

Annual Report

2001-02

detailed report



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letter to the minister

THE HON. BOB DEBUS MP, MINISTER FOR THE ENVIRONMENT
PARLIAMENT HOUSE, SYDNEY 2000

Dear Minister

I have great pleasure in presenting the 2001–02 Annual Report of the Royal Botanic Gardens and Domain Trust for presentation to Parliament.

This Report covers in full the Trust's activities and Statement of Accounts in accordance with the *Royal Botanic Gardens and Domain Trust Act 1980*, the *Annual Reports (Statutory Bodies) Act* and the *Annual Reports (Statutory Bodies) Regulations*.

Yours sincerely



Dr Ian Blackburne
Chairperson, Royal Botanic Gardens and Domain Trust

THE ROYAL BOTANIC GARDENS AND DOMAIN TRUST

The Royal Botanic Gardens & Domain Trust is a statutory body established by the *Royal Botanic Gardens & Domain Trust Act 1980*. The legislation defines the objectives, powers and functions of the Trust and vests certain land and property in the Trust. It also governs the Regulations relating to all the Gardens and the Domain. The Trust is formally accountable to the Minister for the Environment for fulfilling the statutory requirements.

The seven non-executive Trust members are appointed by the Governor on the recommendation of the Minister for the Environment for a term of up to four years. The Trust membership represents a diversity of expertise and experience in horticulture, plant sciences, business, industrial relations, education, and cultural and community affairs.

REMUNERATION

Remuneration of Trustees is determined by the Premier under the guidelines for the Remuneration and Categorisation of Boards. The Trust is classified as an Advisory Committee which, under the terms of the Act, is '... subject to the control and direction of the Minister ...'. The Chairperson receives an annual fee of \$7,350 and the other Trustees each receive \$3,675 per annum.

TRUST MEETINGS ATTENDANCE SUMMARY

The Executive Officer is Secretary to the Trust, records the minutes and keeps the common seal. The Trust meets about monthly with 11 meetings taking place during 2001–02. No meeting was held in December 2001. Dr I. Blackburne (Chairperson) 10, Ms R. Andrews 10, Ms G. Appleton 10, Mr R. Bryson 7, Mr L. Foley 9, Mr R. McCotter 10, Prof S. Serjeantson 9. Mr L. Foley's term expired on 27 May 2002. Mr M. Samaras was appointed to the Trust for a period of four years commencing on 26 June 2002.

ROLE OF THE TRUST

The *Royal Botanic Gardens and Domain Trust Act* defines the principal objects of the Trust as:

- to maintain and improve the Trust lands, the National Herbarium and the collections of living and preserved plant life owned by the Trust
- to increase and disseminate knowledge with respect to the plant life of Australia, and of New South Wales in particular
- to encourage the use and enjoyment of Trust lands by the public by promoting and increasing the educational, historical, cultural and recreational value of those lands.

When acting in pursuance of its objects, the Trust is required to give particular emphasis to encouraging and advancing the study of systematic botany, and to plant conservation.

TRUST LIABILITY

Trustees and employees of the Trust are covered by the Treasury Managed Fund for any legal liability, as long as the action is not illegal or criminal and outside the scope of their duties.

BEST PRACTICE

In meeting the Trust objectives and setting a clear strategic direction for the Gardens, the Trust is committed to the values articulated in the current Corporate Plan and to best practice in corporate governance. In 2001–02 the Trust conducted its activities with reference to the Premier's *Conduct Guidelines for Members of Boards and Committees*.

The Trustees have provided the Secretary with details of pecuniary interest and membership of other boards or associations.

LEGISLATIVE CHANGES

There were no changes to the *Royal Botanic Gardens and Domain Trust Act 1980* or *Royal Botanic Gardens and Domain Trust Regulation 1997* in 2001–02.

RISK MANAGEMENT

The risk management project was re-focused during the 2001–2002 with priorities centering on general safety across the three sites and completion of the Critical Incident Response Plan.

A more pro-active approach is being undertaken to assess the level of risk with projects and events as part of the planning process. Considerable work has been undertaken in the review of risk in relation to large-scale events and site safety. There were two major incidents where members of the public were injured at the Sydney site and review of site access was undertaken, resulting in improvements to signage.

It is proposed that a limited number of potential high-risk areas will be analysed with input from GIO and Centennial Parklands over the next 12 months with the aim of developing a template for risk assessment.

TRUST COMMITTEES

Committee members are listed on page 5.

FINANCE AND AUDIT COMMITTEE

Ensures the sound financial position of the Trust through regular reviews of financial position, budget, finance and business decisions, and policies which have an effect on these areas. This Committee also has an important role in risk management and audit through endorsement of internal and external audit plans, review of audit reports and the review of risk assessment and management.

EDUCATION COMMITTEE

Assists by regularly reviewing the programs and activities conducted by the Community Education Unit. It also provides input into strategic planning for the Unit and identifies ways the whole organisation can be involved in educating the community. It reports to the Trust and makes recommendations for future directions.

SCIENTIFIC COMMITTEE

Oversees our scientific programs and reviews and advises the Trust on research, scientific policy and the operations of the National Herbarium of New South Wales. The focus, directions and performance of the Plant Sciences Branch and of individual programs are monitored through regular reporting.

MARKETING COMMITTEE

Provides strategic advice to the Trust and Gardens' management on communications, marketing, advertising and tourism. The focus is to increase visitation, to promote our image, and to boost income.

STATEMENT OF RESPONSIBILITY

The agency's Trust members, Chief Executive Officer, senior management and other employees have effected a risk management and internal control process designed to provide reasonable assurance regarding the achievement of the agency's objectives. The internal audit function conducts a program of review to assess these controls.

To the best of our knowledge, this system of risk management and internal control operated satisfactorily during the year.

Significant improvements in risk management and internal control effected during the year and planned for the future are included on this page.



Ian Blackburne
*Chairperson,
Royal Botanic
Gardens and
Domain Trust*



Frank Howarth
*Director and Chief
Executive*

our trustees



MS ROSLYN ANDREWS,
BA DipEd., Assoc. Dip. Hort.

(Re-appointed 28 May 2001;
present term expires 27 May 2005)

Roslyn Andrews was the NSW President of the Australian Institute of Horticulture from 1995 to 1998 and first President of Australian Horticulture and Landscape Council for four years. Currently she is the events coordinator and conference organiser for the National Executive Council of the Australian Institute of Horticulture and is co-organising a national conference 'Pleasure, Plants and Place' — an Australian identity for the Institute for September 2002.

Roslyn formerly had her own Interior plantscaping business 'Accent on Plants', taught evening classes in plant identification, materials and culture and home gardening at Ryde School of Horticulture, was employed as designer, client liaison and salesperson for Bonds Nursery Prestige Plant Hire, as well as being employed as on-site trainer and coordinator of vocational training schemes for long-term unemployed (LEAP scheme).

She is Chairperson of the Education Committee, represents the Trust on the Friends committee as well as chairing the Domain site masterplan reference group and being involved in the thematic mapping project for the Sydney Gardens.



MS GILLIAN APPLETON,
BA

(Re-appointed 28 May 2002;
present term expires 27 May 2003)

Gillian Appleton is a writer and researcher as well as an enthusiastic gardener at her home in the Blue Mountains. She is Chair, NSW State Arts Advisory Council and sits on the board of several other cultural organisations.



DR IAN BLACKBURNE,
BSc(Hons), PhD, MBA, FAICD

(Re-appointed 28 May 2002;
present term expires 28 May 2004)

Chairperson, Royal Botanic Gardens & Domain Trust
Ian Blackburne was Managing Director of Ampol Limited and Caltex Australia Limited from 1992 until his retirement in 2000.

During 25 years in the petroleum industry he acquired broad experience in general management, strategic planning, distribution, sales and marketing, especially to the retail sector, manufacturing and research and development.

Ian is Chairperson of the Australian Nuclear Science and Technology Organisation and is a director of CSR Limited, Suncorp-Metway Ltd, and the NY-listed Teekay Shipping Corporation. He is currently a member of the Advisory Council of the Australian Graduate School of Management, and an Adjunct Professor of Chemistry and of Management at the University of Queensland.



MR REG BRYSON

(Appointed 16 May 2001;
present term expires 15 May 2005)

Reg Bryson is Chief Executive Officer of the Campaign Palace. He was one of the Sydney office's founding members and has been with The Palace for 20 years. The Palace is acknowledged as Australia's premier creative agency and has won more awards for creativity and strategic effectiveness over past decades than any other agency.

The Palace is very much an Australia centric agency and includes among its client list organisations such as Telstra, Coles Myer, Pacific Dunlop, Orica, Caltex, Energy Australia and Meat & Livestock Australia.

Reg is past Chairperson of the Australian Institute of Management Marketing Group and Chairperson of the Australian Writers and Art Directors (AWARD) Association, Director of Children's Cancer Organisation 'Camp Quality'. In 1998 he completed the Advanced Management Program at Harvard.



MR ROBERT MCCOTTER,
B Eng, DipBuildingScience

(Re-appointed 28 May 2002;
present term expires 27 May 2005)

Robert McCotter is founding Partner and Director of ERM Australia Pty Ltd, the Australian arm of the global Environmental Resources Management group. He is responsible for project management and the direction of environmental assessment commissions carried out by the firm.

Robert is a Fellow of the Institution of Engineers, Australia, a Fellow of the Australian Company Directors Association and numerous technical societies. He has 30 years experience in the consulting and development industries in Australia, England and South East Asia, with particular experience in water pollution control and administration of multidisciplinary environmental teams.

Robert serves either as Chairperson or non-executive director of companies throughout Asia, including Hong Kong, India, Indonesia, Malaysia and Thailand. He has also been a guest lecturer in environmental engineering at four Sydney universities.



MICHAEL SAMARAS,
BA (Hons) MBA

(Appointed 26 Jun 2002;
present term expires 26 Jun 2006)

Michael Samaras designs and implements strategic communications programs for organisations and corporations. His public affairs experience covers the fields of media relations, community relations, and government relations.

A former Wollongong City Councillor, Michael chaired the Council's Finance and Corporate Services Committee. He helped establish the Council's Bushcare program and was also a member of the Council's Executive Committee which was responsible for capital works at Puckeys Estate, an annex of the Wollongong Botanic Gardens.

Michael also has a detailed understanding of public policy development and worked on several National Competition Policy legislation reviews for the NSW Department of Fair Trading. He has also worked as an advisor to the NSW Government in the Energy and Environment Portfolios.



