

Kew

PLANTS PEOPLE
POSSIBILITIES

*Towards a
Sustainable Future*

Corporate Plan 2009/12



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FROM THE CHAIRMAN

Over the next two years or more, much of the world's attention will fix on dire financial issues. We cannot escape the pain of recession but must not be distracted. Working with Defra, we must continue to direct our efforts addressing the global environmental problems of climate change, species loss and habitat destruction. These are potentially greater threats than the economic downturn because we all depend on nature - and plants in particular - for air, water, and food.

By creating the Department for Energy and Climate Change to work alongside Defra, the Government has added emphasis and drive to environmental policies. The announcement of tougher restrictions on carbon emissions, despite the financial crisis, underlines the UK's commitment, and there is every indication that the new US administration will support Europe and galvanise international programmes.

In last year's Corporate Plan, Professor Stephen Hopper set out the far-reaching Breathing Planet Programme as the basis for development and action over the next decade. With our mission and strategy now in place, we are building a new operational plan and making much-needed improvements in our management and IT systems to ensure that Kew can be even more effective in delivering expertise and material to projects on the ground.

These long-term plans can only be achieved with a step-change in revenue. Therefore, a major fundraising campaign is being developed to marshal Kew's resources and focus the drive for revenue from both new and existing sources. The campaign strategy takes heed of the current economic crisis and will be phased to establish a very high profile in the UK and overseas when the timing is most appropriate.

This will be a tough year but it will also be Kew's 250th anniversary and a year of celebration. We can reflect positively on the durability of the organisation and the vitally important resources that we can now offer to help a world in which many people face hardships that will not go away even when the economies return to growth.

John Selborne

Chairman
Trustees of the Royal Botanic Gardens, Kew

PLANTS AND THE SUSTAINABILITY OF LIFE

This Corporate Plan responds to the two major environmental problems facing the world: climate change and a dramatic loss of habitat which threatens the survival of huge numbers of species.

Plants play a fundamental role in stabilising the Earth's climate, and they produce the food and oxygen that sustain all our lives by taking energy from the sun and carbon dioxide from the air. Plants and fungi provide a vast range of resources and natural services that are essential for a sustainable future. Yet forests and other green habitats are being rapidly destroyed, causing a huge increase in greenhouse gases, as the demands of the human race exceed the planet's capacity. **Deforestation alone accounts for a fifth of man-made CO₂ emissions, more than all the world's vehicles, aircraft and transport systems, put together.**

Diversity of plant life is essential to the habitats that form our world, and vital for our own well-being. The ongoing erosion of ecosystems and accelerating loss of wild species is degrading the quality of life for millions of people and prejudicing the drive to eradicate poverty. Plant life must be conserved if climate change is to be moderated and humanity is to have a tolerable future. **In economic terms alone, the Stern Review made the point that the cost of doing nothing about climate change is vastly greater than the investment needed for effective action.**

THE ROYAL BOTANIC GARDENS, KEW IS

- the world-leader in plant diversity science, and a major visitor attraction
- around 800 people, including 280 in science and conservation, and 200 in horticulture; they are supported by over 500 volunteers including affiliated researchers, more than 60 supervised PhD and 45 Horticultural Diploma students, and many others with a valued range of roles and skills
- devoted to building and sharing knowledge so that people can benefit from plants and fungi – now and for generations to come
- two stunning gardens: Kew Gardens (a World Heritage Site) and Wakehurst Place in West Sussex. Kew cares for forty Grade I or II listed buildings set in these historic landscapes, and the gardens house Kew's collections, laboratories and the Millennium Seed Bank – and show how our very existence depends on plants.
- governed by Trustees and sponsored by the UK's Department for Environment, Food and Rural Affairs (Defra) which champions sustainability and the conservation of biodiversity. Revenue also comes from visitor income and fundraising.

HOW KEW ACHIEVES ITS IMPACT

The UK Government takes the environmental threat most seriously, and works with the EU and other governments to drive all-important international responses. Defra sponsors Kew, and we actively contribute to the Government's commitment to treaties ranging from CITES to the UN Millennium Development Goals - underlined by the Prime Minister's Call to Action in July 2007 and world-wide initiatives in 2008. Specifically, we contribute to those parts of Goals 1 and 7 that relate to the alleviation of hunger, sustainable development and environmental resources. We also have a major capacity-building role, often working alongside Government, both at home and abroad.

Kew has world-leading expertise in plant and fungal science, holds globally important collections that span a vast range of the Earth's plant diversity and has a wide public and media interface. Kew has a 250-year history of scientific collection and research; today we use pioneering technology for satellite mapping of threatened habitats, and in seed banking. The Millennium Seed Bank contains the most diverse collection of seeds on Earth. We have also developed an active network of partnerships, maximising our impact through capacity building and collaboration.

Kew is extremely well positioned to play a fundamental role in providing a sustainable future for the planet and its citizens.

KEW'S MISSION IS

to inspire and deliver science-based plant conservation worldwide, enhancing the quality of life.

