about plants and their place in the natural world, and raise the profile of environmental sustainability and healthy living. Our combination of attended and online learning formats allow us to engage with local, Scottish and global audiences.

### Our activities will be focused on:

- Delivering environmentally based programme for schools (nursery, primary and secondary)
- Running an outreach programme for the professional development of teachers
- Promote human and environmental health and conservation as themes throughout our professional courses

## KEY RESULTS INDICATORS

### We will know we have been successful when:

- Our students provide positive feedback
- Participants on our courses go on to related employment or further study
- The numbers of students increase significantly with the VLE programme
- The applications for our formal courses significantly exceed our capacity
- The net income from our courses increases in real terms
- We have established an alumni programme

### KRI 5: Qualifications gained by our students

	2013/14 Achieved	2014/15 Forecast	2015/16 Plan	2016/17 Plan	2017/18 Plan	2018/19 Plan	2019/20 Plan
HND	14	6	6	6	6	6	6
BSc	1	2	2	2	2	2	2
BSc (hons)	4	6	10	12	14	16	18
MSc	15	9	14	17	20	24	24

Number of students leaving with indicated level of qualification in the year

# Impacts: Education & Skills

## KEY PERFORMANCE INDICATORS

We will track the direction and success of our activities by:

- Monitoring the number of students attending our formal education and schools courses

### KPI 8: Numbers of learners by level

	2013/14 Achieved	2014/15 Forecast	2015/16 Plan	2016/17 Plan	2017/18 Plan	2018/19 Plan	2019/20 Plan
School children	9,674*	10,000	10,200	10,500	10,500	10,500	10,500
HND / BSc / MSc	72	109	109	109	109	110	110

Secondary school numbers dipped dramatically due to changes / uncertainty with the new curriculum. We have a new suite of programmes available for Curriculum for Excellence in secondary schools and we are already noticing a slight increase in numbers



Primary school class in the glasshouses - Brenda White

The resources that support our activities are funds, people, land and buildings, and facilities

## Overview

Critical to the successful execution of our strategy is securing sufficient financial investment. We are sponsored by the Scottish Government's Rural and Environment Science and Analytical Services Division (RESAS) and receive both Revenue and Capital Grant in Aid. For FY 15/16 the revenue element of Grant in Aid is £8,495k with £1m for routine capital expenditure. Additional resources will be generated from commercial and development activity, research grants, and consultancy projects.

Our corporate strategies focus on maximising self-generated and research grant income to achieve significantly more than would be possible with Grant in Aid alone. The table below indicates income targets for the next 5 years. Annex A provides details of the financial budget.

KPI 9: Categories of Income £'000							
	2013/14 Actual	2014/15 Forecast	2015/16 Plan	2016/17 Plan	2017/18 Plan	2018/19 Plan	2019/20 Plan
<b>Botanics Trading Company (BTC) profit</b>	367	390	402	415	425	430	435
<b>Research Grant Overheads</b>	177	170	175	200	220	240	260
<b>RBGE Other Income</b>	1,933	2,236	2,529	2,061	2,172	2,291	2,382
<b>Total Self-Generated Income</b>	2,477	2,349	3,106	2,676	2,817	2,961	3,077
<b>GIA Revenue</b>	8,495	8,495	8,495	8,495	8,495	8,495	8,495
<b>Total Revenue Income</b>	10,604	10,844	11,601	11,171	11,312	11,456	11,572
<b>% Self-Generated Income: Total Revenue Income</b>	23.36%	21.66%	26.77%	23.96%	24.90%	25.85%	26.59%
<b>GIA Capital</b>	2,182	1,200	1,000	1,000	1,000	1,000	1,000

- The Scottish Government budget announcement has confirmed Grant In Aid as being fixed for 2015/16 at £8,495k
- No subsequent increase in Grant In Aid has been assumed pending the outcome of the next Scottish Government spending review
- BTC profits are as forecast by Director of Enterprise. These figures will be revised once the Edinburgh venue and catering tender process is complete
- The drop in income in 15/16 is due to loss of funding from Creative Scotland in 15/16 and a number of one-off income streams in 14/15 which are not forecast in 15/16: these included legacy income, backdated phone mast rental fees, increased events funding

Self-generated income is crucial and represents a vital supplement to our Revenue Grant in Aid to sustain our core work. Income generation is undertaken largely by Enterprise Division but other significant income streams are secured by Science, Garden admissions, Education, Events and Exhibitions. Enterprise consists of Marketing and Communications, Membership, Fundraising, Visitor Welcome team, and the Botanics Trading Company Ltd.

