

Annual Report 2002–03

DETAILED REPORT



contents

Corporate Governance	2
Our trustees	
Our executive	
Challenge 1	9
Identity: developing and marketing a distinctive identity for the Royal Botanic Gardens and Domain Trust, driven by community issues	
Challenge 2	9
The importance of plants: increasing the community's awareness, knowledge and appreciation of plants	
Challenge 3	12
Messages: presenting relevant and compelling messages at and about our four sites	
Challenge 4	14
Productive partnerships: becoming a more effective and efficient organisation through collaboration with other agencies, industry and tertiary institutions	
Challenge 5	16
Our people: ensuring that our staff, volunteers and Friends are informed, skilled, safe and motivated	
Challenge 6	19
Resources, assets and heritage: making the best contemporary use of our resources and assets while respecting our heritage	
Milestone Projects	21
Appendices	23
Index	36
Financials	Summary pocket

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 2002–03 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

A handwritten signature in black ink, appearing to read 'Ian Blackburne', written in a cursive style.

Dr Ian Blackburne
Chairman, Royal Botanic Gardens and Domain Trust

corporate governance

THE ROYAL BOTANIC GARDENS AND DOMAIN TRUST

The Royal Botanic Gardens and 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 met 8 times during the year with attendance as follows: Dr I. Blackburne (Chairman) 8 meetings, Ms R. Andrews 8, Ms G. Appleton 8, Mr R. Bryson 6, Mr M. Samaras 6, Mr R. McCotter 8, Prof S. Serjeantson 7.

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 the 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 organisation, the Trustees are committed to the values articulated in the current Corporate Plan and to best practice in corporate governance. In 2002–03 the Trustees conducted their activities with reference to the Premier's *Conduct Guidelines for Members of Boards and Committees*.

LEGISLATIVE CHANGES

There were no changes to the *Royal Botanic Gardens and Domain Trust Act 1980*.

In 2002, the *Royal Botanic Gardens and Domain Trust Regulation 1997* was the subject of a staged repeal under the *Subordinate Legislation Act 1989*. The Act provides that, after five years, Regulations and other Statutory Rules will automatically lapse. In June 2002, a Regulatory Impact Statement was prepared for a new Regulation and released for public consultation.

The resulting new Regulation is substantially the same as the *Royal Botanic Gardens and Domain Trust Regulation 1997* with amendment to:

- improve the clarity of the Regulation by addition of definitions or expansion of definitions
- prohibit the emptying of coals from a barbecue, dumping of ice or frozen liquid, practising fishing

- or casting, and entering (or exiting) the Trust lands from Sydney Harbour via the Seawall
- increase the penalty notice offence amounts by 10%
- relax the restriction on throwing or kicking objects in the Domain
- increase the penalty notice amount for dogs on the Trust sites contrary to the Regulation to \$110 in line with the Companion Animals Regulation
- permit bicycles or tricycles in specially designated areas in the Gardens
- remove the restriction on jogging or running in the Domain
- increase the penalty notice offences for driving vehicles contrary to signs or driving other than on a designated road to \$110 respectively
- other minor amendments to improve the clarity and operation of the Regulation.

The *Royal Botanic Gardens and Domain Trust Regulation 2002* commenced on 1 September 2002.

RISK MANAGEMENT

During the year the Trust placed considerable emphasis on continuing improvements in staff and public safety. With respect to staff safety, the Trust's occupational health and safety record continued to improve with a substantial decrease in the number of days lost and in the number of lost time injuries. Greater emphasis is now being placed on hazard assessment and the development of safe work method statements.

The Trust is placing more emphasis on reduction in hazards to the visiting public and investigation of incidents that do occur.

During the year the Trust placed a great deal of emphasis on financial risk management, particularly managing the impact of reduced own earned revenue to the Trust. The program structure for the Trust's accounts was changed to better reflect the service costing model and to better enable more precise financial reporting, particularly of the performance of the Trust's various commercial operations.

The Trust also identified the priority areas for risk management attention. They are as follows:

- External funding
- Visitor safety
- Procedures and documented accountabilities
- Completion of major projects
- Morale
- Impacts from the bat colony
- Safety control environment
- Focus on safety
- Access for people with disabilities
- Controls on cash management
- Implementation of the Collection Management System
- Development of a performance management/culture
- Ageing trees and tree risk management.

These risk areas are being progressively assessed and existing mitigation strategies evaluated. This process will continue into the 2003/04 financial year.

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. During 2002–03, the Terms of Reference for the Finance and Audit Committee were reviewed and revised Terms of Reference, containing minor changes, were endorsed by the Trust.

EDUCATION COMMITTEE

The Trust Education Committee ceased to exist at the end of 2002. Its role had been to provide strategic guidance for the Trust's Community Education Program and to be a sounding board for suggested new activities. These functions are now addressed as part of the business of the newly formed Botanic

Gardens Committee. Two members of the previous committee now serve on the new committee.

SCIENTIFIC COMMITTEE

The Trust Scientific Committee oversees the scientific programs of the Trust 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

The Trust Marketing Committee will be replaced with specially convened committees to consider specific issues. This will be a more effective method to consider the wide range of issues in the Communications and Marketing Branch.

BOTANIC GARDENS COMMITTEE

The Botanic Gardens Committee advises the Trust on the operations, requirements and priorities of the Botanic Gardens Branch programs and reviews the objectives, progress and achievements of the Branch's goals. It also advises the Trust on risk management and ethics in collections curation and promotes interaction between the Trust and other collection-based cultural institutions in the areas of education, interpretation and exhibition design.

TRUST COMMITTEES

FINANCE AND AUDIT COMMITTEE

Dr Ian Blackburne (Chair), Mr Robert McCotter, Mr Frank Howarth, Ms Emma Wallhead (Secretary)

EDUCATION COMMITTEE

Outgoing Committee: Ms Roslyn Andrews (Chair), Ms Noila Berglund, Dr Des Griffin, Ms Janelle Hatherly, Ms Ruth Mitchell

SCIENTIFIC COMMITTEE

Assoc Prof Jeremy Bruhl, Dr Tim Entwisle, Dr Dan Faith, Mr Frank Howarth, Ms Fleur Kreef, Dr Patricia Selkirk, Prof Sue Serjeantson (Chair), Dr Jane Tarran, Mr Michael Wright

MARKETING COMMITTEE

Outgoing Committee: Ms Gillian Appleton (Chair), Mr Reg Bryson, Ms Elizabeth Dangar, Mr Frank Howarth, Ms Barbara de Rome, Ms Helen Moody, Ms Tim Jackson, Ms Pauline Markwell

BOTANIC GARDENS COMMITTEE

Ms Ros Andrews (Chair), Dr Alistair Hay, Mr Frank Howarth, Mr Michael Samaras, Ms Janelle Hatherly, and up to six external appointees to reflect the scope of Botanic Gardens Branch programs.