DIRECTION

In this 250th Anniversary Year, we have based Kew's future direction on the unique global contribution that history has enabled Kew, and its partners, to deliver in facing today's major environmental threats - climate change and loss of biodiversity. In 2007/08, we updated our mission and, in Kew's Breathing Planet Programme, we have set out a long-term strategy for the global effort needed to achieve high-impact outcomes in conservation and sustainable development. In so doing we have taken account of major governmental priorities and obligations expressed within the Millennium Development Goals, the Millennium Ecosystems Assessment initiative and the Global Strategy for Plant Conservation.

Therefore, our strategy is designed to support Defra's aims and use Kew's assets to best possible effect in meeting the challenges of climate change and the broader threats to humanity raised by environmental degradation. Specifically, our work will contribute to the conservation of the existing forests and wild vegetation that provide the world's major carbon sinks, and we will support the major repair and re-establishment of damaged wild vegetation by banking seeds and accelerating restoration ecology projects. We will help organisations and communities to adapt to changing climatic regimes by assisting them to find and grow locally-appropriate species to meet their needs sustainably. We will use our public presence as a platform to provide information and inspire people world-wide to support the plant-based strategies needed to cope with climate change and the other major environmental challenges that beset humanity.

The Millennium Seed Bank is central to the Breathing Planet Programme because it leverages Kew's science and conservation expertise to achieve much greater impact on the ground. By the end of 2009, this global seed-banking initiative will meet its ten-year targets, and is galvanising a robust international partnership that has enormous potential for restoration and sustainable development. The project demonstrates that Kew can magnify its impact by providing resources and expertise in partnerships, particularly with those bodies that have the ability to influence and manage land: companies, national and local governments, NGOs, communities and local conservation groups. Such partnerships are all the more effective when supported by legislation, funding and enforcement.

Nonetheless, the scale of our operation is still small compared to the challenge. To fully realise Kew's uniquely important potential in the international effort to rescue the Earth's biosphere, we need to greatly increase the scale of operations that translate knowledge into implementation and radically increase our direct support for projects on the ground.

Through the Breathing Planet Programme, Kew and its global partners will make a substantial impact in countering the environmental challenge by saving threatened plants and habitats and improving the quality of life for people. The Programme focuses on urgent priorities that are recognised by society and Government, and aims to achieve results on a scale that will have major international impact. The Programme and key strategies are shown on the next two pages.

It is essential that we make the best possible use of our resources by striving to contain costs and, wherever possible, further improve efficiency. In 2009/10, we will progress a new operational plan supported by appropriate systems to guide and monitor the allocation of resources to work programmes. Our Ten Year Plan (p.8) lists the major projects that are central to both Kew's development and the Breathing Planet Programme. This is followed, on p.9, by our most important operational objectives for the coming year. We have also reviewed our Key Performance Indicators to improve monitoring of the effectiveness and health of the organisation; these new measures are shown on p.18.

Our financial forecast (p.16) sets out the funding position. The Risk Profile (p.14) continues to show important and urgent needs for investment in infrastructure and for additional operating funds to resource the significant and growing gap between delivery and necessity. Revenue generation is Kew's most pressing priority.

TEN-YEAR STRATEGIC FRAMEWORK: KEW'S BREATHING PLANET PROGRAMME

Plant-based solutions are an essential element of the drive to combat climate change and the environmental challenges facing us all. Kew's Breathing Planet Programme (BPP) aligns with established international and governmental priorities including the UN Millennium Development Goals and the Convention on Biological Diversity (notably the Global Strategy for Plant Conservation). Through the Programme, Kew will achieve outcomes that help Defra realise its Public Service Agreement and Departmental Strategic Objective commitments concerning climate change, biodiversity and a healthy natural environment.

Using this framework, Kew and its global partners will make a greatly increased impact in countering environmental challenges - by saving threatened plants and habitats and improving the quality of life for people. This represents a step-change in the scale of activity and delivery of conservation outcomes.

There are seven key strategies:

1. **discovering, collating and accelerating global access to essential information** on the variety and distribution of the world's plant and fungal species through fundamental science, enhanced collection programmes, systematics, data capture, Geographical Information Systems (GIS) science, and novel identification tools such as web-based floras and DNA barcoding;
2. **identifying plant and fungal species and regions of the world most at risk** of losing their wild diversity, by applying cutting-edge Information Technology and GIS approaches to enable priority setting for conservation programmes targeted at saving the most vulnerable areas first;
3. **helping implement global plant and fungal conservation programmes** such as creation of new sustainably managed areas through established and new partnerships in countries richest in diversity and geographical extent of remaining wild vegetation;

Together these actions will help retain the Earth's major remaining carbon sinks.

4. **extending the Millennium Seed Bank's global partnership programmes** to secure in safe storage 25% of the world's plants by 2020, targeting species and regions most at risk from climate change such as alpine endemics, coastal species and those endemic to desertifying lands;
5. **establishing a global network of scientists and practitioners in restoration ecology** to use seed banks for the urgent repair and re-establishment of damaged native vegetation;

These two actions will help recover lost plant productivity and carbon sequestration.