PROFESSOR SUSAN SERJEANTSON, BSc, PhD

(Appointed 20 Dec 2000; present term expires 19 Dec 2004)

Professor Sue Serjeantson is the Executive Secretary of the Australian Academy of Science. Her research interests have focused on human genetics, at the University of Hawaii, where she obtained her PhD, and then at the Papua New Guinea Institute of Medical Research. Sue joined the John Curtin School of Medical Research at the Australian National University in Canberra in 1976.

Her research in molecular genetics and in improving the outcome of organ transplantation, have been recognised by the National Clunies-Ross Award for Science and Technology, the Ruth Sanger Medal and, more recently, by the Order of Australia. From 1994–97 Sue was Director of the Institute of Advanced Studies and Deputy Vice-Chancellor, ANU.

Trust member Luke Foley retired 27 May 2002.

Trust member Michael Samaras appointed 26 June 2002.

TRUST COMMITTEES

Finance and Audit Committee

Dr Ian Blackburne (Chairperson), Mr Luke Foley*, Mr Frank Howarth, Mr Robert McCotter, Mr Kim Smith, Ms Emma Wallhead† (Secretary)

*Mr Luke Foley was a member until 27 May 2002.

†Mr Ralph Williams was Secretary prior to January 2002.

Education Committee

Ms Roslyn Andrews (Chairperson); Mrs Noila Berglund; Dr Des Griffin; Ms Janelle Hatherly; Ms Ruth Mitchell; Ms Brenda Venton

Scientific Committee

Dr Jeremy Bruhl; Dr Tim Entwisle; Dr Dan Faith; Mr Frank Howarth; Ms Fleur Kreele; Dr Patricia Selkirk; Prof Sue Serjeantson (Chairperson); Dr Jane Tarran; Mr Michael Wright

Marketing Committee

Ms Gillian Appleton (Chairperson); Mr Reg Bryson; Ms Elizabeth Dangar; Ms Barbara de Rome; Mr Frank Howarth; Ms Tim Jackson; Miss Pauline Markwell; Ms Helen Moody

our executive



FRANK HOWARTH

BA, MScSoc
Director and Chief Executive

Accountable to the Royal Botanic Gardens and Domain Trust and to the Minister for the Environment

for the efficient and effective management of the organisation, including its horticultural, scientific, educational, marketing, commercial and corporate support functions.



DR TIM ENTWISLE

BSc, PhD
Director, Plant Sciences (PS)

Responsible for the leadership and management of the Plant Sciences Branch, including systematics,

ecological and horticultural research, as well as the National Herbarium of NSW, library and laboratories.



DR ALISTAIR HAY

MA, PhD
Director, Botanic Gardens and Public Programs (BG&PP)

Responsible for the leadership and management of the three botanic

gardens at Sydney, Mount Annan and Mount Tomah, for the Sydney Domain, and for the community education program.



PAULINE MARKWELL

BA
Director, Communications and Marketing (C&M)

Responsible for all aspects of marketing and communications and

the management of events coordination, development, public relations and design & editorial services.



EMMA WALLHEAD

LLB, GradCertMgt
Executive Officer

Secretary to the Trust. Responsible for policy development, oversight of corporate governance reporting

and corporate planning, legislative matters and Ministerial liaison.



RALPH WILLIAMS

GradDipMgt
Manager, Business Services

Responsible for all leases, licensees, retail operations and ranger services, in addition to records and fleet

management, general insurance, legal and reception.



MARK SAVIO

HortCert
General Manager, Mount Annan Botanic Garden, BG&PP

Responsible for the management of all services and operations at Mount

Annan Botanic Garden.



ROB SMITH

BA, NatHortCert, FRIH
Curator/Manager, Mount Tomah Botanic Garden, BG&PP

Responsible for the management of all services and operations at Mount

Tomah Botanic Garden.



BRUCE RANN

AssDipHort, BScHort
Curator/Manager, Sydney Gardens and Domain, BG&PP

Responsible for presentation of the grounds of Sydney Gardens &

Domain and the management of staff at the Sydney site.



DR BRETT SUMMERELL

BScAgr, PhD
Manager, Conservation and Horticultural Research, PS

Responsible for the management of the Conservation and Horticultural

Research Section, which conducts research in ecology, horticulture and plant pathology.



DR BARRY CONN

BScEd, MSc, PhD
Manager, Plant Diversity, PS

Responsible for the management of the Plant Diversity Section, which is responsible for the curation of

the preserved plant collections, research programs in botanical systematics, and botanical information services.



TONY MARTIN
BioTechHighCert, BAppSc
Manager Resources, PS

Responsible for the management of library and botanical illustration services, volunteer specimen mounting program, herbarium building and its laboratories and facilities.



JANELLE HATHERLY
BSc, DipEd
Manager, Community Education,
BG&PP

Responsible for the development and management of community and school education programs, interpretation and volunteer services.



PAUL CLARK
BA, GradCertArtsMgmt
Development Manager, C&M

Responsible for the management of sponsorship and fundraising activities. Also provides executive support to the Royal Botanic Gardens Foundation.



GARY BRIDLE
BAppSc, BA
Manager, Design and Editorial
Services, C&M

Responsible for the management of corporate visual identity, our website and publication and signage production.



ANNIE HEATH
Dip Technical Production NIDA
Event Manager, C&M

Responsible for booking and venue management of outdoor areas and indoor facilities and providing a balanced program of events & activities.



HELEN GOODALL
BA Communications
Public Relations Manager, C&M

Responsible for media liaison, publicity and advertising.

VISITOR SERVICES AGENCIES (VSA) SHARED SERVICES

Tourism NSW, Royal Botanic Gardens and Domain Trust and Centennial Parklands & Moore Park Trust

SHERI NORTON

B Econ, MLS (Comm Law)
Director, VSA Shared Services

Responsible for the leadership of VSA Shared Services and the provision of strategic advice, services and support within the Finance, Human Resource Services and Information Technology functions, to all agencies in the VSA arrangement, including managing the change from stand alone services within each agency to shared services.

STEVE AMESBURY

Acting Manager, VSA Information
Technology Services

Responsible for the provision and efficient running of all Information Technology services including central, desktop and laptop computers, data communication and network infrastructure.

HELEN POTAPOF

MM (HR Mgmt)
Manager, VSA Human Resource Services

Responsible for the provision of the strategic direction and operations for the VSA Human Resources so that best-practice human resource systems, practices and processes contribute to the achievement of corporate objectives.

KIM SMITH

BEC, CPA
Manager, VSA Finance Services

Responsible for the management of VSA Finance and the provision of financial advice and support to the three VSA agencies.

challenge one

IDENTITY: Developing and marketing a distinctive identity for the organisation, driven by community issues.

The organisation is more than a collection of public open spaces, people and buildings. We are world leaders in botanical research, horticulture, education and the management of quality public open space. We need to present all these characteristics as part of a compelling overall identity, and to ensure that the organisation's fundamental strengths are linked to a demand for our services and a clear understanding of the needs of our stakeholders. The challenge is to present this multifaceted identity in a meaningful way so that the community recognises that we are contemporary, relevant, and making a difference.

KEY STRATEGIES

- 1.1 Review our entire marketing function to ensure that we meet contemporary needs and challenges.
- 1.2 Research the community's perception of our organisation.
- 1.3 Research the community's perception of the range and quality of our programs, functions and services.
- 1.4 Develop an identity through new branding, to better position us as a contemporary and relevant organisation to our stakeholders: visitors, customers, partners and government.

1.1 Review our entire marketing function to ensure that we meet contemporary needs and challenges.

COMMUNICATIONS AND MARKETING REVIEW

A Trust Marketing Committee has been established, chaired by Trustee Gillian Appleton.

New staff have been recruited into the Events, Development and Public Relations Sections of the Branch bringing high levels of professionalism and customer service. The Events Section has implemented a new pricing strategy and hire contract for event producers, improving the marketing benefits and profitability of this part of our business. The Development Section is actively supporting the Royal Botanic Gardens Foundation in addition to corporate sponsorship and fundraising.

A Marketing Plan for Mount Tomah Botanic Garden was developed with the major objectives of increasing visitation through new initiatives and higher visitor satisfaction which is now being implemented by the newly appointed Marketing Officer. Initiatives run this year included a World Heritage Exhibition seen by 6000 visitors; the Scrivener exhibition, a Centenary of Federation local community project exhibited at Mount Tomah and viewed by over 7000 people; and the Mudgee Small Farms Field Days display, a joint marketing, education and horticulture display. Field days were attended by more than 30,000 visitors.

1.2 Research the community's perception of our organisation.

MARKET RESEARCH

The organisation participated in syndicated research by the SUPER (Sydney Urban Parks Education and Research) Group, a telephone survey of 1500 households in Sydney. The research affirmed the social, physical and mental health value of parks and gardens to Sydneysiders.

1.3 Research the community's perception of the range and quality of our programs, functions and services.

MOUNT ANNAN STUDY

A University of NSW Australian Graduate School of Management study group undertook a visitor survey at Mount Annan and identified a need to review the structure and focus of management in supplying products and services identified in the research.

SYDNEY STUDY

Research study was undertaken by UTS student groups on weddings in the Sydney Gardens and identified issues for improvement as well as opportunities to extend our service.

1.4 Develop an identity through new branding, to better position us as a contemporary and relevant organisation to our stakeholders: visitors, customers, partners and government.

IMAGE AND BRANDING

Work was progressed on a new visual identity and branding. A comprehensive series of workshops was held involving a broad cross section of staff. A new logo will be developed in the forthcoming financial year.

challenge two

THE IMPORTANCE OF PLANTS: increasing the community's awareness, knowledge and appreciation of plants.

There is a community perception that the extinction rate for plants is not particularly important. We need to involve the public in the battle to conserve native plants and plant communities. We will work with the public to show that all life does indeed depend on plants, make them aware of particularly important plant life, and capitalise on existing interest about plants. We must provide the community with access to stimulating and useful information about plants.

KEY STRATEGIES

- 2.1 Make information about our research on plants available to the wider community.
- 2.2 Develop PlantNET to provide information on living and preserved collections online.
- 2.3 Work with the community outside the organisation walls to increase the awareness and appreciation of the importance of plants.

2.1 Make information about our research on plants available to the wider community.

GENERAL AUDIENCE PUBLICATIONS

A major goal of the Plant Sciences Branch is to increase the number of publications and presentations reaching a general audience, without having a substantial impact on our scientific outputs. This year we had a slight drop in the total number of publications in refereed scientific journals, but maintained the high level of general audience publications achieved last year. The first 1200 copies of *Cycads of Australia*, by Ken Hill and R. Osborne, sold out, and a reprint of 1800 copies has now been released. The revised edition of Volume Two of the *Flora of New South Wales* has been warmly received, and the series continues to stand as a landmark in Flora production for Australia. As of July 2002, we will provide a regular column on the 'Secret Life of Plants' to the Australian Museum's magazine *Nature Australia*, and the first three articles have been submitted and accepted.