Statement of Responsibility


The agency's Trust, 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 in this report.



Ian Blackburne
Chairman, Royal Botanic Director Gardens
and Domain Trust



Frank Howarth
Director and Chief Executive

our trustees



MS ROSLYN ANDREWS

BA, DipEd

Appointed 28 May 1997; 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 4 years. Currently Roslyn is the Events Coordinator and Conference organiser for the National Executive Council of the Australian Institute of Horticulture. She co-organised a conference with Parks and Leisure Australia for September 2001 in Sydney and a national conference for the Institute in 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).



MS GILLIAN APPLETON

BA

Appointed 28 May 1998; re-appointed 28 May 2002; term expired 27 May 2003.

Gillian Appleton is a writer and researcher as well as an enthusiastic gardener at her home in the Blue Mountains.

Gillian is Chair, NSW State Arts Advisory Council and sits on the board of several other cultural organisations.

Ms Appleton's term expired on 27 May 2003.

As at 30 June 2003, a vacancy existed in Ms Appleton's absence.



DR IAN BLACKBURNE

BSc(Hons), PhD, MBA, FAICD

Trust Chairman, appointed 28 May 1998; re-appointed 28 May 2002; present term expires 28 May 2004.

Ian Blackburne is Chairman of CSR Limited and the Australian Nuclear Science and Technology Organisation and a director of 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.

Ian was Managing Director of Ampol Limited and Caltex Australia Limited from 1992 until 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.



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 Coles Myer, Pacific Brands, Orica, Energy Australia and Meat & Livestock Australia.

Reg is past Chairman of the Australian Writers and Art Directors Association, and a Director of Childrens Cancer Organisation 'Camp Quality'. During 1998 he completed the Advanced Management Program at Harvard.



MR ROBERT McCOTTER

B Eng, DipBuildingScience

Appointed 28 May 1998; re-appointed
28 May 2002; present term expires
28 May 2005.

Robert McCotter is founding Partner and Director of ERM Australia Pty Ltd, the Australian arm of the global Environmental Resources Management group. Robert 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 thirty 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 multi-disciplinary environmental teams.

Robert serves as Chairman or a 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.



MR MICHAEL SAMARAS

BA (Hons), MBA

Appointed 26 June 2002; present term
expires 26 June 2006.

Michael Samaras is a Director of the public affairs firm Gavin Anderson & Company. He designs and implements strategic communications programs for

organisations and corporations. Michael's 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 is a former member of the Board of Directors of the Wollongong City Gallery.

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 December 2000; present
term expires 20 December 2004.

Professor Sue Serjeantson is the Executive Secretary of the Australian Academy of Science. Sue's 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.

Sue's 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.

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

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

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

Responsible for the leadership and management of Communications and Marketing Branch including retail businesses, sponsorship and fundraising, website, corporate identity, publications and signage, event and bookings management, public relations and advertising.



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, ranger services, records and fleet management, general insurance, legal and reception.



MARK SAVIO HortCert

General Manager, Mount Annan Botanic Garden

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

Responsible for the management of all services and operations at Mount Tomah Botanic Garden.



BRUCE RANN AssDipHort, BScHort

Curator/Manager, Royal Botanic Gardens and Domain

Responsible for presentation of the grounds of Royal Botanic Gardens & Domain and the management of staff at the Sydney site.



DR BRETT SUMMERELL BScAgr, PhD

Manager, Conservation and Horticultural Research

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

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

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
Community Education Manager

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



PAUL CLARK BA, GradCertArtsMgmt
Development Manager

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

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



ANNIE HEATH Dip Technical Production
 NIDA
Event Manager

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

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.

BILL VERSLUIS BBus
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 Royal Botanic Gardens, driven by community issues.

The organisation we call the Royal Botanic Gardens 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

- **Research the community's perception of the range and quality of our programs and services.**
- **Develop a contemporary image and branding driven by our stakeholders' needs and perceptions.**

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

Market Research

Four student groups from UTS School of Tourism and Leisure undertook research projects focusing on website usage of international tourists; international tourist visitor satisfaction; Shop visitor satisfaction; and event expectation at the Royal Botanic Gardens. Results confirmed the Trust's understanding of these issues.

Develop a contemporary image and branding driven by our stakeholders' needs and perceptions.

Visual Identity

A new direction for a visual identity was approved. Each site will have its own identity within a common style. Trustee Reg Bryson presented some designs of organization logo and site motifs but the project was put on hold due to the financial constraints of the Trust.

A brand review of our shops is under consideration as part of the Retail Marketing Plan. The statutory name for the organisation used currently on all official printed material is Royal Botanic Gardens and Domain Trust. However, this formal name is less suitable for merchandise and packaging, and research is underway to resolve an alternative name for retail and trading.

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

- **Develop PlantNET to provide information on living and preserved collections online.**
- **Make information about our research on plants available to the wider community.**
- **Work with the community outside the organisation walls to increase the awareness and appreciation of the importance of plants.**
- **Further develop our website to better accommodate the needs of a growing internet community.**

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

PlantNET

The development of PlantNET, the electronic plant information network of the Royal Botanic Gardens and Domain Trust, continued with funding through the Community Access to Natural Resources Information scheme. Unfortunately, many technical problems made this a difficult year for staff and users alike. However, almost 10,000 digital images of herbarium specimens were prepared for presentation on PlantNET, a significant increase over last year. Another major initiative was the enhancement of the Australian Freshwater Algae module. Most significantly, an interactive key to the genera of freshwater algae in New South Wales, and effectively Australia, joins a simple-to-use photogallery key and revised background information pages under the general banner of 'AFA – Australian Freshwater Algae'.

New South Wales Flora Online will replace the 4-volume hardcopy *Flora of New South Wales* as the authoritative and up-to-date compilation of knowledge about the flowering plants, conifers and ferns of the State. A pilot version, covering volumes 3 and 4, and including an semi-interactive identification system, was tested in-house and will be available publicly in late 2003. Discussions are continuing with UNSW Press over electronic publication rights to volumes 1 and 2.

Plant names and plant distribution information from PlantNET were exported to the new BioNET website. BioNET provides NSW government agencies, and eventually the community, with easy access to all biodiversity information. In particular, it will provide the first integrated flora information system for NSW, drawing data from the Trust's PlantNET (and Australia's Virtual Herbarium), as well as National Parks and Wildlife Service, Forestry and Department of Sustainable Natural Resources.

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

Science Week

The Plant Sciences Branch held a 'mini' Open Day in August as part of National Science Week Program. The Open Day was organised as a 'low key' event

consisting of static displays and demonstrations by staff and volunteers and included: Banks and Solander specimens displayed alongside matching *Florilegium* plates; the bryophyte exhibition; botanical collecting techniques; the NSW Collections database; and various science publications. However, the primary focus was the Volunteer Herbarium Mounting Program. Over 90 people attended.