6. expanding plant and fungal diversity knowledge and Kew's innovative science programmes to the **identification and successful growth of locally-appropriate plant species** under changing climatic regimes on agricultural, urban and suburban lands;

This action will help plant-based adaptation to climate change to succeed.

7. **using the high public visitation, web and media opportunities provided by Kew and partner botanic gardens to deliver enjoyable, inspiring experiences that inform** people world-wide about plant-based mitigation and adaptation strategies to cope with climate change and other significant environmental challenges facing us all.

In particular, Kew's 250th Anniversary World Heritage Enhancement Project and the parallel Wakehurst Place Enhancement Project together will provide visitors and internet users with pertinent information and experiences to inspire and deliver the Breathing Planet Programme.

KEY VALUES

As part of the consultation process to develop the new mission, we identified Kew's key values. The eleven values below incorporate statutory and other obligations, and guide the means by which we will achieve impact through Kew's Breathing Planet Programme:

- **Global conservation and sustainability** - using Kew's unique combination of resources to support and deliver conservation and sustainability projects around the world.
- **High quality, high impact research** - discovering and sharing information about plants and fungi, using and enhancing Kew's globally important scientific collections and knowledge.
- **Capacity building and collaboration** - achieving plant conservation through capacity building, partnership and collaboration, higher education and training in local, national and international frameworks.
- **Policy advice** - providing sound, scientific evidence and timely advice to advance and support informed debate, policy-making and action.
- **Engagement and learning** - engaging large and diverse audiences in inspirational, enjoyable experiences, which encourage learning and positively change attitudes to plants and fungi, their conservation and sustainable use.
- **World-class horticulture** - developing, promoting, teaching and delivering best practice in horticulture.
- **World heritage** - caring for and enhancing Kew's heritage collections, buildings and landscapes, and communicating their universal value.
- **Empowering staff and volunteers** - making Kew a great place to work for a vital cause.
- **Resources and infrastructure** - developing professional, modern governance, management, systems and services, communication and networks, and generating income and resources to achieve Kew's mission.
- **Excellent customer service** – exceeding expectations in the quality and timeliness of customer service.

TEN-YEAR PLAN

The following projects are central to Kew's development and to the progression of the Breathing Planet Programme.

The economic crisis presents obvious problems. However, it is important that we maintain our focus on the long-term developments that will enable Kew to deliver the outcomes that will assist Defra in realising its commitments concerning climate change and the environment.

Therefore, revenue generation has a very high priority. Visitor activities and fundraising are subject to weather and economic conditions, but both have shown good long-term growth, combined income from these sources having doubled since 2003/04. The Kew Foundation has set out a detailed plan that aims to achieve a step change in its contribution by 2014; other income opportunities are also being explored.

Nonetheless, there is a substantial financial challenge. Our highest conservation priority, phase 2 of the Millennium Seed Bank, will require funding over ten years. Significant investment is also required to refurbish the infrastructure and heritage assets that are highlighted by our Risk Profile (p.13) and Kew Gardens' status as a World Heritage Site. The following table sets out the priorities that will improve our science and conservation delivery, our engagement with the visiting public, the presentation of our World Heritage Site, and our organisational infrastructure:

Funded and already in progress	
Millennium Seed Bank - Phase 1, 10 Year Project	2000-2010
Herbarium and Library Extension	2006-2010
Herbarium collections development - Phase 1	2006-2010
Completing and maintaining the world checklist - Phase 1	2006-2010
Marianne North Gallery Refurbishment	2008-2009
Landscape Master Plan	2008-2009
Quarantine House	2009-2010
IT and Digital Media - Years 1 and 2	2009-2010
Current priorities - planned and requiring funding	
Millennium Seed Bank - Phase 2, ongoing (part funded)	2010-2020
IT and Digital Media - Years 3 to 10	2011-2018
Temperate House maintenance	2009-2016
Herbarium collections development Phase 2	2011-2020
Completing and maintaining the world checklist Phase 2	2011-2020

In addition, there are a number of substantial items that are important to the infrastructure and visitor development of Kew Gardens and Wakehurst Place. These include statutory compliance work on the estates, and the sustainability and energy conservation programme. At Kew, the flood defences, hahas, boundary wall, and Main Gate refurbishments are a high priority, and more maintenance is required for World Heritage buildings, notably the Palm House. The staff office and support programme also needs updating. Investment is also needed to build on the momentum of visitor development and revenue generation by providing new attractions and facilities at both sites.

KEY ANNUAL OBJECTIVES FOR 2009/10

The achievement of these objectives is particularly important to Kew's strategic aims and builds up the momentum of the Breathing Planet Programme. This Programme, including its public element, will deliver long-term outcomes supporting the climate change, environmental and human development aims of Defra, DECC and other government departments.