NEW PROJECTS

A number of projects are in early planning stage, such as the Street Trees of Sydney publication and a Plant

Spotters network to provide community involvement in the collecting of plant distribution and ecological information. The latter will be bolstered by a collaborative Voluntary Conservation and Biodiversity Inventory Program with NSW National Parks and Wildlife Service funded through the Environmental Trust. One of our scientific journals, *Telopea*, is available freely on the internet for a one-year trial period.

ROBERT BROWN 200

It is 200 years since Robert Brown first set foot in Sydney, in May 1802, aboard the 'Investigator' with Matthew Flinders. Brown returned several times over the next three years, making a pre-eminent contribution to knowledge of our local flora. A three-day conference celebrating his time in this region and his lasting scientific contributions was held in the Maiden Theatre in May, organised jointly by the Royal Botanic Gardens Sydney and Greening Australia (NSW) Inc. It included talks and posters on two broad themes: (1) Brown's lasting influence on botanical systematics, and (2) Changes in the vegetation of the Sydney region since his visit: current conservation and land management issues. The audience included a wide range of both professional and amateur biologists (85-95 for each day, with considerable overlap) and everyone responded well to the unusual mix of subjects. Most papers will be published in our two scientific journals.

Also part of the program was a one-day excursion revisiting areas of western Sydney collected in by Brown and his collaborators such as George Caley, including sites that have been greatly changed and are now being restored, as well as natural areas around Grose Vale. In the evenings, two fascinating lectures were delivered by Honorary Research Associate Professor David Mabberley. An associated exhibition included one of Robert Brown's microscopes (kindly lent by the Linnean Society of London) for the week of the conference.

Post-graduate students at the Royal Botanic Gardens Sydney organised a one-day conference in systematics and ecology, to link to the Robert Brown 200 meeting. The conference was co-sponsored by our organisation and the Australian Systematic Botany Society, and included a wide range of topics presented by 14 students.

BIOSYSTEMATICS COURSE

We continued our strong involvement in the Biosystematics units for tertiary students, run in conjunction with the University of New England and the Australian Museum. A week-long residential school was held at the Australian Museum in April, and planning commenced for a second school to be held at the Gardens in July 2002. The number of participants (20) was the highest yet and the course is gaining wide recognition. It addresses directly the lack of opportunities in Australia to gain the training necessary to name, describe and understand the origin of our biodiversity.

2.2 Develop PlantNET to provide information on living and preserved collections online.

FLORA OF NEW SOUTH WALES ON-LINE

The revised edition of volume two of the *Flora of New South Wales*, published in March, will be the last of the current hard-copy series; the Flora will now be updated and developed on-line. A pilot internet version for the species included in volume three (69 families, including Asteraceae, Lamiaceae and Epacridaceae) is almost complete. Funded by royalties from the hard-copy series, the on-line version will include semi-interactive identification keys (i.e. reduced dichotomous keys generated from information such as flowering time and biogeographical regions), a complete description of each species, ecological information from the Sydney Region (sourced from the 'Ecology of Sydney Plant Species' series published in *Cunninghamia*), and links to images available on the web as well as our own illustrations.

OTHER ON-LINE INFORMATION

Stage one of a new PlantNET module, WattleWeb, is now available on-line. This 'web guide' to the genus *Acacia* in New South Wales includes a full interactive key, distribution maps, and ecological and horticultural information. The next stage will include full descriptions and illustrations.

Funded through the Community Access to Natural Resources Information initiative, a census of all liverworts reported from Australia has been incorporated into the PlantNET system and a selection of herbarium specimens has been photographed for incorporation into modules such as the Flora of New South Wales On-line.

AUSTRALIA'S VIRTUAL HERBARIUM

The herbaria of Australia — held in botanic gardens, environment agencies and CSIRO — hold a vast source of largely untapped information about the plants of this country. They care for over six million preserved plant specimens, providing a unique historical and scientific record of the country's flora. Each State and Territory has a major herbarium that holds a critical part of this priceless national asset.

Every plant specimen held by an Australian herbarium contains information on when and where it was collected, and its correct botanical name. This seemingly simple information has great power when organised into a single distributed database system. We have a historical record over two hundred years of changes to our vegetation, unparalleled data for revegetation work, and a permanent reference collection to track changes to plant names. It is the only plant information system based on scientifically verifiable vouchers.

Currently it is of great value to scientists, but not to everyday Australians. Only half of the collections are databased, and there is no one-stop site for accessing the nation's plant information. The herbarium network, supported by Commonwealth and State environment ministers, unanimously agreed to database the remaining half of the collections and make them available across the internet. All new plants and scientific discoveries will then be posted directly onto what we have termed 'Australia's Virtual Herbarium', the specimens themselves remaining under the custodianship of each regional herbarium. Funding of \$10 million over five years was secured to complete Australia's Virtual Herbarium: the Commonwealth Government is matching State and Territory funds, and an additional \$2 million is being raised from private donors.

In New South Wales, the State Government component of the funding package will support databasing until June 2003. The total number of specimens databased to date is 33,000, somewhat lower than the required rate. Some delays were due to the new collections management system, EMu, being installed. The process took much longer than expected due to a range of technical issues and existing data errors. Once fully operational, NSW Collections will increase efficiency and accuracy in handling data within our organisation, as well as open up new opportunities for delivering plant information to the wider community. Further developments to increase the databasing rate for Australia's Virtual Herbarium include a rapid-entry screen and improved access to data from replicates processed in other herbaria.

2.3 Work with the community outside the organisation walls to increase the awareness and appreciation of the importance of plants.

BEYOND THE GARDENS' WALLS

We have a mandate to serve the entire New South Wales public, not just those residents and tourists who can visit our Gardens. Outreach programs are one of the means by which we can take our services out to where the people live.

Schools sit at the centre of community life, both physically and socially, so much of the outreach work conducted by the Community Education Unit targets schools. Visits are undertaken to individual schools to deliver specific lessons, give landscaping advice, and to motivate budding garden clubs. This year 62 schools were visited and over 2350 members of the school community were connected with plants and our work.

Arbor Week celebrations are about building relationships with metropolitan school communities to green up a portion of their school grounds. Schools now have to implement school environment management plans. Our Education staff, as well as helping students and teachers create their own outdoor learning environment, assisted with advice on grounds maintenance, landscaping and waste and water management. Arbor Week activities also benefit our horticultural apprentices by providing them with the unique opportunity of seeing a landscaping project through from conception to completion. This year Marrickville West Public School created a vegetable and fruit community garden in their school grounds while Airds and Bilpin Public Schools opted for native gardens.

The Centenary of Federation provided an interesting focus for RBG goes West, Community Education's outreach program to regional NSW. With sponsorship from the NSW Centenary of Federation Committee, three trips were made in 2001 to schools in and around the Federation towns of Bathurst, Corowa and Tenterfield. Students and community members learnt about the role of botanic gardens and rare and endangered plants local to their area.

Education and horticultural staff gave educational presentations to clubs such as Rotary, Probus and Garden Clubs, and participated in gardening shows and flower festivals, agricultural field days, open days and professional conferences. The Community Greening outreach program (reported in Challenge 4.6) was promoted by our staff and Department of Housing staff and tenants to over 10,000 people at the Gardening Australia Live Show at Homebush. The innovative display received the First Runner Up award for Feature Gardens.

Plant societies are special community groups we work with. Their members' in-depth knowledge of specific plant families and personal passions make them ideal advocates of the importance of plants in our lives. As a result of an intensive workshop with representatives from 14 plant societies, a program of themed displays to be hosted by plant societies was developed for the Tropical Centre foyer. Displays of bonsai, succulents, ikebana and bromeliads took place, giving visitors to the Sydney Gardens the opportunity to see prize-winning specimens, buy quality plants, watch demonstrations and talk to experts about their gardening needs.

challenge three

MESSAGES: presenting relevant and compelling messages at and about our four sites.

We, as an organisation, understand the importance of plants in general, our horticultural and botanical collections, and our built and cultural heritage. We need to be able to interpret these effectively to our visitors and stakeholders. Additionally, we must develop these messages that emphasise our role both as an organisation and as a custodian of public places. Our message is simple but must encompass the

landscapes, statues and buildings as well as the plants. We need to develop and present a strong yet stimulating message about plants, people and our places.

KEY STRATEGIES

- 3.1 Develop interpretation plans and standards for all our sites and programs.
- 3.2 Prepare masterplans for our four sites that emphasise the value and roles of each site.

3.1 Develop interpretation plans and standards for all our sites and programs.

INTERPRETATION PHILOSOPHY

Having established an interpretation philosophy and produced signage guidelines to empower staff to respond appropriately to visitors' needs for information, the challenge this year has been to identify how effectively specific garden displays convey our key messages. This has resulted in the formation of curation committees at all three sites to review thematic planning and the relevance of the living collections. A thematic mapping exercise was completed for the Sydney Gardens. At Mount Tomah Botanic Garden staff revisited their thematic plan and reviewed the Proteaceae and Rock Garden themed displays. At Mount Annan Botanic Garden, staff focused on implementing key actions recommended in the Site Masterplan and a major review of the Terrace Garden commenced.

CADI JAM ORA

Greater importance has been placed on developing sound evaluation strategies to find out if we are communicating effectively with our visitors. A workshop with Interpretations Association of Australia was held in the Sydney Gardens to teach the rudiments of evaluation, that is, how to write and implement on-site questionnaires, conduct focus group research and undertake observation and tracking surveys. Surveys were conducted with various target audiences to the *Cadi Jam Ora: First Encounters* display and results showed that interpretation objectives are clearly

understood by visitors. The range of interpretive elements in the display itself and the public programs developed around it help convey one of our key messages: we can learn a lot about Indigenous cultures by studying plants.

3.2 Prepare masterplans for our four sites that emphasise the value and roles of each site.

MASTERPLAN PREPARATION

The Domain: Landscape and heritage consultants prepared a draft site masterplan for the Domain. The masterplan explores and explains the purpose and role that the Domain plays in inner Sydney's open-space network and sets out the framework for management, renewal and redevelopment of the Domain. It also gives external parties an understanding of the Trust's intentions and rationale for the management and programming of activities and events held within the area.

The plan has also identified cultural and heritage issues of NSW State significance, and develops a conservation management approach as required by legislation. It also documents projects and initiatives for the Domain's continuance in fulfilling its function as an urban park and sets clear criteria for the protection of key values the Domain holds for the community.

Mount Tomah: The project brief completed last year was used as a basis to begin the thematic review project. A framework has been agreed and the thematic review is expected to be completed by December 2003.

challenge four

PRODUCTIVE PARTNERSHIPS: becoming a more effective and efficient organisation through collaboration with other agencies, industry and tertiary institutions.