# Resources: Funds

The main income streams within Enterprise are retail, catering, private venue hire, membership, our commemorative programme, and capital / unrestricted fundraising.

## **Our activities will be focused on:**

- Seeking additional revenue and capital streams to sustain our operating model
- Fundraising from key external sources such as charitable trusts, foundations, lotteries and corporates to fund our highest priority projects, to include development of an initial matched fundraising plan for elements of the North East Corner Masterplan
- Increasing membership and patron scheme by 60% through a programme of active recruitment
- Continuing to develop our commercial activities to generate additional revenue and increase commercial profit by a minimum of 14%
- Increasing admission income by 20% by concentrating on admissions, exhibitions and events. Marketing and promotion of these activities will be focused on driving higher visitation and maximising income opportunities as a result
- Growing legacy pledges for future investment



## Overview

RBGE is endowed with outstanding staff who have immense talent, loyalty and sense of purpose. Going forward, we must continue to retain and develop a committed, well-trained, diverse and effective workforce. Given that economic constraints for the period covered by this Corporate Plan will in all likelihood continue to be challenging, and that salaries represent approximately 70% of expenditure, we require careful HR business planning. Our workforce is currently 246 people (including those funded by external sources), supported by around 300 volunteers (figures as at 31st December 2014).

### Our activities will be focused on:

- Carefully aligning workforce planning with business needs and outcomes
- Strategically investing to retain and develop talent
- Judiciously managing our staffing cost and realising efficiencies through changes in ways of working
- Ensuring pay structures are fit for purpose
- Enhancing our relationship with our volunteers
- Building on our modern apprenticeship scheme successes
- Working in partnership with other organisations and our recognised trade unions
- Improving development and performance through the appraisal system
- Maintaining excellent communications and a productive work atmosphere
- Ensuring sickness absence remains at its current low level

### KPI 10 : RBGE Staffing Plan

	2013/14 Achieved	2014/15 Forecast	2015/16 Plan	2016/17 Plan	2017/18 Plan	2018/19 Plan	2019/20 Plan
<b>Headcount</b>	229	231	231	231	231	231	231
<b>FTE</b>	210	211	211	211	211	211	211

- The figures above include modern apprentices as these posts are now core rather than externally funded
- Small fluctuations may occur year on year, and bigger variances may occur in the event of any future voluntary exit schemes, but in general we expect staff numbers to remain largely static

### KPI 11 : Staff Absence

	2013/14 Actual	2014/15 Forecast	2015/16 Plan	2016/17 Plan	2017/18 Plan	2018/19 Plan	2019/20 Plan
<b>Total days lost</b>	1013	1013	1013	1013	1013	1013	1013
<b>Av. no. days lost per employee</b>	3.99	3.99	3.99	3.99	3.99	3.99	3.99

Note: Public sector absence in the UK in 2013/14 equates to 7.9 days absence per employee (source CIPD Nov 2014)

# Resources: Land & Buildings

## Overview

We are fully dependent upon our land and buildings to fulfil our functions. Land, which extends to 116 hectares across four sites, provides rich and natural beauty that is our signature as a world leading Botanic Garden. RBGE's property portfolio as at 1st April 2014 comprised nearly 30,000m<sup>2</sup> of built environment across the four Gardens, with an asset book value of circa £40M. Many of RBGE's buildings are of significant architectural interest including the iconic Victorian and Front Range Glasshouses in Edinburgh and other historic listed buildings and structures across the estate, the John Hope Gateway and the recently restored Benmore Fernery.

The crucial role of Estates Management is to set the broad direction for property asset management for RBGE over the short to medium term to ensure the property portfolio is optimised to meet corporate priorities identified through its strategic plans.