Plant Sciences staff also worked with Community Education to provide behind-the-scenes tours of the herbarium and Plant Sciences to groups of secondary students. Students saw historical collections and publications, as well as the molecular and electron microscopy laboratories. Even more importantly they shared the enthusiasm of our scientific and technical staff.

Sydney-based Community Education staff ran an exciting program of events for school students as part of this year's Science Week 'Science in the City', organised collaboratively with the Australian Museum, University of Sydney, University of Technology Sydney and Macquarie University. Eight sessions were run for over 60 high school students with six scientists from the herbarium taking them behind the scenes and, for the first time, a formal sensory science program was run for early childhood groups. Approximately 130 tiny tots took part.

Eureka Prize

The annual Eureka Prize Award ceremony was held in August, in Sydney. Nearly 700 scientists, science journalists, politicians and 'celebrities' were present when Director Frank Howarth awarded our second Eureka Prize, sponsored by the Friends of the Gardens, to Dr Bob Pressey from the NSW National Parks and Wildlife Service.

Radio and Press Coverage

Strong media presence for Plant Sciences continued. Fortnightly appearances on Angela Catterns' morning show on 702 ABC Radio by Dr Tim Entwisle were established, with topics such as the forgotten flora, orchids and sex, the Wollemi Pine and 'smelly' cycads. Dr Entwisle also became a regular contributor to the magazine *Nature Australia*, preparing feature articles under the banner 'Secret Life of Plants'. Trust scientists contributed to an increasing number of items for Channel 10's environment show for children 'Totally Wild'.

Wollemi Pine

The Wollemi Pine Symposium held on Threatened Species Day (7 September) attracted an audience of over 80 people. The scientific talks (including many from our own scientists) were crisp and informative, and the two panel sessions (one chaired by Karina Kelly, the other by James Woodford) stimulated debate on questions such as to why devote so many resources to one species and why stop people enjoying the sight of the Wollemi Pine growing in the wild.

Scientific staff at Mount Annan continued to publicise the Wollemi Pine, including presentations to the International Dendrology Society Australasian Conference, Australian Society for Horticultural Science Conference (keynote presentation), and Australian Institute for Horticulture Conference, as well as contributions to the Mount Annan component of the BGCI Education Conference.

Dieback Presentations

Talks were given by Dr Brett Summerell, Manager, Conservation and Horticultural Research on the impact of *Phytophthora* root rot on bushland communities in Sydney to the Volunteer Coordinators Network and the Sydney Coastal Council Group Technical Committee. The talks focussed on the effect that the disease can have on native vegetation in Sydney and how bush regeneration practices may spread the disease. A further series of three awareness-raising public events on Dieback was run through the Centre for Plant Conservation, co-sponsored by the Australian Network for Plant Conservation, Australian Association of Bush Regenerators and Sydney Harbour Federation Trust.

University Teaching

During the week 15–19 July, the joint 'biosystematics' course run by University of New England, the Trust and the Australian Museum was held at the Royal Botanic Gardens for the first time since its inception. The intensive and challenging course introduced the eight students to the very latest techniques in gathering and analysing data on plant relationships.

Science and Indigenous Knowledge

A half-day workshop, held under the auspices of the NSW Biodiversity Research Network, an interagency and university group chaired by Plant Sciences Branch

Director Tim Entwisle discussed how to integrate 'western' science with aboriginal knowledge. Participants included people from government agencies, universities, indigenous communities and the Trust. The achievements of the Biodiversity Research Network were presented, as well as perspectives on how aboriginal knowledge could better inform science, and vice versa. Emma Lee from the Aboriginal Land Council spoke about what 'knowledge' meant to aboriginal people and the difficulties in accessing and giving appropriate value to this information. Although no solutions were identified, the workshop was a welcome first step.

Fusarium Workshop

The Ninth International Fusarium Workshop was held at the University of Sydney between January 27 and 30. This workshop was convened and organised by Brett Summerell and staff in plant pathology. The conference attracted 80 participants from 25 countries and sessions focussed on identifying *Fusarium* plant diseases, particularly head blight of wheat, toxins and human disease. Staff and students from plant pathology gave a number of oral and poster presentations on their research activities.

Work with the community outside the Gardens' walls to increase the awareness and appreciation of the importance of plants.

Beyond the Gardens' Walls

A challenge for botanic gardens and other cultural institutions is to connect with all facets of contemporary society, not just those who are our traditional visitors. The Trust's Community Education Unit takes its expertise out into the community and works in partnership with schools, community groups and several government agencies to establish 'public collections of plants' (also known as communal gardens) in the urban environment. We regularly provide support to schools wishing to establish school garden clubs and the Trust's Aboriginal education officer has assisted many to establish their own bush tucker garden. We also celebrate Arbor Week off-site annually.

Arbor week was first observed in Australia at Ryde Public School on 16 July 1890. It has been celebrated in schools in NSW ever since. This year the Royal

Botanic Gardens' apprentices helped nearly 140 students at Telopea Public School build and label a garden of sensory plants. This garden comes under our 'Community Greening' partnership program with the NSW Department of Housing and is for communal use by the adjoining pre-schools and neighbourhood drop-in centre as well as the parents who live in nearby public housing. At the same time, Mount Annan staff and apprentices assisted students and teachers at Curran's Hill Public School to build a substantial native garden while Mount Tomah staff built a bush tucker garden with the school community at Blaxland Public School. All these gardens provide schools and their associated communities with places of natural beauty and wonderful outdoor learning resources. They are of added significance this year as it has become mandatory for all schools to develop school environmental management plans and demonstrate active environmental stewardship of their grounds.

September this year also brought 142 non-traditional visitors from 20 countries to our botanic gardens when we hosted the Botanic Gardens Conservation International's 5th International Congress on Education in Botanic Gardens. The variety of paper presentations and workshops gave all who attended a global perspective of our role as educators for sustainability. In addition, we strengthened our professional networks and initiated some fruitful partnerships.

Website Redevelopment

Generously sponsored by The Friends of the Gardens, our website underwent a complete redevelopment. A contents management system was installed and the information architecture was completely redesigned. The new site, which went live in June, will provide a state-of-the-art information resource for web users and an important vehicle for the Trust to promote the important scientific, horticultural and education programs of the Trust.

challenge 3

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 the 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

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

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

Interpretation Awards

This year the Trust embraced the synergies that exist between interpretation and curation of the living plant collections. The result has been a holistic thematic planning process at all three sites. This is explored in more detail in Challenge 6.

The recently completed thematic display 'Cadi Jam Ora: First Encounters' garden was awarded the Interpretation Australia Association National Award of Excellence in Heritage Interpretation in Category 2:

Media Projects. This gave national recognition that our interpretation standards and strategies are on the right track.