We have established productive and mutually beneficial partnerships with: inner city developers who want the best horticultural advice; the University of New England and the Australian Museum to offer

specialised undergraduate botany courses; and three other visitor service agencies to improve the quality and reduce the cost of IT services. We need to explore the potential for further collaborations which will enable us to inspire better appreciation and conservation of plants, and which may reduce the cost of the work we do now. We need to look for all opportunities for collaboration that helps all parties meet their needs.

KEY STRATEGIES

- 4.1 Identify and engage collaborative partners for the Centre for Plant Conservation.
- 4.2 Work with other visitor service agencies to deliver more efficient corporate services.
- 4.3 Identify and engage collaborative partners for a centre of excellence in the practice and teaching of urban horticulture. See Milestone Projects.
- 4.4 Review the need for Memorandums of Understanding with natural resources agencies where we have a close working relationship.
- 4.5 Take an active role in national and international programs related closely to our mission.
- 4.6 Develop a partnership with the Department of Housing, companies and individuals to work with less advantaged communities to develop community gardens.

4.1 Identify and engage collaborative partners for the Centre for Plant Conservation.

PARTNERSHIPS

Effective links were established with a range of government agencies, including the NSW National Parks & Wildlife Service, Department of Land and Water Conservation, NSW State Forests, and the Sydney Catchment Authority. Working collaborations have also been developed with the Australian Association of Bush Regenerators and the Sydney chapter of the Australian Network for Plant Conservation, with jointly sponsored public seminars held and more planned. A significant role for the Centre for Plant Conservation has been to bring together researchers and conservation planners and practitioners on specific topics where linkages have been lacking. Two successful information exchange initiatives — one on terrestrial orchid conservation, the other on Cumberland Plain research — attracted a large range of Government, university and community participants. An electronic bulletin, *CPC NEWS*, now has an external subscriber network of about 150 individuals from government, private sector and community organisations.

4.2 Work with other visitor services agencies to deliver more efficient corporate services.

VSA SHARED SERVICES

On 1 September a Cooperation Agreement was signed by the three visitor services agencies (VSA) partners — the Royal Botanic Gardens and Domain Trust, Tourism NSW and Centennial Parklands —

for the delivery of corporate services by the VSA shared services group. The Shared Services executive team was recruited during the year with the director reporting to a board consisting of the three VSA agency chief executives, the chair of which rotates annually. Joint services for information technology had commenced in 2000–01 and HR and Finance units from all agencies were amalgamated from 1 January 2002.

Shared Services' staff are functionally grouped, both in terms of physical location and employment arrangements. Finance Services' staff are all located at, and employed by, Tourism NSW; HR staff are all located at, and employed by, the Royal Botanic Gardens and Domain Trust; and IT staff are all located at, and employed by, Centennial Parklands. There are field officers covering each function in the individual agencies to look after day-to-day on-site issues.

RECORDS MANAGEMENT

The three agencies that make up the VSA established and implemented a best practice records management system across the three agencies in line with the requirements of the *State Records Act, 1998*. The records management project does not form part of the VSA Shared Services arrangement as each agency manages its own records individually. The agencies have a common records management system (TRIM) along with common control documents, records data management plan, strategic plan, implementation plan and a number of common policies. The records management system provides improved record keeping by staff across the three agencies; improved access to shared information by all staff; and achieved cost efficiencies through a shared approach to training support, policies and procedures, standards and infrastructure across the three agencies.

EMPLOYEE SELF SERVICE KIOSK

The implementation of Electronic Self Service (ESS) Human Resource facilities was considered essential to support the desired shared service outcome of efficient service delivery, particularly as the core of the HR staff are located at one agency, delivering services to all agencies. Our key objectives were to provide quality HR and payroll information direct to managers and staff to make updating and decision making more effective and efficient, and to free up HR staff resources to deliver other value-adding HR services.

The VSA elected to build on the current CHRIS (Frontier Software) Complete Human Resource and

Payroll Information System and are implementing a CHRIS Kiosk for ESS delivery to the VSA agencies. The Kiosk went live in June.

4.4 Review the need for Memorandums of Understanding with natural resources agencies where we have a close working relationship.

NSW BIODIVERSITY RESEARCH STRATEGY

We continue to take a lead role in the formulation of a NSW biodiversity research strategy. A coordinator was appointed in March to complete the strategy by December 2002. An article promoting the Network was sent to several scientific societies, email lists, non-government organisations and government agencies, and as a result, about 90 individuals so far have made contact and been placed on a mailing list. A website, to be hosted initially by the University of Wollongong, is under construction, and a survey has been distributed to current research projects and perceived research gaps and priorities. A proposal has been sent to the Convention on Biological Diversity office suggesting that the Network be used as a demonstration project under their 'Article 13' (concerning communication and public awareness).

4.5 Take an active role in national and international programs related closely to our mission.

HOSTING INTERNATIONAL MEETINGS

The Biodiversity Knowledge Management Forums series (BioForums) held in November and March were extremely successful. The forum series allowed extensive exchange of ideas between the various national and international groups meeting here, and brought in some enthusiastic new faces. There were about 120 participants from 20 countries (two thirds from overseas), with a good mixture of botanists, zoologists and computer scientists interested in electronic biodiversity data. The International Taxonomic Databases Working Group (TDWG) conference was the major component of the BioForums, attracting 86 participants (in comparison, last year's meeting in Frankfurt had 90). The forum was strongly supported by our staff, adding to the quality and hospitality of the meetings, as well as making the Bioforums affordable to those from developing countries. A grant of \$260,000 was provided by the Global Biodiversity Fund to support conference infrastructure and participants to attend.

The 5th International Flora Malesiana Symposium was held in Cairns and Sydney in September, jointly organised by our staff and the Centre for Plant Biodiversity Research, Canberra. 'Malesia', comprising Malaysia, Singapore, Brunei, the Philippines, Indonesia and Papua New Guinea, is home to an estimated 40,000 plant species. Every three years botanists working on the flora of the Malesian region gather together for a symposium to learn of each other's research, exchange ideas and to make and renew contacts. Some 130 delegates from 19 countries attended this first symposium to be held in Australia. The sessions in Sydney covered a wide range of topics, from electronic documentation of the flora, Indigenous use and significance of plants, various stakeholder views, and the latest developments in orchids, palms, ferns, bryophytes and algae.

INTERNATIONAL CONSERVATION

A keynote address was delivered at a three-day conference on the pest seaweed *Caulerpa taxifolia*, held in San Diego, USA. Collections and research at the Gardens were critical in the discovery that the local populations can be traced back to the Mediterranean aquarium strain rather than natural populations from Queensland. One of our scientists also travelled to USA to assist the Department of Justice and U.S. Fisheries with the prosecution of five individuals charged with illegal trading of wild-collected cycads.

COLLABORATION IN ASIA-PACIFIC REGION

A memorandum of understanding between the Royal Botanic Gardens and Domain Trust and the Center for Plant Conservation - Bogor Botanic Gardens (part of the The Indonesian Institute of Sciences) was signed by Director Frank Howarth and the Dr Dedi Darnaedi at the Flora Malesiana Symposium. This MoU covers collaborative work in conservation and research, such as the *Amorphophallus* propagation project. We also contributed to an Australian Centre for International Agricultural Research (ACIAR) funded program in Sulawesi, Indonesia, conducting disease surveys and training scientists.

AUSTRALIAN WORKSHOPS

Thirty-five moss and liverwort experts and enthusiasts, from Australia and New Zealand, met at Berringa Conference Centre at Grose Vale for the 'VI Australasian Bryophyte Workshop'. A mix of talks, workshops and field trips facilitated a fertile exchange of ideas, as well as the learning of new skills. Information collected from the five-day meeting will

contribute to a better understanding of mosses and liverworts in the Blue Mountains region.

In June, Trust staff co-organised with the University of Sydney, a training workshop on the identification of species in the fungal genus *Fusarium*. *Fusarium* causes numerous important diseases in agriculture, horticulture and natural ecosystems; one disease, *Fusarium* wilt of cotton, caused \$57 million worth of damage to the Australian crop in 2000. The course attracted 42 participants, mainly from Australia, but included participants from all continents (except Antarctica). The feedback from the participants was extremely positive. The course held in Sydney was a follow-on from similar courses held in the USA in 2000 and 2001, and the next will be held in the USA in 2003.

VISITING JOURNALISTS PROGRAM

Our organisation worked with the Australian Tourism Commission and Tourism NSW in hosting key international and interstate journalists to facilitate publicity for the Gardens in important overseas and domestic publications, television, radio and newspapers.

4.6 Develop a partnership with the Department of Housing, companies and individuals to work with less advantaged communities to develop community gardens.

COMMUNITY GARDENS

The Department of Housing (DoH) funded a senior education horticulturist for a further year to work with DoH area coordinators and public housing tenants to develop community gardens. DoH also contributed funds towards the costs of leasing a Ford Econovan dedicated to Community Greening work for the next three years.

Media coverage for Community Greening has been high and public recognition has been given by the Premier and ministers involved with both participating agencies. Sponsorship-in-kind has grown to include many local councils, hardware stores and garden clubs. Craigies Nursery Pty Ltd, Arthur Yates & Co. and we continue to provide surplus plants, seeds and landscape materials on a regular basis. This year Sydney Water has come on board to install water saving devices and irrigation systems on specific community garden sites and to work with tenants to raise awareness of waterwise usage and the need to reduce overall water consumption. Others sponsors include Scotts Australia Pty Ltd (selected chemicals and fertilizers) and NSW Department of Public Works Heritage Service (sandstone off-cuts). Community Greening is now operational on 33 public housing estates in Sydney and regional NSW.

challenge five

OUR PEOPLE: ensuring that our staff, volunteers and Friends are informed, skilled, safe and motivated.

Training makes for a more effective organisation and satisfied staff. A safer work place results in fewer accidents and incidents for staff, visitors and volunteers. Effective internal communication is crucial to the success of our organisation. Building an effective team based around our staff, our volunteers, the Friends of The Gardens and our Trustees, is crucial to our continued success. See the 2001–02 Annual Report Summary for details of Community Support.

KEY STRATEGIES

5.1 Implement the GardenSafe occupational health and safety strategy.

5.2 Review the results of the staff attitude survey and implement changes to address identified issues.

5.3 Establish a training fund, overseen by a training planning and review group, that clearly meets organisational needs for vocational and discretionary training.

5.1 Implement the GardenSafe occupational health and safety strategy.

GARDENSAFE

Occupational health and safety management has undergone a fundamental change with the promulgation of the *Occupational Health and Safety Act 2000*. The new legislation places the emphasis on the employer to be responsible for identifying, assessing and controlling all hazards in the workplace.