### This will be achieved through:

- Updating and implementing the Property Asset Management Plan (AMP)

Updating and implementing the Estates Strategy

### Our activities will be focused on:

- Bringing existing property assets up to a suitable standard and maintaining them as such
- Identifying the requirement and planning for any new or upgraded/rationalised assets to meet operational business requirements including:
  - Future space requirements for the Herbarium over the next 20 years
  - Provision of visitor facilities commensurate with 5 star quality tourism standards in all four gardens
  - Maintaining scientific laboratories that are fit for purpose
- Reviewing and commencing the implementation of the redevelopment of the Edinburgh garden's North East Corner (incorporating research glasshouses, education premises, heritage glasshouses, and horticulture support facilities)
- Upgrading of the nursery infrastructure to support disaster recovery and provide plant decanting facilities for the North East Corner project
- Continuing development and implementation of Hard and Soft Services Facilities Management
- Completing the Botanic Cottage project

### KPI 12: Spending on Land & Buildings - Backlog Maintenance

2013/14 Achieved	2014/15 Forecast	2015/16 Plan	2016/17 Plan	2017/18 Plan	2018/19 Plan	2019/20 Plan
£234k	£500k	t.b.c.	t.b.c.	t.b.c.	t.b.c.	t.b.c.

RBGE is currently carrying out a 5 year condition survey of its Estate to assess the extent of 'Backlog Maintenance' i.e. the scope of works required to bring the condition of the built environment up to an acceptable standard. Each building is given a condition rating A to D where: A = As new condition; B = Sound, operationally safe and exhibiting only minor deterioration; C = Operational, but major repair or replacement needed in short to medium term (3yrs); and D = Inoperable, or serious risk of major failure or breakdown. This condition survey should be complete by March 2015 whereupon the above table can be populated for years 2015 to 2020.

## Resources: Land & Buildings



Artists Impression of Botanic Cottage - Simpson & Brown Architects

## Science Laboratories

### Overview

The scientific laboratories provide a facility for plant culturing, and molecular and microscopy data generation to underpin our research, and for training of staff and students. The laboratories' work is guided by the RBGE Biodiversity Strategy.

#### Our activities will be focused on:

- Providing technical support, training and advice to enable our researchers to access current and new technologies and services safely and efficiently
- Developing and implementing a Bioinformatics Strategy to automate data pipelines and data serving, and to enhance in-house bioinformatics skills
- Focusing Scientific and Technical Services curatorial effort on the 'gold standard collections' for inclusion in the DNA bank

#### KPI 13: Number of users of the laboratories facilities and services

2013/14 Achieved	2014/15 Forecast	2015/16 Plan	2016/17 Plan	2017/18 Plan	2018/19 Plan	2019/20 Plan
75	75	80	80	80	85	85

- Number of individuals (RBGE staff, students and visitors) using the Molecular, Microscopy, and General laboratory facilities and services
- Numbers are dependent on the number of requests to use the facilities and the availability of the facilities / services and STS staff for training and /or supervision

## Information & Communications Technology (ICT)

### Overview

Effective ICT is essential for virtually every aspect of our work. Scientific, business and commercial functions are increasingly reliant on computing capability and on connectivity amongst our stakeholders. The department's work is determined by the current ICT Strategy.

#### Our activities will be focused on:

- Providing an ICT service to meet operational requirements within the available resources and to improve the effectiveness, manageability and energy efficiency of our systems
- Providing training to improve staff effectiveness
- Encouraging and supporting increased use of the audio-visual systems to improve teaching and learning and to enable increased commercial use
- Investigating technical options to enable the implementation of the Records Management Plan
- Implementing the Business Continuity option(s) selected from the options review
- Developing and implementing ICT plan for projects including:
  - Redevelopment of the North East Corner
  - Future data storage requirements for Herbarium digitisation
  - Virtual learning programme



## KPI 14: ICT Systems Availability

2013/14 Achieved	2014/15 Forecast	2015/16 Plan	2016/17 Plan	2017/18 Plan	2018/19 Plan	2019/20 Plan
98.288%	99.65%	99.65%	99.7%	99.8%	99.8%	99.8%

- Performance Management systems target is 95%. Figures are annual based on 24x7x365 monitoring excluding planned downtime
- Planned figures assume implementation of additional communications links at all gardens, online mail system and cloud-based or Edinburgh on-site Disaster Recovery system by 2016/17. Extended mains power outages at Regional Gardens are excluded.