The Community Education Unit's school lessons also make good interpretive use of the Cadi Garden and won the Energy Australia National Trust Heritage Award 2003 in the Corporate/Government Education category for the 'Contact' program jointly organised with the Historic Houses Trust. The Contact program is a Year 7 & 8 lesson that links directly to the history syllabus. We offer it in conjunction with the Museum of Sydney Education Unit. On a one-day excursion, students experience primary and secondary source materials in displays at the Museum and come to the Gardens to:

- interact with members of the local Aboriginal community
- go on a food gathering walk and to taste plants e.g. bush honey, lilli-pillies, and animal foods such as leather jacket cooked in paper bark
- experience, first hand, the life of a convict by helping to build a wooden fence (with staff role playing in military uniform).

Interpretation also underpinned the review of the Terrace Garden at Mount Annan. Surveys were conducted with visitors, volunteer guides, staff and participants of the BGCi Education Congress to determine how best to refurbish this display and make

it relevant, with compelling messages for today's visitors.

The new display has a working title of 'Connections Garden' and is to be a 'roofless museum' made up of 'rooms' and 'corridors', vistas and open spaces that entice visitors to discover and explore the interconnectedness of humans with the natural world. The concept and preliminary design have been endorsed by the Trust's Botanic Gardens Committee.

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

Thematic Planning

Royal Botanic Gardens Workshops were held for horticultural staff and stakeholder groups, where statements of purpose for the Royal Botanic Gardens and its precincts were proposed, and resulting strategies developed to address those purposes. A new thematic plan was then prepared and signed off by the Trust Botanic Gardens Committee for presentation to the Trust in August 2003.

Mount Tomah Botanic Garden The Thematic Plan for Mount Tomah was reviewed. Workshops were held as part of the review process with the revised plan due to be presented to the Trust Botanic Gardens Committee in September 2003.

Mount Annan Botanic Garden The Terrace Garden redevelopment team produced a major new plan for the use of this site (see above for detail).

challenge 4

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 corporate support services. We need to explore the potential for further collaborations which will enable us to better inspire the appreciation and conservation of plants, and which may reduce the cost of the work we do now. We need to look for opportunities to collaborate to help all parties meet their needs.

KEY STRATEGIES

- **Identify and engage collaborative partners for the Centre for Plant Conservation.**
- **Review the need for Memorandums of Understanding with natural resources agencies where we have a close working relationship.**
- **Take an active role in national and international programs related closely to our mission.**
- **Develop a partnership with the Department of Housing, companies and individuals to work with less advantaged communities to develop community gardens.**

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

Partnerships

The alliance established in 2001 with the Australian Network for Plant Conservation and the Australian Association of Bush Regenerators continued with successful public seminars on 'Community perceptions of bushland' and 'Urban stream management'. The Centre also acted as a hub for the organisation of the three special awareness-raising public events on *Phytophthora* (Dieback Disease), co-sponsored by the above three organisations and the Sydney Harbour Federation Trust.

A grant-funded project with NSW National Parks and Wildlife Service will develop a trial set of assessments

of biodiversity on private lands in north-western New South Wales that have Wildlife Refuge status. The project starting date was delayed due to drought, but has now commenced. In addition to providing much-needed data on off-reserve conservation of native vegetation, this project will also allow the trialing of service and information modules for landowners that will result in close and ongoing relationships with the Trust.

The Centre made significant input to the national work of the Australian Network for Plant Conservation (ANPC) Inc., the peak non-Government body in this field. The Trust was well-represented by staff attending and presenting at the 2003 ANPC National Conference in Geelong, it has two staff involved with the preparation of the ANPC's revised national Guidelines on translocation of Threatened Plant Species, and there are two staff members (in individual capacities) on the ANPC national management committee.

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

NSW Biodiversity Research Network

In addition to initiating a review of our Memorandum of Understanding (MoU) with the NSW National Parks and Wildlife Service, the Trust played a lead role in the development of the NSW Biodiversity Research Network (BRN). This network is seen as an alternative to a complex system of MoUs in the area of biodiversity research. The Trust continued to chair the Network, which now includes representatives of NSW Agriculture, Zoological Parks Board, Royal Botanic Gardens and Domain Trust, Australian Museum, NSW National Parks & Wildlife Service, Department of Land and Water Conservation, State Forests of NSW, CSIRO, Macquarie University, University of Wollongong and University of Sydney. Over three hundred people registered their interest in the BRN, and the list is steadily growing. BRN stakeholders include academic teachers, researchers and students, government researchers and natural resource managers, biotechnology and agricultural researchers, private consultants, members of scientific societies and community groups, indigenous people, farmers, fishers, zookeepers, aquarists, and interested bystanders. A website was launched and a *Framework for Biodiversity Research in New South Wales*

2003–2007 was approved for release by organisations represented on the steering committee. Final editing and production will be completed in August.

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

International Science and Biodiversity

The Trust sought a higher profile in international science and biodiversity issues, including productive meetings with Dr Rita Colwell, CEO of the USA National Science Foundation, and US Senator Barbara Mikulski. Through leadership roles in peak botanic gardens and herbarium councils, the Trust worked with Environment Australia to initiate a national response to the Global Strategy for Plant Conservation.

The Trust continued negotiations with the Royal Botanic Gardens Kew (UK) to establish a partnership with the Millennium Seed Bank, resulting in expansion of the NSW Seedbank and associated research.

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

Community Greening

The Community Greening partnership between the Trust and NSW Department of Housing (DoH) received external funding from the Premier's Department's Community Solutions Fund to enable further expansion for at least two years. There are now two full-time education horticulturists employed on

the program and the Trust is currently involved with 42 community gardens either in development or established on DoH or council land, in churches and schools throughout NSW. The additional funding has enabled the program to be extended to include people with specific disabilities. For example:

- HIV-positive people at ACON sites in Wentworthville, at Westmead, Waterloo and Emerton.
- adults with addictions at the Charles O'Neill House Darlinghurst, where a rooftop garden is being developed.
- youth in crisis at the Miller Youth Centre.
- males suffering dementia from AIDS, at The Bridge, a RPAH facility where a containerised garden is being established.

Community Greening now has its own dedicated vehicle — covered in logos of the various sponsors who contribute seeds, plants, landscape materials, signage, water-saving devices etc for use by community groups.

The Trust hosted the award ceremony of the NSW Department of Housing's Green Thumb Gardening competition. Over 800 entries were received. Four Trust horticulturists were selected from the 38 semi-finalists, the 19 regional finalists and final four overall winners in each category.