1. Achieve the Millennium Seed Bank's 10-year target of securing 10% of the world's plant species in safe storage by 2010. Finalise the strategy to ensure the MSB's post-2009 position as a dynamic, global resource for sustainability and human development in the face of climate change.
2. Working with Kew's Foundation, Defra and our partners, obtain the substantial additional funding needed to both maintain current levels of operation and to implement the strategy and to move forward in delivering globally significant outcomes through the Breathing Planet Programme.
3. Implement a new operational plan (to deliver the aims of this Corporate Plan) supported by appropriate objectives and systems to monitor the allocation and use of resources.
4. [Prepare for, enable and drive forward the forthcoming independent review of Kew's role as a public body and its funding position] – subject to Defra's agreement.
5. Construct new plant quarantine facilities, meeting current Defra standards, so that Kew can continue to serve national quarantine programmes as required under statute (National Heritage Act, 1983). Restore the Marianne North Gallery (Heritage Lottery Fund project). Move collections and staff into the new Herbarium and Library extension.
6. Continue supporting Defra in their evidence-based approach to policy making.
7. Working with Defra and other partners, begin implementation of Kew's Breathing Planet Programme as an important contribution to the UK's response to sustainability, climate change and biodiversity loss.
8. Develop the Ten-Year Plan (p.8), and the associated financial strategy, for the Kew Gardens and Wakehurst Place sites through an effective stakeholder consultation process and a vigorous programme of revenue generation and fundraising.
9. Maximise the impact of Kew as leading visitor attraction during 2009/10, delivering a memorable 250th anniversary celebration for Kew Gardens and Wakehurst Place and delivering associated visitor income.
10. Progress plans for the biodiversity themed visitor attraction strategy for 2010/11 and outline plans for 2011/12.
11. Deliver substantial improvements to information systems in 2009/10 as part of the ongoing IT and Digital Media Strategy.
12. Implement major enhancements to Kew's web site and digital media services.
13. Build on the momentum of Kew's Learning Agenda, as funding permits, to improve key facilities on site. Support The Great Plant Hunt programme (made possible by The Wellcome Trust and delivered into schools in March 2009). Continue to widen Kew's reach through the web and by partnership, and increase the impact of conservation-centred communication with national and global audiences, including garden visitors, under-represented groups and the wider public. Continue targeted education programmes to support capacity building overseas.
14. Create a world-leading mycological research facility by completing the merger of CABI's fungal collections and programmes with those of Kew.
15. Complete the Landscape master plan, reflecting the intentions of the major historical figures that shaped Kew Gardens.

ORGANISATION AND RESOURCES

Kew is a world-leader in plant science, an international hub for conservation and a major visitor attraction that shows the public how plants are essential to human survival and development.

Governance

Kew is a non-departmental public body governed by Trustees under the terms of the National Heritage Act, 1983. Its statutory objectives are to: carry out investigation and research into the science of plants and related subjects and disseminate the results; provide advice, instruction and education in relation to the aspects of botany in which we are involved; provide other plant related services including quarantine; care for the collections; keep the collections secure as national reference collections, allow access to them and supplement them as resources allow; and allow public access for the purposes of gaining knowledge and enjoyment. The UK Government has a primary role in ensuring that Kew is adequately resourced to fulfil these statutory obligations. Kew is sponsored by Defra, which leads on sustainability, and the Minister who oversees Kew's role has responsibilities at both Defra and the new Department of Energy and Climate Change. Funding also comes from visitor income and fundraising. The Foundation is an independent charitable body that raises funds and support for Kew, with separate governance.

People and Structure

Within the organisation, Kew's Director (Professor Stephen Hopper) carries executive responsibility and the structure of the management team is shown on the chart on page 7 - the Corporate Executive team being shown in blue. Much of Kew's science work is cross-departmental, facilitating outcomes in conservation and sustainable use, and in collaborative international partnerships, sharing resources and building global capacity, an approach endorsed by the 2006 independent Science Audit. Kew employs about 800 people (700 full-time equivalent), 280 work in science and conservation, 200 in horticulture and around 40 in public education roles. Over 500 people work for Kew on a voluntary basis, including more than 70 affiliated researchers.

Assets for Science, Conservation & Sustainable Use

Kew's 19 major collections have developed over 250 years; they range from DNA through seeds and living plants to specimens of timber and manufactured products. They form a uniquely important global resource for 21st century science and conservation. As such, Kew carries the significant responsibility of ensuring that they continue to be accessible, secure, well preserved, documented and up-to-date.

The Herbarium, Library, Art and Archives

The Herbarium's 7 million preserved plant specimens and associated data provide a bedrock resource for accurate identification and for an increasingly wide range of studies in conservation and science. For example, this collection helps users to understand the relationships between plant species, enabling them to speed up the search for useful properties such as insect resistance or pharmaceutical activity. The Herbarium is also being used to assess environmental threats, its historical collections providing a time line that shows how species have retreated from particular habitats. Studies of this type are vital to a proper understanding of the impacts of climate change.