The contribution employees make to this vital process is facilitated through OHS committees to allow the sharing of knowledge and employee input into safety management.

To comply with the legislation, a team-based risk management project is currently underway to identify hazards and formulate control strategies for each working team. Each team will have a risk register of their highest risk activities. The OHS consultation committees are located at each site and have been very active in safety consultation and publicity and performing routine inspections. Two horticulture staff worked in the position of safety liaison officer, and with their knowledge and experience have made an invaluable contribution to improving safety.

The development of the health and safety management plan into an integrated systematic approach continues. Defining responsibilities and raising awareness and improving documentation has been a focus. The OHS&R Charter clearly defines the responsibilities of all staff and an education process took place to encourage everyone to sit and talk with their supervisor about how OHS affects them. ‘Take 5’ and ‘SafeMate’ continue to have an influence as daily reminders of safety. Development and refining of critical incident plans and investigating accidents to address system failures and prevent re-occurrence of accidents is a continual process.

Human resources management integration into the Visitor Services Agencies (VSA) with Centennial Parklands and Tourism NSW will see joint health and safety practices. An integrated approach is proving to be a great opportunity in terms of sharing knowledge, resources and policy and system development across the VSA.

Our organisation is gaining a reputation as a good workplace. The Premier’s Department audited the OHS management system and reported great results, culminating in a case study on the organisation featuring in a Premier’s Department publication *Taking Safety Seriously*. The study will also be published on the WorkCover NSW website.

The organisation’s injury statistics are showing great improvements. The lost-time injury frequency rate (LTIFR) is a figure that takes into consideration how many accidents result in a day lost from work against the number of hours worked. This rate has been steadily decreasing over the past five years.

Year	1997	1998	1999	2000	2001	2002 (to Aug)
LTIFR	69.5	56.6	65.7	41.8	26.9	33.1

The number and cost of worker’s compensation claims have also dramatically improved. Over the past three years our organisation has achieved a 52% decrease in the frequency of workers compensation claims: 52 claims were made in 1999–2000, reduced to only 25 in 2001–02, thus improving the organisation’s position to 78 from 111 when ranked against other government agencies in the TMF primary pool. These great results have been reflected in a reduction in the initial worker’s compensation premium deposit for 2002–03.

5.2 Review the results of the staff attitude survey and implement changes to address issues identified.

LEADERSHIP TRAINING

CLeaR, the leadership training program, a major initiative arising from the staff survey, continued throughout the year. The program focuses on core skills and learning in the areas of self awareness, relationship management, leadership and workplace learning and reflection. All staff in supervisory positions have participated in the program.

BIG DAY OUT

A ‘Big Day Out’ for all staff was held at Mount Annan Botanic Garden in November to give staff an opportunity to celebrate our successes, get to know each other better, and to share some common goals and visions.

The day was opened by Trust Chairperson Ian Blackburne, Director and Chief Executive Frank Howarth, the Governor of NSW, Her Excellency Professor Marie Bashir, AC, gave the keynote address. The day was a great success due to the great efforts of staff and the Friends who assisted in the organisation of the day. It is proposed to hold similar events each year.

5.3 Establish a training fund, overseen by a training planning and review group, that clearly meets organisational needs for vocational and discretionary training.

DEVELOPMENT TRAINING

A training, planning and review committee met throughout the year to determine the allocation of funds for OHS and other compulsory training, as well as for discretionary training. Training was provided in a number of courses, including OHS and computers.

A training and development plan is being developed with the aim of meeting corporate objectives outlined in the Corporate Strategic Plan.

challenge six

RESOURCES, ASSETS AND HERITAGE:
making the best contemporary use of our resources and assets while respecting our heritage.

We must ensure that all of our assets meet our contemporary operational and commercial needs, as well as fulfilling customer needs and interests. At the same time we must respect the botanical, landscape and built heritage of our properties. We must also ensure that our facilities meet contemporary needs, are safe, and that they satisfy the standards of environmental management so we can balance respect for our heritage with current and future needs.

KEY STRATEGIES

6.1 Prepare a conservation management plan for the Sydney Gardens and Domain.

6.2 Review curatorial strategies of the living plant collections to ensure that the collections are relevant to contemporary needs and information about them is accurate and up-to-date.

6.3 Review our major businesses to ensure that they are providing the best possible return to the Trust without compromising our core values. Project completed.

6.4 Review our asset management strategy to ensure turnover of plant and equipment is at optimal intervals, and building maintenance meets functional needs without allowing deterioration.

6.5 Review the curatorial strategies and management of the preserved plant (herbarium) collections to ensure that the collections are able to be effectively used and conserved.

6.1 Prepare a conservation management plan for the Sydney Gardens and Domain.

CONSERVATION MANAGEMENT PLAN

As part of the Domain masterplan process, heritage consultants completed a detailed conservation study of the Domain. This document was reviewed at several stages by the NSW Heritage Office. The major aim of conducting both processes together was to ensure the conservation management plan gave due consideration to the ongoing contemporary functions of the Domain in its development of conservation policies. A small amount of additional work is required to complete

this conservation study up to the standard that is acceptable for NSW Heritage Council endorsement.

HERITAGE ASSETS

As part of our commitment to the maintenance and management of heritage assets, a conservation and management plan and heritage assets register (Section 170) was initiated. The consulting team has extensive experience in both cultural and natural heritage with several members having experience in the documentation of heritage landscapes and significant trees. The Trust is keen to produce a report that places the importance of natural and landscaped features as highly as human artefacts. The consulting team has also been liaising with the organisation's curation committee to ensure that the relevant heritage and thematic reports will dovetail into the basis of a Sydney Gardens masterplan.

6.2 Review curatorial strategies of the living plant collections to ensure that the collections are relevant to contemporary needs and information about them is accurate and up-to-date.

THEMATIC MAPPING PROJECT

Curatorial and thematic committees from the Sydney Gardens reviewed seven current themes to make better use of both plant and human resources, and to provide a more meaningful display to the public.

The existing themes of plant and habitat diversity, plant conservation, plants over time, plants and people, gardening and gardens, role of botanic gardens, and understanding the place were confirmed by both staff and visitors, and further stakeholder surveys will ascertain the optimal layout and positioning of each theme. Work on the Sydney Gardens themes is well underway with only one survey to complete before producing some redesign proposals. Mount Tomah Garden is now preparing the data collection phase.

MOUNT TOMAH CURATION

The Mount Tomah Garden Curation Committee reviewed the Rock Garden, Proteaceae, and woodlands themes, setting the focus for the continued development of these thematic areas, including the redevelopment of the African Rock Garden Section.

COLLECTIONS MANAGEMENT SYSTEM

Development of the computer collections management system EMu continued. The transfer of data from (LRC) Living Collections Record was completed. The second stage of implementation training and development commenced.

6.4 Review our asset management strategy to ensure turnover of plant and equipment is at optimal intervals, and building maintenance meets functional needs without allowing deterioration.

ASSET MANAGEMENT STRATEGY

The second stage of the asset management strategy was completed with the selection of a computerised asset management system as part of a joint Visitor Services Agencies project with Centennial Park. The MainPac system was purchased and implementation

will provide the baseline data to complete the agency asset management plan.

6.5 Review the curatorial strategies and management of the preserved plant (herbarium) collections to ensure that the collections can be effectively used and conserved.

PRESERVED PLANT COLLECTIONS

Curation priorities for the National Herbarium of New South Wales have been aligned with the Australia's Virtual Herbarium project. An annual curation standards review continues to be coordinated by the Trust, and the national benchmarks will be used to set objectives for our own collection. A review of the facilities required by the Plant Sciences Branch to accommodate growth in the herbarium collection, new research programs and the expanding student population, commenced with a needs analysis.

milestone projects

1 PUBLIC ACCESS: creating greenspace by reducing work areas

The three depots on the Sydney site reflect the past patterns of use and influence the way in which work is carried out. The redesign and integration of the depots will provide staff members with safe, modern workplaces and will also streamline storage, procurement and communication. Most importantly, a more effective layout will release valuable greenspace and allow public access to some heritage features of the Gardens which are otherwise unavailable to the public.

PROJECT REPORT: The Domain Depot redevelopment was completed. The new complex houses all of the Sydney Gardens trade and stores related functions. The redevelopment of the Central Depot and the return of the Northern Depot to greenspace will be undertaken as further funding becomes available.

2 NEW FUNCTIONS, NEW LINKAGES: revitalising the Tropical Centre

The Sydney Tropical Centre is being redeveloped into a world class, controlled-climate complex. This will

enable us to hold special horticultural, botanical and other exhibitions related to our mission, to conduct education programs, and to present a changing series of displays highlighting the importance and conservation of plants.

PROJECT REPORT: The first stage of the Tropical Centre upgrades, which included the reglazing of the Pyramid glasshouse and some of the climate control works, was completed. Further improvements to bring the centre up to Building Codes of Australia (BCA) and accessibility best practice will be completed next year. Recent joint exhibitions between the Royal Botanic Gardens and Domain Trust and a number of Sydney plant and garden societies significantly enhanced both the profile of and visitation to the Centre.

3 THE CENTRE FOR PLANT CONSERVATION: uniting, showcasing and developing our plant conservation programs

Plant conservation is the central role for botanic gardens at the turn of the millennium and the development of a Centre for Plant Conservation (CPC) offers the opportunity and chance to add value

to the slogan Plants=Life. The Centre is multifaceted, drawing on all conservation programs in the organisation, including scientific research, horticultural displays and interpretation, plant commercialisation, and both school- and community-based education programs.

PROJECT REPORT: The CPC is now well established as a focus for our plant conservation work. A major strategic gain of the last year has been the appointment of a conservation ecologist/geneticist, greatly increasing our ability to conduct research and deliver services in the crucial area of conservation genetics. Much valuable conservation-related work (research and education) also continues to be carried out in other units not designated as part of the CPC, but this is now better coordinated through the Centre.

4 MOUNTTOMAH BOTANIC GARDEN: integrating the natural and the cultivated

The Trust's custodianship of the highly cultivated Mount Tomah Botanic Garden and the natural and substantially pristine Mount Tomah Conservation Area gives us the opportunity to present the Plants=Life message in both a cultivated garden and a natural landscape setting. In this project we will build literal and metaphoric links between Mount Tomah Botanic Garden and the Mount Tomah Conservation Area and will deliver programs to visitors which draw on both the natural and the cultivated environment.