The relevance of Community Greening to community renewal was acknowledged with a Silver Award in the Social Justice Category in the NSW Premier's 2002 Public Sector Awards. The Community Greening display in the Horticultural Pavilion at this year's Royal Easter Show attracted over 150,000 visitors.

challenge 5

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

We strongly value the passionate and creative contributions that our staff, volunteers and Friends make to the organisation. Our goal is to maximise the cooperation and collaboration of these key groups through a strategic approach to learning and development, occupational health and safety and equity and diversity. We continually strive for a culture of creative solutions underpinned by sound business skills.

See the 2002–03 Annual Report Summary for details of Community Support.

KEY STRATEGIES

- **Implement the GardenSafe occupational health and safety strategy.**
- **Review the results of the staff attitude survey and implement changes to address identified issues.**
- **Establish a training fund, overseen by a training planning and review group, that clearly meets organisational needs for vocational and discretionary training.**

VSA Shared Services

The Royal Botanic Gardens and Domain Trust is a partner in the Visitor Service Agencies (VSA) Shared Services arrangement with Tourism New South Wales and Centennial Park and Moore Park Trust. The arrangement, which delivers corporate services to the participating agencies, commenced on 1 September 2001 for an initial term of 3 years. It is governed by a Cooperation Agreement with the delivery of services measured by a multi-layered Service Level Agreement.

The four main objectives of the Shared Services Group during the 2002–03 year were:

- the implementation of an effective shared services staff structure (completed)
- the review of the compliance and management framework (completed)
- to increase efficiency through process and system improvements (ongoing, significant progress in 2002–03)

- to improve communication with key stakeholders (ongoing, significant progress in 2002–03).

Human Resource Services

The delivery of HR Services within the VSA agencies has completely evolved during the past 12 months as the Shared Services Group has developed its strategic capacity. Some of the key achievements have been:

- the development of an Occupational Health and Safety Risk Management Plan for 2003–2006 to support the establishment of an effective OHS&IM System in line with best practice principles
- the development of a Learning and Development Plan for 2003–2004, aligning learning and development strategies with business objectives
- the development of a new performance system which is being trialed and evaluated in three areas of the organisation
- the development of an RBG Equity and Diversity Plan in accordance with the EEO Outcomes Framework for the NSW Public Sector
- the implementation of the Employee Self Service Kiosk and the re-engineering of associated VSA HR /Payroll processes for best practice.

Employee Self Service

The VSA embarked on a joint project to introduce Electronic Self Service facilities (ESS) across its three Agencies: the Royal Botanic Gardens and Domain Trust, Tourism New South Wales, and Centennial Park and Moore Park Trust.

The project entailed the implementation of the CHRIS KIOSK product in the VSA agencies and the re-engineering of VSA HR/Payroll processes to:

- provide VSA employees with improved access to their HR/Payroll details
- provide streamlined processes for handling HR/Payroll processes such as leave applications
- reduce the transaction processing workload of the HR group to allow HR personnel to make a greater contribution to strategic and value-added customer activities.

The major success of the project has been the implementation of ESS to provide staff with on-line access to view and change personal details and view

leave balances. Future plans are to extend the range of ESS facilities available to staff.

Information Technology Services

The 2002–03 year was a milestone year for VSA IT Services. It saw the completion of the Virtual Multi Agency Network ‘VMAN’ project, an ambitious six-phase plan covering both business solutions and the underlying technology infrastructure that was forecast in the 2001–2004 IM&T Strategic plan.

Projects completed during the past year focused on three primary priorities, aligned to whole of government objectives. They are:

- an environment that supports corporate services reform
- creating systems that can deliver, or be interfaced easily to a web-driven electronic service platform
- addressing shortcomings in existing systems that prevent the effective delivery of core agency services.

Projects established higher quality services in the areas of internet access, financial, IT and HR systems, and our achievements to date support corporate services reform through the adoption of common standards, an inter-agency network, the development of a common desktop standard, and ‘universal’ access to core systems.

This past year has also seen for the first time since the commencement of the VSA, the re-tendering of the Helpdesk and Network Support Facilities. After an extensive evaluation process under the guidance of an independent probity officer and the State Contracts Control Board, the tender was awarded to Datacom who commenced at the end of March 2003 for an initial term of two years.

Finance Services

The VSA Finance Services team has focussed on establishing improved access to financial information by budget holders in 2002–03. Some of the activities in this area have included:

- the redefinition of the analysis codes in the SUN FMIS to facilitate data extraction and report generation
- the deployment of financial reports electronically, including the facility to access financial management reports via the VSA Intranet

- the extension of direct data enquiry capability to senior budget holders using the Vision Executive reporting tool.

Budgetary and financial controls have been evaluated in the 2002–03 financial year by VSA Finance in conjunction with the annual audit review of finance functions. This evaluation has provided direction for the establishment of a program of improvements to the risk environment to be implemented in 2003–04.

Implement the GardenSafe occupational health and safety strategy.

Occupational Health and Safety

The Royal Botanic Gardens and Domain Trust is committed to providing a safe workplace for its staff and visitors. The past 12 month’s focus has been on improving staff consultation and managing risks to comply with the Occupational Health and Safety Act 2000.

A team-based risk assessment plan has commenced where work groups compile their own risk identification and control strategies. Training has been divided into statutory and risk management training with funding allocated to ensure all statutory needs are met and staff have skills to address high risks. SafeMates and tool box talks continue to influence cultural behaviour and improve team safety attitudes.

Rewards are always popular and the ‘Safety’ BBQs continue to be a popular reward for achieving accident free days. The employee representatives on the OHS consultation committees are for two-year terms and the recent elections have found new faces and enthusiasm. The Critical Incident Plans are continually revised and improved. Regular drills and the development of the Emergency Procedures Card with essential information have been included in the education plan. A GardenSafe safety culture survey was performed. The results indicated positive attitudes toward safety in its promotion, commitment, personal responsibility, knowledge and practice.

Improving knowledge of OHS is the key to improving safety behaviour and recent workshops on OHS legislative requirements and the formulation of a new three-year strategic plan will ensure a best practice approach to further developments in managing health and safety. A draft best-practice injury management policy and procedures is currently in the staff consultation phase.

Safety Statistics

The safety statistics have continued to improve against the key performance indicators. Treasury Managed Fund have released the following figures:

Year	99-00	00-01	01-02	02-03
Number of Workers Compensation Claims	58	46	38	17
Cost per claim per employee	\$1460	\$660	\$399	\$228
Ranking of organisation against all government agencies	111/122	102/118	79/111	81/111

The Lost Time Injury Frequency Rate (LTIFR) has continued to decrease over time. This is a good indicator of less accidents.

Year	1997	1998	1999	2000	2001	2002	2003
LTIFR	69.5	56.6	65.7	41.8	26.9	28.01	25.04

This is a monthly average of the hours lost from work through injury, which also shows a significant improvement over the past 12 months.