The Library and Archives holds more than 750,000 volumes and is one of the world's foremost scientific libraries. It includes comprehensive surveys of many countries, material on the useful properties of plants, methods of cultivation and fundamental research papers tracing the evolution of plants, their physiology and chemistry. Each day, Kew receives scientific visitors from around the world and one of our major priorities is to improve Internet access to the Herbarium and Library so that they can be searched on line by conservation and research workers on other continents. The 200,000 items of botanical art held by the Library, drawn and painted with painstaking accuracy, provide scientific records of living plants more useful for identification and study than photographs.

The Jodrell Laboratory

Kew's laboratory houses 80 science staff who work on fundamental and applied research. Examples include DNA sequencing that enables fundamental understanding of the differences and relationships between species that are important in conservation, studies of the economically important interactions

between plants and insects, and searches for medicinal and other useful plant constituents. Jodrell research led to the man-made fibre industry.

The Millennium Seed Bank

At Wakehurst Place, the Millennium Seed Bank (MSB) houses more than one and a half billion seeds representing some 26,500 species – probably the most biodiverse point on Earth. Parts of this vital collection are now duplicated in over 50 countries as a result of the MSB's partnership and capacity building programme. The MSB Programme provides a form of insurance for the world's biodiversity and the platform for large-scale habitat restoration and sustainable use of plant diversity.

Mycology – the science of fungi

In 2009, CABI's mycology unit will merge with Kew's and be based in our Jodrell Laboratory. Fungi are far less well understood than plants; only a modest proportion have been identified but we do know that they are of huge practical importance. Like plants, they have many uses in the production of food and medicines; they also cause significant diseases in plants and animals. They also play crucial roles in the natural environment, breaking down dead material in the soil. Kew is investigating the relationships that fungi form with plant roots enabling them to absorb vital nutrients, work which will support restoration ecology projects. Kew's mycological collections comprise 850,000 fungal specimens; CABI will bring a further 400,000 specimens into the collection and add valuable complementary skills. Mycology is an under-invested science and modern DNA technology will accelerate the discovery of its economic and environmental potential.

The Public Interface

Sustainability can only be delivered if there is strong public support for government policy and involvement in grass-roots initiatives. Kew plays a valuable role in communicating the rationale for conservation to the public, and has the potential to do even more. The gardens at Kew and Wakehurst Place house a living collection representing 33,000 different types of plant – another leading scientific resource and a delight for the public. Kew's famous glasshouses protect and show species from around the planet, and are supported by modern nurseries behind the scenes. Other features, from art galleries to the Climbers 'n Creepers play area, provide a spectrum of education and entertainment resources.