PROJECT REPORT: The strategy for integrating Mount Tomah Botanic Garden's programs through the natural and cultivated environments continued. Planning for the construction of a pedestrian bridge across Bells Line of Road progressed with the selection of a contractor and the gaining of formal approvals from the Roads and Traffic Authority, Blue Mountains

City Council and utilities managers. A development application is now being considered by Blue Mountains City Council.

The production of a booklet describing the Darug Aboriginal people's history within the Mount Tomah area was produced and the development of signage for an interpretive trail through the Mount Tomah Botanic Garden was completed.

5 PLANTS IN THE CITY: excellence in urban horticultural demonstration and training to meet the needs of the people of NSW

The Trust's mission, vision and values all recognise our pre-eminence in horticultural practice, display and training. Our access to knowledge, skills and plant material makes us uniquely placed to improve the quality of urban horticulture, and the urban environment.

Gardening is the most popular leisure activity in Sydney. For many people interaction with plants happens in their front- and backyards and, at the same time as providing ideas and inspiration, we can ensure the adoption of environmentally- and horticulturally-sound practices.

The proposed Centre for Urban Horticulture has been identified as the vehicle for the Trust's practice and teaching of urban horticulture for professionals and amateurs. The Plants in the City program within the Centre aims to improve the quality of urban horticulture by delivering demonstration gardens, advice and information about horticultural practices, and training programs.

PROJECT REPORT: Several options for the Centre's development are under consideration. The physical facility is subject to capital funding. A branding of existing programs will commence in 2002 – 03 and an off-site partnership is currently under investigation.

APPENDIX A

HUMAN RESOURCE INFORMATION

TABLE 1. STAFF BY CATEGORY (INCLUDES CASUALS)

Category	Number in each category				
	30 June 1998	30 June 1999	30 June 2000	30 June 2001	30 June 2002
Number of SES Officers General Management					
Level 1	0	1	1	0	1
Level 2	1	1	1	1	1
Level 4	1	1	1	1	1
Number of Female SES Officers	0	0	0	0	0
Officers above SES Level 5	0	0	0	0	0
Clerical/Administrative					
Gr 10+	9	8	9	7 *	10
Gr 3-9	21	21	35	32	44
< Gr 3 incl. keyboard	21	18	20	25	23
Specialist professional (science based)	19	26	18	20	24
Professional other	15	14	16	14	15
Professional support	49	43	44	41	54
Horticulturists and other trades	158	164	158	158	162
Service, etc.	21	19	4	4	4
All other staff	3	0	0	0	0
Total	316	313	304	301	339

* Includes Senior Officer

Note: Table 1 does not include casual staff. Figures for EEO groups other than women have been adjusted to compensate for the effects of non-response to the EEO data collection. EEO statistics reported in years prior to 1998 may not be comparable due to a change in the method of estimating EEO group representation.

TABLE 2. PERCENT OF TOTAL STAFF BY EMPLOYMENT BASIS

EMPLOYMENT BASIS	TOTAL STAFF (No.)	Subgroup as % of Total Staff in each Category			Subgroup as Estimated % of Total Staff in each Employment Category					
		Respondents	Men	Women	Aboriginal People and Torres Strait Islanders	People from Racial, Ethnic, Ethno-Religious Minority Groups	People whose First Language Spoken as a Child was not English	People with a Disability	People with a Disability Requiring Adjustment at Work	
Permanent	Full-time	224	83%	64%	36%	—	10%	8%	8%	2.0%
	Part-time	12	100%	17%	83%	—	8%	—	16%	—
Temporary	Full-time	84	63%	58%	42%	3.5%	6%	5%	6%	1.9%
	Part-time	9	55.5%	22%	78%	—	—	—	—	—
Contract	SES	3	67%	100%	—	—	33%	—	—	—
	Non SES	—	—	—	—	—	—	—	—	—
Casual		28	57%	25%	75%	—	4%	—	—	—
TOTAL		360	76%	57.5%	42.5%	1%	8%	6%	7%	1.6%
<i>Estimated Subgroup Totals</i>			<i>275</i>	<i>207</i>	<i>153</i>	<i>3</i>	<i>30</i>	<i>22</i>	<i>25</i>	<i>6</i>

TABLE 3. NUMBER OF EXECUTIVE POSITIONS AT EACH LEVEL

	30 June 1999	30 June 2000	30 June 2001	30 June 2002
Number of SES Officers General Management				
Level 1	1	1	0	1
Level 2	1	1	1	1
Level 4	1	1	1	1
Number of Female SES Officers	0	0	0	0
Officers above SES Level 5	0	0	0	0

TABLE 4. PERCENT OF TOTAL STAFF BY LEVEL

EMPLOYMENT BASIS	TOTAL STAFF (No.)	Subgroup as % of Total Staff in each Category			Subgroup as Estimated % of Total Staff in each Employment Category				
		Respondents	Men	Women	Aboriginal People and Torres Strait Islanders	People from Racial, Ethnic, Ethno-Religious Minority Groups	People whose First Language Spoken as a Child was not English	People with a Disability	People with a Disability Requiring Adjustment at Work
< \$23,339	5	80%	80%	20%	–	–	–	–	–
\$23,339 – \$34,269	52	67%	54%	46%	4%	6%	6%	4%	2%
\$34,270 – \$43,366	122	78%	71%	29%	–	11%	8%	10%	1%
\$43,367 – \$56,080	104	82%	48%	52%	1%	6%	6%	7%	4%
> \$56,080 (non SES)	46	83%	61%	39%	–	13%	6.5%	9%	–
SES	3	67%	100%	–	–	33%	–	–	–
TOTAL	332	78%	60%	40%	1%	9%	7%	7.5%	2%
<i>Estimated Subgroup Totals</i>		259	200	132	3	29	22	25	6

PERSONNEL POLICIES AND PRACTICES

Apprentices We continued our commitment to providing training and career advancement in horticulture with five apprentices commencing their apprenticeship with us, including two disabled apprentices funded through the Apprentices with Disabilities Scheme.

Disability Plans We continued to implement the Disability Action Plan adopted by the Department of Aging and Disability.

Progress during the year included:

- acceptance of the disability audits

- provision of maps of the Gardens showing disabled access and services
- review of human resources and OHS policies on recruitment and EEO to ensure equal employment opportunity for people with disabilities
- review of equipment and safe work practices
- conducting workplace assessments for staff with disabilities and making modifications where necessary.

Ethnic Affairs Priorities Statement During the year the Trust's commitment to the Principles of Cultural Diversity and the celebration of cultural diversity was demonstrated throughout all areas of operations, most notably:

- opening of Cadi Jam Ora: First Encounters garden that acknowledges and remembers the Cadigal, the original inhabitants of Sydney's city centre
- continuing employment of a full-time Aboriginal Education Officer
- consultation with the D'harawal Land Council and approval by the Trust for the renaming of Angophora Avenue at Mount Annan Botanic Garden to Yandel'ora (meaning *peace between people* and reflecting the significance of the site to the Aboriginal people)
- encouragement of participation of a wide range of community members of diverse cultural background in the establishment of community gardens in housing estates across Sydney through the Community Greening Program
- liaison with several South American consulates in relation to the Bromeliad Society Exhibition in the Tropical Centre
- hosting the Ikebana International – Australian Chapter, together with two bonsai exhibitions promoted to, and attended by, many in the Japanese community
- hosting international meetings such as BioForum (involving participants from 20 countries) and the 5th International Flora Malesiana Symposium (involving participants from 19 countries) which promote cross-cultural awareness and understanding
- supervising international students on research projects
- continuing the collaborative association with Kebun Raya Indonesia (Indonesian Botanic Gardens) towards reducing the exploitation of wild populations of Titan Arum in Sumatera
- operation of the Community Language Allowance Scheme
- ensuring a workplace that values diversity, including the provision of flexible work practices, provision of information about EAPS to job applicants, policies and procedures relating to EEO and grievances, and guidelines to eliminate harassment and discrimination

Following implementation of the Visitor Services Agencies and the associated restructure of parts of the organisation, the Trust's Ethnic Affairs Priorities Statement will be reviewed to reflect new responsibilities and areas of control. The resulting new Statement will be forwarded to the Community Relations Commission for consideration and comment prior to implementation.

Salaries Staff received pay increases as a result of the Crown Employees (Public Sector – salaries 2002) Award. This Award provides for a pay increase of three percent effective from January 2002. Staff employed under the Crown Employees (Royal Botanic Gardens and Domain Trust Mechanical and Trades Staff) Award also received a three percent pay increase effective from January 2002.

Industrial Relations Our Joint Consultative Committee (JCC), which is the forum for consultation between unions and management on major issues, met four times. Major issues that were discussed by the JCC included the CLear leadership program, volunteers, various restructures, progress on the introduction of the VSA and OHS issues.

NSW Government Action Plan for Women The organisation has in place a number of initiatives to meet the concerns and needs of women in the workplace.

We are responsive to staff who wish to work part time or job share to meet their family and career responsibilities. There are a number of these arrangements in place, including a number of staff who have returned to work part-time after maternity leave.

The Spokeswomen's program has been very active and helpful in identifying the needs of women within the workplace. A number of staff attended Spokeswomen training and information sessions. The Women's Liaison Officer also presented the views of women at various forums within the organisation. The Women's Chat Room, which was set up to enable women employees to meet and discuss issues of concern and interest, operated successfully.

All vacancies were filled using merit selection. This ensures equitable access to all positions. Access to employment in non-traditional areas, such as horticulture, is promoted by the Trust.

APPENDIX B

OTHER STATUTORY INFORMATION

PROVISION OF INFORMATION SERVICES

Gardens Shops and Visitor Centres The Trust operates four combined visitor centre bookshops at Mount Annan, Mount Tomah, Sydney Gardens and the Sydney Tropical Centre. These provide information about activities and facilities, and sell a comprehensive range of botanical and horticultural books, souvenirs and gifts.

Botanical Information Service Service levels throughout our information services were maintained and delivery improved through greater use of the Internet. Satisfaction with the PlantNET service is measured through email feedback. 352 enquires (cf. with 294 last year) were processed through PlantNET, of which about 200 were from Australia (of which 43 were from State Government agencies and 20 from educational organisations).

INQUIRY STATISTICS	2000-01	2001-02
Inquiries by mail	1082	1353
Inquiries by telephone	1997	1841
Inquiries in person	322	447
Inquiries by internet	294	352
Requests for electronic data	18	16
Specimens identified	5822	7099*
REVENUE	\$9543	\$9729

*Including specimens identified as part of the NSW Vegetation Mapping Program contract with Department of Land and Water Conservation

CONSUMER RESPONSE

Feedback from visitors to all three sites was received via feedback forms, correspondence and comment books.