Year	2000	2001	2002	2003
Hours lost per month	67.09	97.32	62.18	29.77

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

Client Satisfaction Survey

The VSA Shared Services Group is committed to ensuring that its delivery of Finance, Human Resource and Information Technology Services meets the needs and expectations of its client agencies. In June 2003 the Shared Services Group undertook an on-line Client Satisfaction Survey to measure its performance in the achievement of that objective. The results are currently being analysed.

Establish a training and development plan.

Learning and Development

After extensive consultation with key stakeholders, a 12-month training and development plan has been developed. The plan supports corporate strategies and targets building and enhancing skills in a number of areas including client service, people and team management, project and contract management, creative thinking and innovation.

Information Technology Training

The Strategic Information Technology (IT) Training Program provided training in a range of IT applications with the aim of improving the skills of staff in utilising the technology-related tools available to them. Staff participated in an on-line survey to evaluate the program over the last 12 months and a needs analysis was also conducted for future training requirements. The findings will form the IT Training Plan for the next 12 months.

Performance Management

A working party was established to review the performance management and development system. A new system has been developed which aims to create a framework which will improve communication and enhance working relationships. The major purpose of the system is to support, recognise and value the employee achievements and their contribution to the success of the organisation. The new system will be trialed and evaluated in three areas of the organisation.

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

- **Prepare a conservation management plan for the Royal Botanic Gardens and Domain.**
- **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.**
- **Review our major businesses to ensure that they are providing the best possible return to the Trust without compromising our core values.**
- **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.**
- **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.**

Prepare a conservation management plan for the Royal Botanic Gardens and Domain.

Conservation Management Plan

Consultant Conybear Morrison and Partners were commissioned to prepare a conservation plan for the Royal Botanic Gardens. A community/stakeholder consultation was held to fulfill NSW Heritage Office requirements for consultation. Interviews and consultation with elders and members of the Metropolitan Aboriginal Land Council were conducted to ensure that Indigenous history and heritage is incorporated into the overall approach to heritage conservation. A final report is expected to be submitted in July 2003, following delays in

submissions from sub-consultants concerning trees and Aboriginal archaeology.

Review the curation 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.

Collections Management

The implementation of the Collections Management System (NSWLIVE) continued. Training in database access was provided for most horticultural staff as well as several executive staff. Several horticultural staff have now been provided with database editing access and training. The range of reports available for horticultural needs was expanded. A working group, established to review portable data collection systems for use by horticultural staff, recommended that the barcode system in use at our Mount Tomah nursery be expanded across all nurseries. Replacement data collection devices and software are being assessed to establish the most effective system to match or exceed existing specifications current at the Mount Tomah site.

Review our major businesses to ensure that they are providing the best possible return to the Gardens without compromising our core values.

Retail Operations

A review of retail reporting procedures to the Trust has provided for a more accurate picture of the financial performance of the Trust's retail businesses.

The Retail Business Plan for Sydney Gardens Shop was completed for years 2003–2008. This will be followed by a Strategic Product Development Program for 2003–2005 and a Business Plan for both Mount Annan and Mount Tomah shops.

The Retail Steering Committee continued to meet throughout the year to review financial performance, operational activities, buying and product development.

Restaurants

The refit of Mount Tomah Restaurant was completed. Following the reopening there has been a number of reviews undertaken by areas of the media, all highlighting the improvements and further promoting Mount Tomah Botanic Garden. A fitout of the kiosk was also completed and it was opened for trading in

March 2003. Initially the kiosk will be opened on weekends, school holidays and high visitation days. Management of the restaurant will be developing a new marketing plan to promote the facility during the forthcoming year.

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

Asset data collection for all three botanic gardens was completed and data is being configured within the Mainpac Asset Management System. Mainpac will become the Trust's official source of depreciation data from October 2003. Preparation of asset maintenance strategies for each Garden commenced, with a target completion date of November 2003. These strategies will form the basis for total lifecycle maintenance programs for all asset classes. Mainpac will facilitate the implementation of such maintenance programs and their ongoing management. Part of the task of preparation of the new asset maintenance strategies will involve the development of procedures to ensure that plant and equipment are turned over at optimal intervals and buildings do not deteriorate.

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

Preserved Plant Collections

A needs analysis was prepared for the herbarium and associated research, resulting in a capital funding bid to expand the collections and laboratory space. This bid was unsuccessful and alternatives for expansion will have to be sought in the next five years. Enhanced curation of the collection was linked to the Australia's Virtual Herbarium project, resulting in improved standards of care and retrieval as benchmarked annually against other Australian herbaria. Integrated Pest Management in the herbarium collection was improved by upgrades to the air-conditioning system. There were fewer reported incidences of herbarium pests compared with last year, and further improvements to the air conditioning system should result in even better control of the herbarium environment.

Australia's Virtual Herbarium (AVH)

Nearly 70,000 herbarium specimens were databased in the second year of Australia's Virtual Herbarium (Stage 1), a five-year, \$10 million national project to database and make available on the internet specimen information from all major State and Territory herbaria. Funding for the first two years was provided through a State Government enhancement bid of \$400,000 per annum. The next two years will be funded through Commonwealth and private money managed by the national AVH Trust.

milestone projects

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 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 features of the Gardens which are otherwise unavailable to the public.

PROJECT REPORT

After a series of functional analyses and design reports from both DPWS and Hassell, it was concluded that the best order of refurbishment for the 3 depots would be: (1) domain depot; (2) central depot and nursery; and (3) northern depot (removal).

The Domain depot was refurbished in 2000–01 with a focus on facilities for technical services and infrastructure functions. This has given considerable gains in both productivity and safety through centralisation of infrastructure, stores and hardscape functions as well as removing considerable pedestrian/traffic conflicts from the Central depot.

The central depot is still awaiting further funding for both the detailed design and implementation phases. The removal of the northern depot is dependent on expanded staff facilities in the new central depot.

NEW FUNCTIONS, NEW LINKAGES: revitalising the Tropical Centre

The Tropical Centre in the Royal Botanic Gardens is being redeveloped into a controlled-climate complex. This will enable the Trust 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

While the whole infrastructure has been undergoing capital work enhancements, the Tropical Centre foyer has been utilised by a number of Sydney plant and garden societies to promote their horticultural passions. Displays of orchids, bonsai, bromeliads, Ikebana and succulents were but some of the public programs on offer.

This year the Trust also hosted 'Gardens for the Future', a three-day exhibition in the Tropical Centre in conjunction with a number of other organizations such as the EPA and Sydney Water, to promote sustainable horticulture. The exhibition featured information regarding predatory pests, common plant diseases, worm farming, water conservation, reduced pesticide use, composting, soils and organic farming. Volunteer guides also offered free guided tours to the Trust's vertical composting unit and other aspects of the site illustrating the sustainable horticulture theme. The display received good media coverage in metropolitan press and radio.