Audiences, Communication and Learning

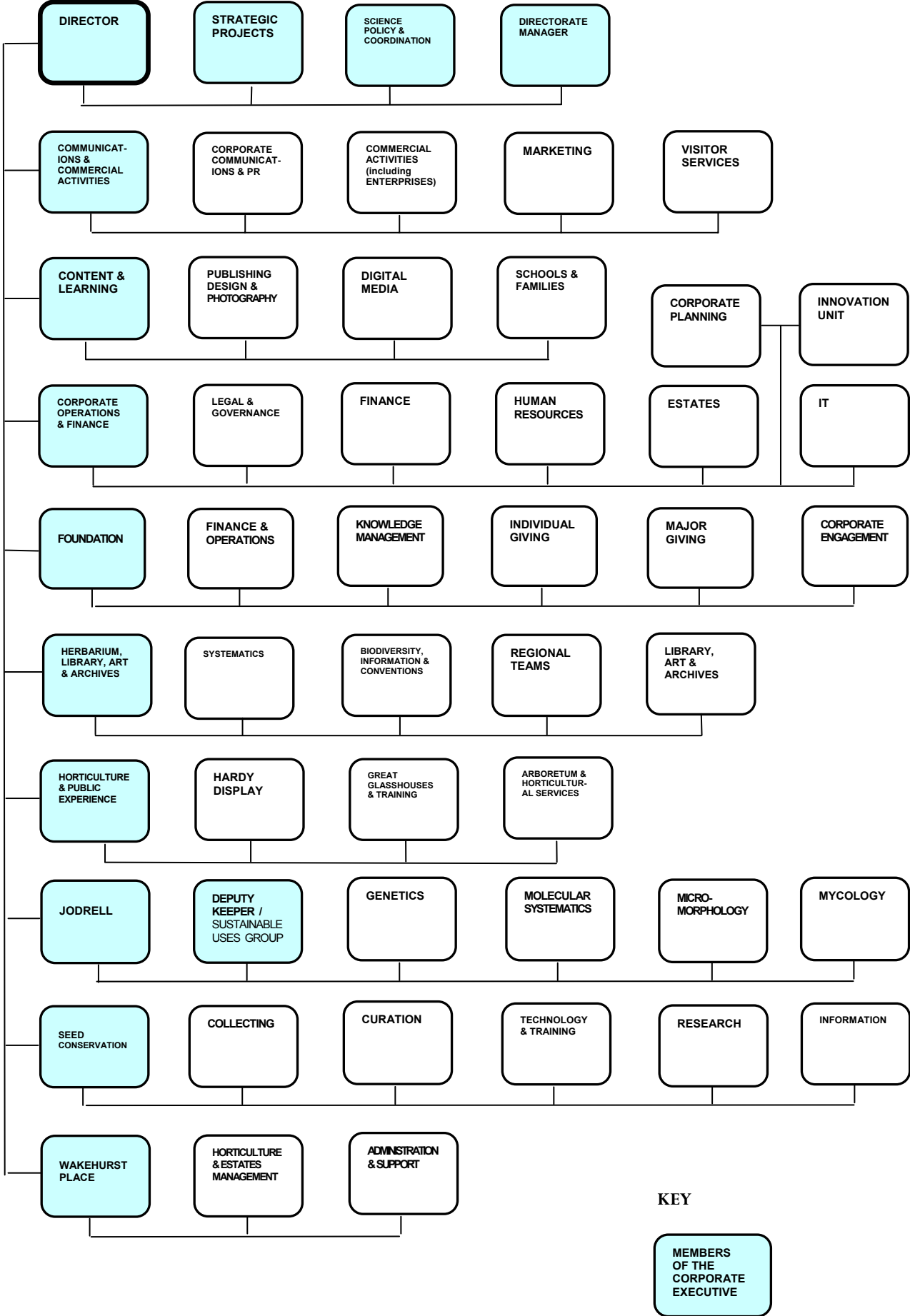
Kew and Wakehurst Place are among the most highly visited attractions in the UK, currently receiving 1.9 million public visits p.a., including almost 100,000 children in school parties and over 250,000 with their families. Entry for children (16 years and under) is free and, in 2009, a Kew initiative will reach every maintained primary school in the country. Kew's Learning Agenda contributes to Defra's international commitments in sustainability, creating 'hands on' learning opportunities and providing a conduit for plant science and conservation stories to all audiences. Visits to Kew (real, online or through other media) are enjoyable, learning experiences that engage increasingly diverse visitors at an emotional level and thus create real interest in sustainability and plant diversity. This contributes directly to Defra's aims and helps engender support for Kew's work. On our own sites, Kew is committed to sustainable practice and has achieved the ISO14001 standard at both locations, Kew Gardens is the first World Heritage Site to do so.

Support and Enabling

Kew's most important assets are its collections, information and, above all, people. We aim to equip employees, students and volunteers for challenging and fulfilling roles, expanded financial awareness and increased ownership of customer service and risk control. Therefore, it is essential that our Human Resources and Finance functions have sufficient means to underpin a progressive organisation and ensure that it is both effective and efficient. Similarly, our Estates department endeavours to ensure that buildings and utilities meet both heritage requirements and modern standards for safety, sustainability and disability equality.

Information technology has great strategic importance for Kew. It is essential in our drive to make resources accessible both within Kew and to all of those around the world who need access to Kew's global resources. Enhancement of our IT capability and service level is essential to progress; for this reason, our IT and Digital Media strategy is one of our top priorities for investment in 2009/10.

MANAGEMENT STRUCTURE



RISK

There are particular risks that, if realised, could lead to sudden or progressive deterioration in the viability of the organisation. Following detailed analysis, these major risks have been summarised into the ten corporate risks shown in the table overleaf.

The level of risk is colour coded as follows:

- **Green:** Well controlled – the system is operating effectively and risks are being well managed.
- **Yellow:** Satisfactory – the system is operating satisfactorily and the majority of risks are being managed.
- **Amber:** Unsatisfactory – there are difficulties in the operation of the system and/or some of the risks are unmanaged.
- **Red:** Deficient – the system is not effective and risks are not being managed.

We review risks quarterly and, as the table shows, Kew's position at end-December 2008 remains considerably less favourable than the organisation's desired position (as reflected in the Risk Appetite column).

This unacceptably high level of risk has built up over time as a consequence of serious under-investment in key areas of our operations. In particular, there are major concerns about three areas of risk. These concern: access to the sources of funding needed to meet corporate objectives, potential failures associated with IT services, and dangers to the collections and their curation. Over the last year our assessment of the position on information services has improved somewhat (red to amber) but we would now grade health and safety risk as being unsatisfactory.

We also have significant concerns about exposure in our maintenance of our heritage assets (notably historic buildings), and in staffing to meet acceptable standards of operational management as a consequence of the funding position.

But the underpinning risk remains our ability, along with our UK and international partners, governmental and otherwise, to develop and deliver a sustainable financial strategy. Unless this is resolved, the assessment of risk to Kew as a whole will continue to be a matter of concern.