## KPI 15: ICT Training

2013/14 Achieved	2014/15 Forecast	2015/16 Plan	2016/17 Plan	2017/18 Plan	2018/19 Plan	2019/20 Plan
Note 1	Note 1	75%	80%	83%	85%	87%

- Note 1: recording in our performance management system was previously discontinued
- Measure is annual percentage of attendees reporting that the training met the stated objectives

## Support Services

### Overview

The Support Services Team ensures that the daily operations of the RBGE can function in an efficient and effective manner. They are responsible for security over an extended day, front of house reception duties, postal/mail delivery services, car hire, janitorial duties and management of the cleaning and waste management provision across all sites.

#### Our activities will be focused on:

- Maintaining services in a cost effective manner that supports the whole organisation
- Ensuring the maintenance of a first class front of house reception, and streamlining telephone reception arrangements with Visitor Services
- Seeking operational improvements/efficiencies by 2016\* for waste management services at all sites to reduce waste and uplift costs, and maximise recycling

\* RBGE is currently looking at rationalising its whole waste management process over the next twelve months. This project will strive to streamline waste in all its component parts from encouraging waste minimisation at source/initial production, onsite storage/ collection methodology to its uplift from site and eventual treatment at final destination – whether recycled or landfill. At present there are several service providers dealing with the various waste materials on site – glass, metal, food, paper, oil, timber, general etc. This makes the collection of both quantitative and qualitative data in regards to waste difficult to accurately ascertain and inconsistent in reporting terms. Having a single service provider to deal with this important aspect of the Garden's business will provide considerable benefits not only in economic and resource terms but also in the production of better management information for reporting. Once in place, RBGE will be able to accurately monitor and target waste setting appropriate KPIs for minimisation and recycling.

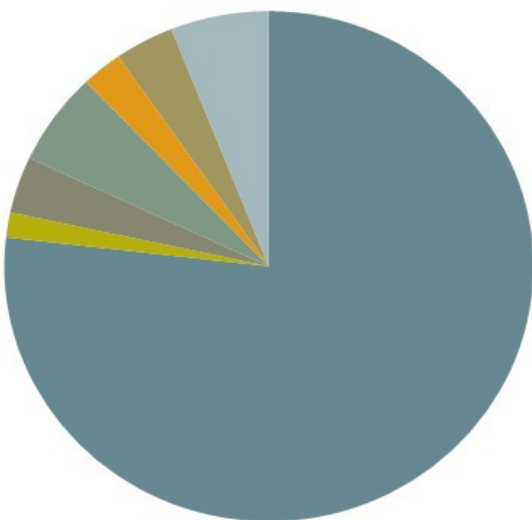
## STRATEGY

The Senior Management Team develops the strategic direction for the organisation at the Senior Management Team planning conference held in September of each year. The draft plan is presented to the Board of Trustees at their October Meeting during which assumptions, plans and desired outcomes are constructively challenged to ensure a sustainable and robust plan has been formulated for the forthcoming period.

## MANAGEMENT & CONTROL

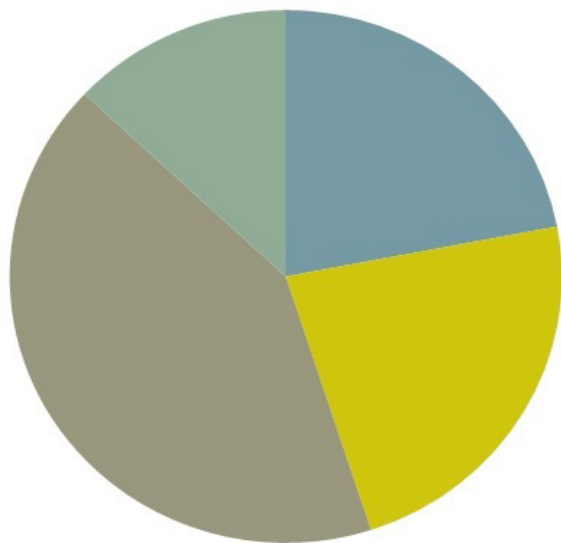
Quarterly performance reports are issued to the Senior Management Team, Board of Trustees and Scottish Government to provide the assurances that our strategy is being achieved successfully or to raise issues of concern that are or may become barriers to success. Additionally, our innovative and world-leading outcome costing system supports our performance management, enabling judgments to be made on cost-effectiveness/ value for money – a long-held aim of Scottish and other national governments. We also work with the Board of Trustees to assess our corporate risks, which are now embedded in our discussions on each of our strategic objectives. Updates are presented to the Audit Committee and the Board of Trustees.