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

Plant conservation is a central role for botanic gardens and the development of a Centre for Plant Conservation 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 Centre for Plant Conservation completed its second year, providing a stronger focus for the broad range of conservation programs run by the Trust, and linking them more closely to the activities of other natural resource agencies and the wider community. Extension activity concentrated on strengthening links and alliances of interest with a variety of government agencies and community groups.

A two-day scientific workshop on 'The consequences of habitat fragmentation', was attended by over 100 plant and animal researchers and students, with some 32 papers and 30 posters presented. The coordinator of the centre represented the Trust at stakeholder meetings for the three Sydney Area Catchment Blueprints, and facilitated funding applications through the catchment mechanism by various Trust work units.

As part of the Trust's website redevelopment, the centre's pages now reflect a wider range of Trust conservation activity, and provide a comprehensive

range of information and site links for plant conservation in Australia. A new feature is a compilation of resources on the conservation of the much-neglected cryptogams (mosses, algae, lichens and fungi).

MOUNT TOMAH 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 Spur 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 Spur and will deliver programs to visitors which draw on both the natural and the cultivated environment.

PROJECT REPORT

Fleetwood Engineering was selected to design and construct a bridge of steel with timber decking. The design was given Development Approval by BMCC in January 2003, and final design approval from RTA was received in June 2003. Fabrication of the bridge commenced in June and installation is scheduled for October 2003.

APPENDIX A

human resources information

Chief and Senior Executive Officers				
Level	Total CES/SES 1999–00	Total CES/SES 2000–01	Total CES/SES 2001–02	Total CES/SES 2002–03
6				
5				
4	1	1	1	1
3				
2	1	1	1	1
1	1	1	1	1
Total	3	3	3	3

Staff Numbers				
Job Classification	1999/00	2000/01	2001/02	2002/03
Clerical/Administrative				
Grade 10 +	9	7	10	8
Grade 3 to 9	35	32	44	43
Less than Grade 3	20	25	23	24
Specialist professional (science based)	18	20	24	24
Professional other	16	14	15	18
Professional support	44	41	54	50
Horticulturists and other trades	158	158	162	148
Service etc	4	4	4	4
All other staff	0	0	0	0
Total	304	301	336	319

Trends in the Distribution of EEO Groups					
EEO Group	Benchmark or Target	2000	2001	2002	2003
Women	100	105	106	104	105
Aboriginal and Torres Strait Islanders	100	NC	NC	NC	NC
People whose first language was not English	100	94	98	102	101
People with a disability	100	102	102	102	105
People with a disability requiring work-related adjustment	100	NC	NC	NC	NC

Notes 1. Staff numbers are as at 30 June. 2. Excludes casual staff. 3. A Distribution Index of 100 indicates that the centre of the EEO distribution across salary levels is equivalent to that of other staff. Values less than 100 mean that the EEO group tends to be more concentrated at lower salary levels than is the case for other staff. The more pronounced this tendency is, the lower the index will be. In some cases the index may be more than 100, indicating the EEO group is less concentrated at lower salary levels. The Distribution Index is automatically calculated by ODEOPE software. 4. NC = Not Calculated. The Distribution Index is not calculated where the estimated number of staff in an EEO group is less than 20.

Number of Female Officers in SES Positions for Current and Reporting Years			
1999–00	2000–01	2001–02	2002–03
Nil	Nil	Nil	Nil

EEO Statistical Information					
Trends in the Representation of EEO Groups					
EEO Group	Benchmark or Target	2000	2001	2002	2003
Women	50%	36%	36%	38%	41%
Aboriginal and Torres Strait Islanders	2%	1.6%	1.4%	1.3%	0.5%
People whose first language was not English	19%	9%	8%	8%	8%
People with a disability	12%	12%	10%	9%	9%
People with a disability requiring work-related adjustment	7%	1.9%	2.2%	2.1%	2.2%
Total Staff		304	301	336	319
Response rate		84%	81%	77%	77%

Equal Employment Opportunity

We actively support EEO principles. During the year the following EEO outcomes were achieved:

- employment policies and procedures are continually reviewed to ensure compliance with EEO standards
- another active and successful year for the Spokeswomen's Program
- flexible working arrangements available to all staff
- recruitment strategy included employing EEO group members in the apprenticeship program.

An Equity and Diversity strategy has been developed for the next twelve months and includes the following goals and strategies:

- review and update policies and procedures for workplace harassment and grievance resolution
- explore opportunities to extend the Spokeswomen's Program across the three Visitor Services Agencies
- conduct Selection Committee training including EEO principles and merit based selection
- review separation and exit procedures

- design and conduct a staff survey on discrimination, grievances and harassment in the workplace
- review recruitment and selection process to maximize opportunities for applicants from EEO groups
- recruitment strategy for the apprenticeship program will include recruiting from EEO groups
- pilot a new communication and planning system
- ensure measurable EEO accountabilities are included in the performance agreements of all managers, senior executives and Chief Executive Officers.

Monetary Amount of Recreation Leave and Long Service Leave Entitlements

As at 30 June 2003

Recreation Leave	\$1,067,455
Long Service Leave	\$2,895,636

Exceptional Movements in Wages, Salaries and Allowances

The New South Wales Industrial Relations Commission, on 6 December 2001, made the Crown Employees (Public Sector – Salaries January 2002)

Award. The Award provides for a 4% increase in salaries effective from 3 January 2003. Staff employed under the Crown Employees (Royal Botanic Gardens and Domain Trust Mechanical and Trades Staff) Award also received a 4% increase in salaries effective from 3 January 2003.

The Statutory and Other Officers Remuneration Tribunal made its 2002 annual determination in relation to the Chief Executive and Senior Executive Service. The tribunal determined that a 4.3% increase in the minimum and maximum remuneration range of each eight SES levels was to take effect on and from 1 October 2002.

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:

- review of the Trust's Ethnic Affairs Priorities Statement and development of an Action Plan which were both forwarded to the Community Relations Commission for consideration
- identification of the Trust's commitment to EAPS and the removal of barriers to access to employment, services and facilities in the Corporate Strategic Plan 2003–2005
- provision of information about culturally appropriate language and terminology on the Trust's intranet for all staff to access
- ensuring the ability of all front-line staff to access and use interpreter services
- provision of information about the Trust's Ethnic Affairs Priorities Statement on the Trust's website
- consideration of cultural diversity in the development and review of horticultural thematic plans and the development of specific proposals for plant displays that will reflect cultural diversity
- incorporation of cultural diversity considerations in relevant contracts/agreements
- consultation with people from diverse cultural backgrounds in event planning
- inclusion of people from a range of cultural backgrounds in visual images of the Trust's activities

- 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
- supervision of international students on research projects
- providing 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 grievance, and guidelines to eliminate harassment and discrimination.