CORPORATE RISK PROFILE QUARTERLY SUMMARY - MARCH 2009

RISK	Risk	Forecast		Current quarter	Previous three quarters		
	Appetite	Next year	Next quarter	Mar 2009	Dec 2008	Sep 2008	June 2008
1. The RBG Kew botanical collections are inadequately preserved, maintained and secured resulting in loss or damage.	Y	R	R	R	R	R	R
2. RBG Kew's world-wide reputation for research, information provision, access to collections, compliance with the regulatory environment (Convention on Biological Diversity, CITES, SSSI status and other regulations/legislation) and commitment to the global conservation challenge is not maintained, resulting in loss of reputation, missed opportunity for scientific advancement or commercial gain and/or loss of political/public support.	G	Y	Y	Y	Y	Y	Y
3. Failure to maintain or preserve heritage and other non botanical assets or non-compliance with the requirements and obligations of the World Heritage Site Management Plan and ongoing development framework leads to loss of reputation, assets and/or World Heritage Site status.	Y	A	A	A	A	A	A
4. Insufficient quality, variety and freshness in the visitor/commercial experience leads to failure to engage with the public, loss of income or failure to grow income sufficiently.	Y	Y	Y	Y	Y	Y	Y
5. Insufficient staff with necessary expertise available to complete corporate objectives and key actions and/or provide information and support to front line staff.	Y	Y	A	A	A	A	A
6. Access to government funding, income and other sources of financial support is insufficient to complete corporate objectives and key actions, and to invest to grow in the future.	G	Y	A	A	R	R	R
7. Inadequate Information Services/records management leading to inefficient, ineffective or complete breakdown of IT support, failure to capture, retain and retrieve information/records and to safeguard them in event of a disaster, resulting in loss or missed opportunity for scientific advancement, commercial gain or poor value for money.	Y	A	A	A	A	A	R
8. A significant health and safety/sustainability incident or decline in/impact on environmental management leads to damage to visitors, staff or property, loss of ISO14001 accreditation/legal action against Kew or loss of biodiversity.	G	Y	Y	A	A	A	A
9. Projects are managed/governed to less than best practice standards resulting in failure to deliver to time, budget or quality or with poor value for money.	Y	G	Y	Y	Y	Y	Y
10. Significant impropriety or failure to meet statutory/legislative responsibilities leading to damage to reputation, legal action or other loss to RBG Kew.	Y	Y	Y	Y	Y	Y	Y

FINANCIAL PLAN

The upper part of the following table sets out the current capital and revenue income projections, assuming recent levels of revenue generation from grants (including grant-in-aid), visitor income and other sources. The lower part of the table sets out the capital and revenue expenditure needed to meet the aims of the Corporate Plan in delivering current levels of activity. It should be noted from the Risk Register that it will be difficult to maintain adequate controls at these levels.

This Corporate Plan describes how Kew's new strategy will help to address the major environmental challenges facing the world. It sets out our plans as part of the UK and international agenda to combat climate change and the threats to humanity arising from habitat destruction and loss of biodiversity.

The document also sets out a Ten Year Plan to support the Breathing Planet Programme and Kew's infrastructure. The Ten Year Plan also includes the projects needed at Kew Gardens to maintain standards consistent with the guidelines of the World Heritage Site Management Plan and Site Conservation Plan; at Wakehurst, the projects build on the site's distinctive strengths in conservation and countryside management and meet the needs of a steadily growing number of visitors.

We must also significantly improve the revenue position to enable increased activity in conservation and to offset the progressive effects of inflation on our operating grant-in-aid. It is also intended to enable the heritage buildings to be maintained proactively rather than reactively, thereby saving costs in the long run.

We are preparing the financial and fundraising strategy needed to deliver current core activities and to turn the transformational plans into reality, recognising that there is a significant funding gap that needs to be filled if Kew is to deliver its unique potential in providing services to meet the UK's environmental goals. The generation of significantly increased income is, therefore, a major strategic priority.

INCOME & EXPENDITURE

£'000	2005/06 Outcome	2006/07 Outcome	2007/08 Outcome	2008/09 Budget	2008/09 Forecast	2009/10 Forecast	2010/11 Forecast	2011/12 Forecast
Income								
Grant in Aid –								
Operating	17,937	17,600	17,604	17,600	17,850	17,600	17,600	17,600
Capital	7,600	7,600	7,600	8,750	8,750	10,900	7,900	7,900
Total Grant-in-aid	25,537	25,200	25,204	26,350	26,600	28,500	25,500	25,500
Visitor & Enterprises	7,073	6,861	7,553	8,388	7,241	7,145	7,385	7,605
MSB & other projects	5,515	7,259	8,221	8,000	8,500	8,000	6,000	6,000
All other income	6,228	3,924	10,279	5,810	6,788	4,760	4,455	4,865
Total Income	44,353	43,244	51,257	48,548	49,129	48,405	43,340	43,970
Expenditure								
Operating	34,497	35,442	37,166	37,448	37,860	36,535	35,263	36,070
Capital	10,709	8,380	13,695	14,445	16,342	12,808	8,077	7,900
Total Expenditure	45,206	43,822	50,861	51,893	54,202	49,343	43,340	43,970

KEY PERFORMANCE INDICATORS

Key Performance Indicators (KPIs) provide an overview of the health and performance of the organisation – for ourselves and for our stakeholders.