**Proposed Income breakdown for 2015/16**



Revenue Grant in Aid	76.8%
Research Grant Overhead	1.58%
Admissions & Donations	3.57%
Education income	5.87%
Membership income	2.52%
BTC income	3.64%
Other income	6.01%

**Predicted Outcome costs breakdown for 2015/16**



Science & Conservation	22%
National Collections	23%
Tourism & Recreation	42%
Education & Skills	13%

In addition to our Strategy and Management & Control objectives, within this perspective we have added Environmental and Financial Sustainability to ensure both these aspects are considered when strategic decisions are taken about our other objectives.

## ENVIRONMENTAL SUSTAINABILITY

### Overview

Given our mission, vision and values, the principles of environmental sustainability are of fundamental importance to us. These principles include the recognition and understanding of the effects of our behaviour on climate change and the need to adapt our facilities and working practices to minimise our use of fossil fuels and other natural resources. We also use our role as a visitor attraction to communicate the importance of environmental sustainability to a range of audiences.

We have an Environmental Policy, a Sustainable Development Policy and a Carbon Management Plan, and these documents form an important part of our Environmental Management System which guides the continuous process of embedding sustainable practices into our everyday activities. Our five Environmental Management Groups work to reduce our impacts on the local and global environment. The impact of greatest concern is energy inefficiency associated with our large and outdated glasshouses. Enabling works for the North East Corner re-development at our nursery will enable us to decant our tropical plants when funds are realised to start on the replacement of our research glasshouses. When that work is completed we expect to see a significant reduction in energy consumption and CO<sup>2</sup> emissions.

#### Our activities will be focused on:

- Continuing to install, where permissible, renewable energy technology in all four sites
- Working to improve our waste management to meet Zero Waste Scotland targets
- Ensuring that property development plans incorporate best practice in environmental sustainability in building design within affordable limits
- Gaining Gold standard in Green Tourism Business Awards Scheme at Edinburgh and Dawyck, maintaining Gold at Logan and achieve Silver at Benmore
- Increasing the use of LED lights and meters to monitor water use and heating

#### KPI 16: Tonnes of carbon dioxide emissions (CO<sup>2</sup>e) produced

2013/14 Estimated	2014/15 Forecast	2015/16 Plan	2016/17 Plan	2017/18 Plan	2018/19 Plan	2019/20 Plan
3,591	3,112	3,200	3,200	3,200	3,200	3,200

Efficiencies in new boilers and valves have reduced our figures from 4,356 in 2008/09 but only small savings, for instance by switching to LED lights, will be possible until we replace our energy inefficient glasshouses

## FINANCIAL SUSTAINABILITY

### Overview

Any sustainable organisation must have sufficient financial resources to cushion it from unexpected and uncontrollable events. The RBGE has a general reserve and a Board Reserve (commercial income is allocated to this reserve). Additionally, as a charity it may apply to other trusts and foundations for support for specific purposes in accordance with the remits of such bodies. This is an area in which our Fundraising office is particularly active. The annual budgeting process needs to take cognisance of available resources and plan appropriately to ensure that our financial sustainability is assured.

#### Our activities will be focused on:

- Achieving income in accordance with the annual budget
- Expanding membership and patron schemes and improving “through life giving”
- Investigating and implementing (if directed by the Board) an RBGE Foundation that raises significant voluntary income for core funds
- Achieving corporate support linked to Natural Capital Partnerships
- Increasing research income
- Improving the financial return from exhibitions and events which will produce significant net income
- Matching our expectations to likely resources in an austere period for public finances
- Preparing fundraising infrastructure and strategy to support the redevelopment of the North East Corner
- Developing a business plan to generate income from commercial sales of our image assets

#### KPI 17: Total Reserves (£)

2013/14 Achieved	2014/15 Forecast	2015/16 Plan	2016/17 Plan	2017/18 Plan	2018/19 Plan	2019/20 Plan
1,114k	988k	702k	702k	702k	702k	702k