Sydney Gardens Feedback was received on 32 occasions, covering a number of issues including toilet facilities, birdlife in kiosk areas, as well as signage and safety along Mrs Macquaries Rd. Steps have been taken to address all of these concerns, including the implementation of a more frequent toilet cleaning regime; the installation of anti-roosting devices in the trees above the kiosk area to discourage ibis; and increased directional signage and more regular ranger patrols along Mrs Macquaries Road.

Mount Annan Feedback was received on only three occasions. The main areas of concern related to the lack of shade-cloth in the playground and the need for information about walks in the Garden. These concerns have been addressed through the installation of shadecloth (kindly funded by Friends of The Gardens) and the first of a series of flyers detailing key walks has been produced.

Mount Tomah Twelve items of feedback were received. The large majority raised concerns over the restaurant service and prices. A new restaurant licensee took up appointment earlier this year and a kiosk serving light meals and snack foods is under construction.

FREEDOM OF INFORMATION

No official requests were received under the *Freedom of Information Act 1989* and no issues, inquiries or appeals arose. The annual Statement of Affairs was published on 1 July 2001, and Summaries of Affairs were gazetted on 31 December 2001 and 30 June 2002.

CONSULTANTS

Consultancies equal to or more than \$30,000

Category	Consultant	Title/Nature	Cost
Organisational review	Corporate Focus	VSA Shared Services	69,048
Information Technology	Data#3	SOE Rollout	90,909

Total consultancies more than \$30,000	159,957
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Consultancies less than \$30,000

During the year 13 other consultants were engaged in the following areas:

Information Technology	29,000
Management Services	82,969
Environmental	44,857

Total consultancies less than \$30,000	156,826
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Total Consultancies	316,783
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CORPORATE CREDIT CARDS

Use of corporate credit cards was in accordance with Treasury Directions.

APPENDIX C

PUBLICATIONS

Most publications listed are available from the Gardens Shop.

SCIENCE

Telopea (a journal of systematic research) and *Cunninghamia* (a journal of plant ecology for eastern Australia) are published in March and September (*Telopea*) and July and December (*Cunninghamia*). They are available from the Gardens Shops or by subscription, or on exchange to other organisations. Copies of most back issues are still available for sale from the Gardens Shop in Sydney.

Setting the Scene: the Native Vegetation of NSW (1999) by J.S. Benson, published by the Native Vegetation Advisory Council. \$8.75.

The nature of pre-European native vegetation in south-eastern Australia: a critique of Ryan, D.G., J.R. and Starr, B.J. (1995) The Australian Landscape — Observations of Explorers and Early Settlers (1997) by J.S. Benson & P.A. Redpath, offprint from *Cunninghamia* 5(2): 285-329, \$5.50.

Flora of New South Wales supplement to vol. 1 (2000), vol. 1 (2000)(revised edition with supplement), vol. 2 (2002) (second edition), vol. 3 (1992), vol. 4 (1993), edited by Gwen Harden (NSW University Press).

Collection, Preparation and Preservation of Plant Specimens (Royal Botanic Gardens Sydney 2nd edition, 1995) \$6.85.

Riverside Plants of the Hawkesbury-Nepean by J. Howell, L. McDougall & D. Benson (Royal Botanic Gardens Sydney, 1995) \$10.95.

Rare Bushland Plants of Western Sydney (1999) Revised edition, by Teresa James, Lyn McDougall and Doug Benson (Royal Botanic Gardens Sydney) \$13.15.

Sydney's Bushland: More than meets the eye by J. Howell & D. Benson (Royal Botanic Gardens Sydney, 2000) \$27.95.

Mountain Devil to Mangrove: a Guide to Natural Vegetation of the Hawkesbury-Nepean Catchment by D. Benson, J. Howell and L. McDougall (Royal Botanic Gardens Sydney, 1996) \$21.95.

Plants of Pooncarie and the Willandra Lakes by M. Porteners and L. Ashby. A guide to the plant species native to Pooncarie and the Willandra Lakes region in

south-western New South Wales (Royal Botanic Gardens Sydney, 1996) \$8.75.

Hispid 3 (1996) by Dr B. Conn. Herbarium Information Standards and Protocols for Interchange of Data, Version Three. Also available on Internet <http://www.rbg Syd.gov.au/HISCOM> (booklet, free to participating institutions).

Missing Jigsaw Pieces: the Bushland Plants of the Cooks River Valley by D. Benson, D. Ondinea & V. Bear (Royal Botanic Gardens Sydney, 1999) \$13.15.

EDUCATION

Bush Foods of New South Wales by Kathy Stewart and Bob Percival. Aboriginal use of plants (Royal Botanic Gardens Sydney, 1996) \$9.90.

A Garden in Time, activity book for primary school ages, \$4.95 (Royal Botanic Gardens, Sydney 1994).

Plant groups slide kit (Royal Botanic Gardens Sydney, 1984) \$70.

GENERAL

Royal Botanic Gardens A souvenir guide (Friends of the Royal Botanic Gardens, 1996) \$8.95.

Mount Annan Botanic Garden (1998) A souvenir guide (Friends of the Royal Botanic Gardens) \$5.95.

Mount Tomah Botanic Garden (1997) A souvenir guide (Friends of the Royal Botanic Gardens) \$7.95.

Mount Annan Botanic Garden Visitor Guide (given on entry to Garden).

Mount Tomah Botanic Garden Visitor Guide (given on entry to Garden).

Plant Disease Diagnostic Unit Fact Sheets: Fire Blight, *Armillaria* Root Rot, *Fusarium* Wilt of Palms, Fig Psyllid, *Phytophthora*, Thrips, Lace Bug, Scale Insects, Rose Aphids, Azaleas.

APPENDIX D

RESEARCH GRANTS

Grants for research were maintained at the high levels achieved in 2000–2001. This funding allows us to pursue additional research projects within our core objectives. Success with grant applications is a measure of our previous performance, the professional standing of our scientists and the calibre of the proposed project.

Australian Biological Resources Study

Dr Tim Entwisle and Dr Stephen Skinner – Taxonomic revision of *Oedogonium* (Chlorophyta) \$30,000 (second year of a 3-year \$75,000 grant)

Dr Peter Wilson and Dr Chris Quinn – Generic concepts in the *Baeckea* complex (Myrtaceae) \$35,000 (final year of a 2.5 year \$90,000 grant)

Australian Centre for International Agricultural Research

Dr Brett Summerell (with the University of Sydney) – Diagnosis and control of soilborne diseases in Indonesia \$133,333 (second year of a 3-year \$400,000 grant)

Australian Geographic

Nikola Streiber and Dr Barry Conn – Revision of Chloanthaceae (Lamiaceae) \$1,000

Australian Research Council

Dr Alan Millar (with LaTrobe University) – Non-geniculate coralline algae \$50,000 (second year of a 3-year \$150,000 grant)

Dr Peter Weston – Ecology and Genetics of fire sensitive *Persoonia* species \$41,644 (final year of 2-year \$83,288 grant)

Dr Peter Weston – A biological basis for the efficient breeding of native plants for export markets: a case study for the family Goodeniaceae \$57,231 (first year of a 3-year \$107,634 grant)

Dr Maurizio Rossetto (with P. Baverstock, SCU and J. Hunter, NSW NPWS) – Comparative population genetics of rare and common Quandong (*Elaeocarpus*) species and the effects of habitat fragmentation \$75,000

Georgina Sweet Fellowship Trust

Nikola Streiber and Dr Barry Conn – Revision of Chloanthaceae (Lamiaceae) \$1500 (first year of a 2-year \$3000 grant)

Commonwealth Department of Education, Science and Training

Nikola Streiber and Dr Barry Conn – International Postgraduate Research Scholarship \$17,070 (second year of a 3-year \$51,210 grant)

Nikola Streiber – International Postgraduate Award: living allowance \$18,200 (second year of a 3 year \$54,600 grant)

Community Access to Natural Resources Information (CANRI)

Dr Elizabeth Brown – Census of liverwort names for NSW \$40,000

Dr Barry Conn – Images of Herbarium specimens \$30,000

Ken Hill – Interactive key for the Eucalypts in NSW \$20,000

Department of Land and Water Conservation

Dr Barry Conn and Barbara Wiecek – Plant Identification for native vegetation mapping \$50,000 (second year of a 3-year \$150,000 grant)

Dr Brett Summerell – Mapping validation \$112,000 (first year of a 3-year \$336,000 grant; delayed starting by one year)

Joanne Ling – Biological assessment of wetlands: testing techniques \$5500

Hermon Slade Foundation

Dr Alan Millar – Marine algae and associated invertebrates of the NSW coast \$26,000 (first year of 2-year \$96,000 grant)

Jim Mant and Dr Peter Weston – Comparative biology of *Chiloglottis* (Orchidaceae) and its thynnine wasp pollinators \$25,000 (3rd year of a 3-year \$75,000 grant)

Janet Cosh Project Fund

Dr Brett Summerell – Curation of Fungal Herbarium \$2103

Linnean Society of NSW

Nikola Streiber and Dr Barry Conn – Joyce W. Vickery Scientific Research Fund \$700

NSW Biodiversity Strategy

John Benson – Plant Community Classification Project \$29,700 (first year of a 2-year \$67,320 grant)

Dr Cathy Offord – Testing and viability assessment of NSW threatened species seedbank collection \$24,750 (first year of a 2-year \$54,450 grant)

Dr Tim Entwisle – Enhance taxonomic research \$47,500 (first year of a 2-year \$95,000 grant)

Dr Tim Entwisle – Develop and implement a NSW Biodiversity Research Strategy \$35,000 (first year of a 2-year \$70,000 grant)

Global Biodiversity Information Facility (GBIF)

Karen Wilson – Support for ‘Bioforum’, including general conference expenses and support for attendees \$260,000

NSW Fisheries

Dr Alan Millar – Marine algae of Port Jackson \$2100

NSW State Government Enhancement

Dr Tim Entwisle – Australia’s Virtual Herbarium

\$400,000 (first year of a 4-year \$1,600,000 grant; including funding from the Commonwealth and private sector)

Royal Botanic Gardens and National Herbarium Research Fund

Karen Wilson (with Dr Dorothy Steane, University of Tasmania) – Using the nuclear 26S rRNA gene to obtain phylogenetic information in family Casuarinaceae, for primers and other molecular sequencing materials \$4068