As part of Kew's new strategy, we have reviewed and improved our Key Performance Indicators. The new suite of KPIs (shown in the following table) provides good continuity with the previous indicators and strengthens monitoring of the accessibility and quality of the collections. It also provides a much clearer definition of the most important work we do in capacity building. We have also introduced a measure that monitors the value attached to Kew's people – our staff and volunteers.

The pre-existing set of ten measures had been in use since 2000 and most of them have proved helpful and robust. However, we have made some necessary changes, and extended the range of our KPIs to the twelve shown. Six of the KPIs are unchanged or only slightly altered, three are significantly changed (as detailed in the table on p.19) and three are new.

Monitoring processes have been set up for the new and significantly changed measures, shown in italics, and the provisional targets shown below are based on early estimates of real activity. It is likely to take several months of monitoring to establish meaningful long-term targets.

The three new measures are:

7. Collections digitally catalogued – this shows the number of items in the major Herbarium and Library collections that are digitally catalogued, a fundamental step in making collections more accessible and adding to their value as tools for research and conservation. (After a trial period, we are considering the option of excluding Archives from future targets because the highly variable nature of the items make it impractical to monitor their progress on a comparable basis.)

8. Status of the collections - a measure that shows the physical integrity of our collections and reflects the need for good curation.

11. Staff and volunteer retention - an indicator that reflects the value attached, by Kew, to people (including our large body of associates and volunteers) and to their motivation.

KEY PERFORMANCE TARGETS 2009/10 – 2011/12

New Key Performance Indicator	2006/07	2007/08	Target 2008/09	2008/09	Target 2009/10	Target 2010/11	Target 2011/12
1. Publications	465	518	350	300	350	350	350
2. High impact publications	78	87	55	60	60	65	70
3. Conservation and sustainability assessments (<i>modified basis</i>)	3,848	4,523	4,000	2,663	3,000	3,000	3,000
4. Major habitat conservation surveys	12	9	12	7	10	10	10
5. Training delivered - capacity building (people x days)	na	24,000	23,500	25,330	20,600	22,000	23,000
6. Access to the collections: live visits on-line visits*	na	27,737 estd 200,000	20,000 200,000	27,982 2,050,000	25,000 2,200,000*	25,000 2,400,000*	25,000 2,500,000*
7. Collections digitally catalogued**	na	473,000	747,000**	539,880	603,000	667,000	730,000
8. Status of the collections (% currently accessible)	na	79%	80%	84%	82%	83%	84%
9. Visits to the gardens (millions)	1.836	1.959	1.910	1.818	1.637	1.655	1.729
10. Web visits (millions)	na	2.8	3.1	3.6	3.5	4.0	4.5
11. Staff and volunteer retention (%)	na	83%	83%	85%	83%	83%	83%
12. Income (£ millions)	£ 43.2	£ 51.3	£ 49.2	£52.1	£ 55.0	£ 60.0	£ 65.0

* The future targets are under consideration, an effective monitoring system having been established for on-line visits.

** The target for 2008/09 included a figure for the Archives of 200,000 individual sheets. Because of the variable nature of Archive items, it has proved impractical to monitor progress on this sheet by sheet basis. The reported 2008/09 figure includes a figure of 1,782 archive files (each of which would include many separate items). Future targets have been adjusted and the inclusion of archives in this measure is under consideration.

COMPARISON OF NEW AND EXISTING KPIS

This table shows how the nine measures that can be related to pre-existing KPIs have changed.

New Measure	Change
1. Total research publications and compilations	Unchanged (existing measure 2b).
2. Publications in highest impact scientific journals	Unchanged (existing measure 3).
3. Conservation and sustainability assessments	Minor revision to existing measure 2c now excludes Millennium Seed Bank accessions <i>per se</i> but continues to include assessments generated from them.
4. Major habitat conservation surveys	Minor revision to existing measure 2d, more tightly defined in terms of scale, dissemination of results and substance.
5. <i>Training delivered - capacity building (people x days).</i>	Changed from existing measure 4, now 'trainee days' including all adult professional training delivered but excludes other contact. Now measures output rather than input and is focused on a clearly identified delivery.
6. <i>Access to the collections (live & on-line)</i>	Changed from existing measure 1, shows live and electronic visits, defines visits as being for professional purposes.
9. Total visits to the gardens	Unchanged (existing measure 5a).
10. <i>Total visits to the Kew website</i>	Changed from existing measure 2a, counting web visitors' sessions looking at the Kew site rather than counting each page they view - so that we now count visitors rather than page traffic. Visits to the collections (6 above) are excluded.
12. Income	Unchanged (existing measure 6).

One measure (5b. Friends of Kew) has been replaced in the KPI list by Measure 11, but will continue to be monitored as one of our operational measures.