# Annexes: Financial Information

## RBGE High Level Budget - 2014/15 - 2019/20

Reserves	2014/15 Budget	2014/15 Forecast	2015/16 Proposed Budget	2016/17 Projection	2017/18 Projection	2018/19 Projection	2019/20 Projection
<b>Reserves Opening Balance</b>	1,114	1,114	988	702	702	702	702
Movement in Year	-202	-126	-286	0	0	0	0
<b>Reserves Closing Balance</b>	<b>912</b>	<b>988</b>	<b>702</b>	<b>702</b>	<b>702</b>	<b>702</b>	<b>702</b>
Revenue Budget	2014/15 Budget	2014/15 Forecast	2015/16 Proposed Budget	2016/17 Projection	2017/18 Projection	2018/19 Projection	2019/20 Projection
<b>Operating Income:</b>							
Grant in Aid <sup>(1)</sup>	8,495	8,495	8,495	8,495	8,495	8,495	8,495
Research Grant Overhead	170	170	175	200	220	240	260
Other Income <sup>(2)</sup>	1,761	1,942	1,968	2,061	2,172	2,291	2,382
Transfer from Board Reserve	535	535	673	399	408	412	416
Transfer from Foundation	150	150	25	0	0	0	0
Transfer from the Fergusson Bequest <sup>(3)</sup>			250				
<b>Total Income</b>	<b>11,111</b>	<b>11,292</b>	<b>11,586</b>	<b>11,155</b>	<b>11,295</b>	<b>11,438</b>	<b>11,553</b>
<b>Expenditure:</b>							
Salaries <sup>(4)</sup>	7,623	7,389	7,739	7,981	8,113	8,247	8,247
Other Expenditure	3,488	3,825	3,847	3,174	3,182	3,191	3,306
<b>Total Expenditure</b>	<b>11,111</b>	<b>11,214</b>	<b>11,586</b>	<b>11,155</b>	<b>11,295</b>	<b>11,438</b>	<b>11,553</b>
<b>Surplus / Deficit for the year</b>	<b>0</b>	<b>78</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Botanics Trading Company Budget	2014/15 Budget	2014/15 Forecast	2015/16 Proposed Budget	2016/17 Projection	2017/18 Projection	2018/19 Projection	2019/20 Projection
Retail Profit	72	68	125	128	130	132	135
Restaurant / Cafe Profit and Private and Corporate Events Income	369	379	387	399	410	413	418
Other Commercial Income	0	0	0	0	0	0	0
<b>Total Commercial Income</b>	<b>441</b>	<b>447</b>	<b>512</b>	<b>527</b>	<b>540</b>	<b>545</b>	<b>553</b>
Commercial Costs	-56	-57	-110	-112	-115	-115	-118
<b>Profit before taxation &amp; gift aid to RBGE</b>	<b>385</b>	<b>390</b>	<b>402</b>	<b>415</b>	<b>425</b>	<b>430</b>	<b>435</b>
Board Reserve Budget <sup>(5)</sup>	2014/15 Budget	2014/15 Forecast	2015/16 Proposed Budget	2016/17 Projection	2017/18 Projection	2018/19 Projection	2019/20 Projection
<b>Income:</b>							
Interest on BTC Loan	3	3	3	3	3	3	3
BTC Profit	385	390	402	415	425	430	435
<b>Total Income</b>	<b>388</b>	<b>393</b>	<b>405</b>	<b>418</b>	<b>428</b>	<b>433</b>	<b>438</b>
<b>Expenditure</b>							
Transfer to Revenue Budget	535	535	673	399	408	412	416
Public Liability Insurance	11	18	18	19	20	21	22
Horticulture Apprentices	44	44	0	0	0	0	0
<b>Total Expenditure</b>	<b>590</b>	<b>597</b>	<b>691</b>	<b>418</b>	<b>428</b>	<b>433</b>	<b>438</b>
<b>Surplus / Deficit for the year</b>	<b>-202</b>	<b>-204</b>	<b>-286</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

1. Grant in Aid: Grant in Aid has been confirmed as being fixed for 2015/16 at £8,495k. Level funding has been assumed for the rest of the plan period
2. Total Other Income reflects income from education, membership, patrons, commemorative income, donations, rents, admissions, consultancy, exhibitions and events, publications and bank interest
3. £263k of funding in 15/16 from the Fergusson Bequest is pending approval from the Board of Trustees
4. Salaries: RBGE will continue to follow Scottish Government pay policy
5. £282k of funding in 15/16 from the Board Reserve is pending approval from the Board of Trustees