Rural Industries Research and Development Corporation

Dr Cathy Offord – International *Protea* Research Symposium \$2394

Slade Orchid Fund

James Indsto and Dr Peter Weston – *Diuris* pollination \$5500

APPENDIX E

OVERSEAS TRAVEL

Name and position	Countries/ cities visited	Purpose of visit	Duration	Cost	Source of funds
Surrey Jacobs, Senior Research Scientist	Cordoba and Badajoz, Spain	Participate in 4th International Triticeae Symposium in Cordoba and the Stipoid Working Group Workshop in Badajoz	9-21/9/01	\$5,150	Externally funded
Alan Millar, Senior Research Scientist	Thasseloniki, Greece	Participate in International Phycological Conference	15-28/8/01	\$6,794	\$4,794 Agency. Remainder externally funded
Frank Howarth, Director & Chief Executive	Wellington, New Zealand	Participate in Public Sector Leaders Forum workshop	23-27/7/01	\$2,250	\$2,250 Agency
Brett Summerell, Manager Conservation & Horticultural Research	Sulawesi, Indonesia	Participate in disease survey and training in North Sulawesi	12-19/9/01	\$3,500	Externally funded
Ken Hill, Senior Research Scientist	USA	Expert witness	15-30/10/01	\$4,000	Externally funded
Alan Millar, Senior Research Scientist	San Diego, USA	Participate in International Caulerpa Conference	27/1/02-26/2/02	\$2,750	Externally funded

Name and position	Countries/ cities visited	Purpose of visit	Duration	Cost	Source of funds
Cathy Offord, Horticultural Research Officer	Hawaii, USA	Participate in the International Protea Research Conference	8–18/3/02	\$4356	\$1962 Agency. Remainder externally funded
Patricia Meagher, Conservation & Horticulture Research Officer	Auckland, New Zealand	Participate and present at International Araucariaceae Symposium	13–18/3/02	\$1360	Agency
Karen Wilson, Special Botanist	Tsukuba and Kyoto, Japan	Participate in: Species-2000 Asia-Oceania briefing in Tsukuba. MEXT Advisory Committee and the Species-2000 AO meeting in Kyoto	11–14/2/02	\$2500	\$400 Agency. Remainder externally funded
Geoff Duggan, Landscape Planning Officer	Derbyshire, UK and Dumfriesshire, Scotland	Dry stone walling techniques Level 2 instructors course in Derbyshire and Advanced Craftsman's Certificate in Dumfriesshire	25/2/01–7/4/01		Self funded
Ken Hill, Senior Research Scientist	Miami, Los Angeles & San Diego, USA	Taxonomy workshop/ public lectures	6–26/4/02	\$5000	Externally funded
Darcy Tordoff, Horticulturist	Bogor, Java, Indonesia	Conduct monitoring of propagation trials at Bogor Botanic Gardens and assess nursery propagation facility installation	7–12/4/02	\$2000	Externally funded
David Bidwell, Senior Horticulturist	UK and USA Scholarship	Friends of The Gardens to study issues of tree management	28/6/02–24/8/02	\$10,000	Externally funded
Alan Millar, Senior Research Scientist	Hilo, Hawaii, USA	Lecture at Taxonomy of Economic Seaweeds Workshop	21/5/02–2/6/02	\$4070	\$2390 Agency. \$1680 externally funded
Pauline Markwell, Director Communications and Marketing	UK and USA	Visit botanic gardens and other cultural institutions to research leading edge marketing and communications initiatives	18/5/02–8/6/02	\$7526	Agency

APPENDIX F

ENERGY MANAGEMENT REPORT

Towards Sustainable Horticulture The Trust endorsed a blueprint for the sustainable horticultural management of the Royal Botanic Gardens, Sydney. *Towards Sustainable Horticulture* charts a two-year plan to ensure best and most sustainable management in respect of pesticide minimisation, weed management, water conservation, soil care and collections management. Our sustainable horticulture initiatives are being conveyed to the visiting public through on-site interpretive signage.

Energy Management Our energy management strategies are proving to be effective. Since 1998–99 our total energy usage has been reduced.

Significant highlights of our energy management performance include:

- Completion of Phase 1 of the Sydney Gardens' Energy Performance Contract, Brown Building air conditioning systems. These works have been guaranteed to deliver energy savings of 1184 GJ per annum. Phase 2 of the Energy Performance Contract, lighting and heating system upgrades, will be investigated this year
- Reductions in the Sydney Gardens' natural gas usage through rationalisation of the heating systems in the nursery glasshouses
- An energy review for Mount Tomah Garden which identified potential energy savings of 140 GJ per annum
- An energy review for Mount Annan Garden which identified potential energy savings of 130 GJ per annum
- Investigating the use of Government Energy Efficiency Investment Program funding to undertake energy efficient upgrade works at both Mount Tomah and Mount Annan Gardens.

These initiatives should ensure that we will meet Government Energy Management Policy goals of reducing greenhouse gas emissions.

Fauna Management Grey Headed Flying Fox numbers continue to increase in the Sydney Gardens, with a record high population of 8900 in January 2002.

Australian White Ibis numbers are escalating in both the Sydney Gardens and across the metropolitan area. We are managing our ibis population so as not to impact on the amenity and public safety of the Gardens.

Water Management Sydney Gardens has implemented a range of initiatives to ensure greater water efficiency and water conservation:

- Streamwatch, the Sydney Water coordinated Statewide water testing and environmental training program is running at our three Gardens, assisting site management by ensuring we are aware of water quality and the potential adverse impacts of certain horticultural operations

- Algal blooms continue to be a warm season problem in Sydney Gardens, especially as a result of high nutrient input from Grey Headed Flying Fox and Ibis faecal matter

- Mount Annan has installed capillary matting in sections of their nursery, generating significant reduction in water use

- Clean Harbour Partners. We are part of a Sydney CBD program to educate people about and minimise the impact of litter on Sydney Harbour. Site interpretation and drain stencils assist in achieving this awareness.

Waste Reduction and Purchasing Policy The Vertical Composting Unit, an EPA sponsored in-house greenwaste recycling facility, has been installed in the Northern Depot at the Sydney Gardens. This facility will contribute to our goals of creating quality compost out of greenwaste, eliminating the transport and pollution associated with offsite composting. It will also provide a model of composting best practice to the horticultural industry:

- Public recycling via our waste and recycling stations in Sydney Gardens has increased by 15%. Sydney, Mount Annan and Mount Tomah have effective office paper recycling systems in place

- All requisition books now have a procurement guide inserted, prompting attention to green purchasing issues, including purchasing with recycled content, energy efficiency, and serviceability

- Mount Tomah has established an industrial-scale worm farm to divert food waste from staff and cafe facilities, thus eliminating food waste going to landfill. This facility also provides an educational focus as well as generating fertiliser and soil conditioner from the worm casts.

Environmental Training We use industry professionals in an ongoing staff training program in water conservation, weed management and composting

APPENDIX G

ROYAL BOTANIC GARDENS & DOMAIN TRUST PROGRAMS

OUR OBJECTIVES	WHOLE OF GOVERNMENT OUTCOMES	HOW WE DELIVER THE SERVICES
<p>Advancing and communicating knowledge about plant biodiversity and horticulture</p> <p>Promoting sustainability, conservation and appreciation of the environment</p> <p>Encouraging use and enjoyment of plants and plant displays</p>	<ul style="list-style-type: none"> • Deliver NSW Biodiversity Strategy objectives • Deliver NSW Ecologically Sustainable Development Strategy objectives • Increase knowledge about plant life in NSW, Australia and neighbouring regions • Make high quality open space and facilities accessible to the community • Conserve the State's built and cultural heritage • Provide facilities and services for the people of Western Sydney • Inform the community about the importance of plants in a sustainable environment • Recognise Aboriginal links to our sites to support reconciliation • Promote health and wellbeing of the people of NSW • Provide quality NSW tourist attractions and experiences • Support the NSW State education curriculum • Reduce cost to government of providing services 	<p style="text-align: center;">PLANT SCIENCES PROGRAMS</p> <ul style="list-style-type: none"> • Initiate, conduct and publish scientific research • Provide botanical information and identifications • Manage and develop the State's reference collection of preserved plants • Contribute to the development and implementation of state, national and international policies <p style="text-align: center;">BOTANIC GARDENS PROGRAMS</p> <ul style="list-style-type: none"> • Manage and develop horticultural displays and living collection of plants at Sydney, Mount Annan, Mount Tomah and the Domain • Manage ex-situ collections of the State's threatened plant species • Maintain heritage landscapes and structures • Provide displays and information about Aboriginal use of sites and plants • Maintain and develop the Domain, Sydney, Mount Annan and Mount Tomah Botanic Gardens for recreation and events • Provide tourist and visitor facilities and services <p style="text-align: center;">PUBLIC PROGRAMS</p> <ul style="list-style-type: none"> • Deliver interactive educational programs and onsite interpretation • Develop and implement educational outreach programs

SYSTEMS & SERVICES

OUR CUSTOMERS	PERFORMANCE MEASURES	OUR PERFORMANCE
<p>Visitors, education users, science professionals, commercial users, staff, government agencies, universities and other researchers, media</p>	<ul style="list-style-type: none"> • number of publications • number of plant and disease identifications • percentage of herbarium vouchers databased • curation evaluation • percentage of State-funded NSW Biodiversity Strategy actions completed 	<ul style="list-style-type: none"> • number of publications and presentations to general and scientific audiences increased • NSW Biodiversity Strategy targets met • over 20,000 plant identifications and over 8000 inquiries serviced • increase in grant funding for science to \$1.5 million (includes Australia's Virtual Herbarium \$400,000, Global Biodiversity Information Fund support for Bioforum conference series \$260,000, and a collaborative ACIAR grant of \$133,333) • Herbarium specimens curation standards improving towards national benchmark • continued increase in PlantNET subscribers and repeat visits
<p>Visitors, education users, horticultural and scientific professionals, government agencies, commercial users, staff, media, events organisers, venue hirers, sporting bodies, tourist operators, tourists</p>	<ul style="list-style-type: none"> • visitor numbers • horticultural standards • customer satisfaction • percentage heritage items with conservation plans • revenue earned • living collections reviewed • maintenance of assets 	<ul style="list-style-type: none"> • over 2.6 million visitors to Sydney Gardens; 79,993 to Mount Tomah (up 1%); Mount Annan 82,286 (up 3.2%) • quality of Mount Tomah: 95% of respondents rated the Garden as good or very good; Mount Annan: 88% • greater than 87% approval rating for community events at Mount Annan • Mount Annan's amenities rated by 81% visitors as satisfactory; Mount Tomah 91% good or very good
<p>Visitors, primary and secondary students, teachers, community groups, general public, government agencies</p>	<ul style="list-style-type: none"> • number of successful programs • numbers of participants • revenue earned 	<p>Schools and community programs at three Gardens participation rates:</p> <ul style="list-style-type: none"> • schools programs: 19,196 • courses, workshops, activities: 685 • guided tours: 7728 • holiday programs: 4399 <p>Revenue from community programs: \$48,230 All outreach programs: 23,346 participants</p>

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