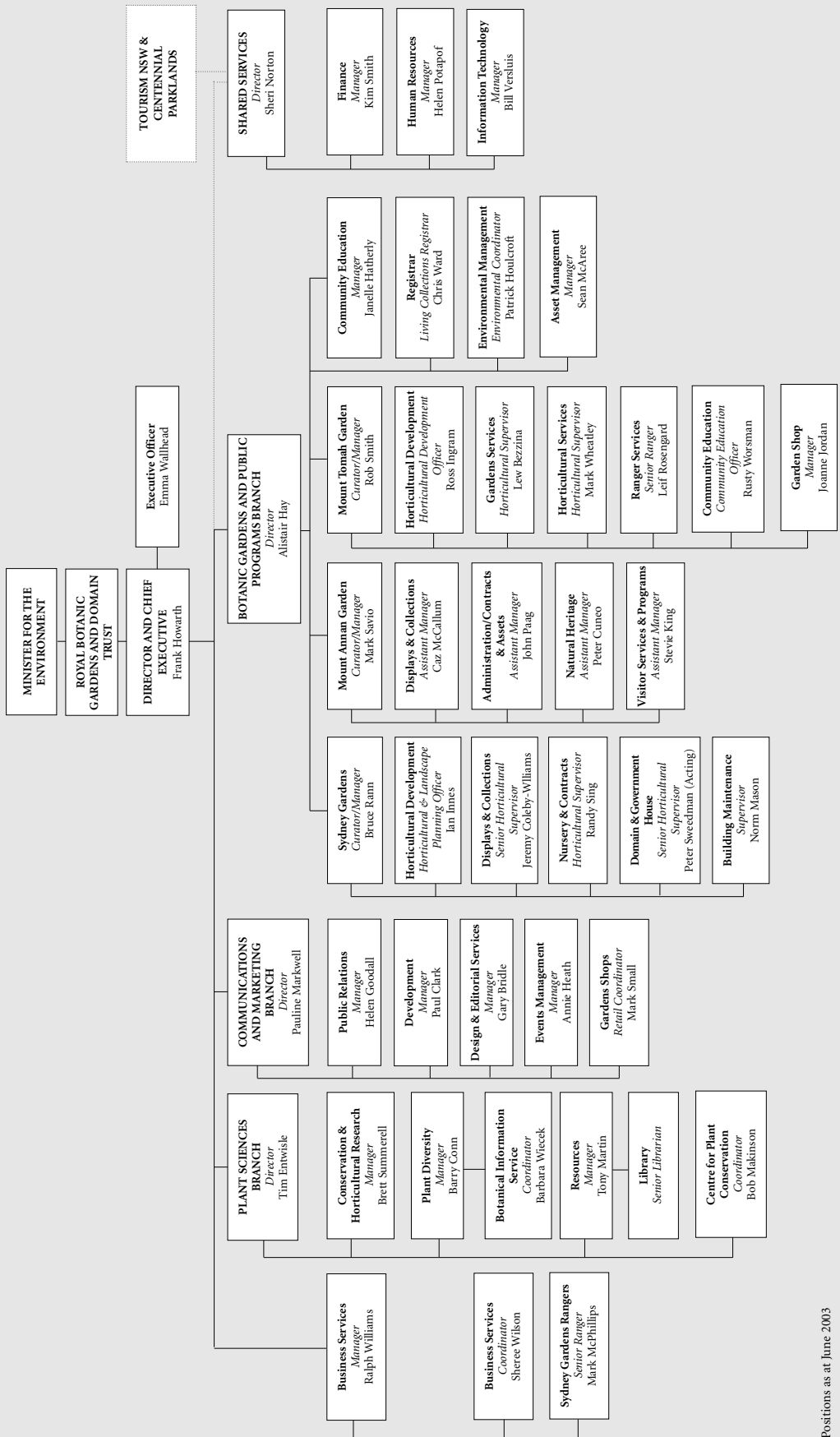
Disability Access

The Trust is committed to taking positive action to facilitate access to all of its sites and services for people with a disability. Progress during 2002–2003 included:

- identification of the Trust's commitment to disability access in the Corporate Strategic Plan 2003–2005
- commencement of a review of the Trust's Disability Action Plan in accordance with the New South Wales Government's Disability Policy Framework for implementation in 2003–2004
- identification of a priority for capital works in 2003–2004 for adjustments to facilitate access for people with a disability to the Royal Botanic Gardens
- identification of wheelchair access points in publications, on signage and on the website
- provision of support and adjustments where necessary for staff with a disability
- participation in the NSW Apprenticeship Program for People with Disabilities
- attendance at the City of Sydney Access Forums
- review of parking available for people with a disability

The Trust will be reviewing its Ethnic Affairs Priorities Action Plan early in 2003–2004.

Royal Botanic Gardens & Domain Trust organisation structure



Positions as at June 2003

APPENDIX B

other statutory information

Provision Of Information Services

Gardens Shops and Visitor Centres The Gardens 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	2001–02	2002–03
Inquiries in person	447	531
Inquiries by mail	1353	1198
Inquiries by telephone	1841	1487
Inquiries by internet	352	635
Requests for electronic data	16	26
Specimens identified	7099*	5246*

* Including specimens identified as part of the NSW Vegetation Mapping Program contract with Department of Infrastructure, Planning and Natural Resources (formerly DLWC). Amount billed \$25,461 (excl. gst)

Consumer Response

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

Royal Botanic Gardens and Domain On 52 occasions feedback was received covering a number of issues including toilet facilities, birdlife in the kiosk area, disabled access, aggressive and noisy joggers/exercisers, the standard of garden displays, public safety, customer service, signage, the flying fox colony and safety along Mrs Macquaries Road. Steps taken to address all of these concerns include: a close look at improvements for disabled access across the site; the

implementation of a more regular toilet cleaning regime; a tight regime of table clearing in the kiosk area to discourage ibis; increased information and directional signage; and more regular ranger patrols along Mrs Macquaries Road.

Mount Annan Feedback was received on only three occasions. The main area of concern related to the cost of entry to the Mount Annan Botanic Garden. Entry fees have been charged at the botanic garden since its opening in 1988. The fees are currently \$4.40 per adult, \$3.30 per Seniors Card holder and \$2.20 per child or concession holder. There is also a family ticket (\$8.80) for two adults and two children. The fees charged at the botanic garden remain less than other private gardens and family attractions which apply full commercial rates. All monies collected as entry fees are re-invested into the maintenance and development of the botanic garden.

Mount Tomah Feedback was received on six occasions. The large majority raised concerns over the restaurant service and prices. In response, the licensee is looking closely at making his prices more competitive in addition to giving us an assurance of higher standards of service.

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 2002, and *Summaries of Affairs* were gazetted on 31 December 2002 and 30 June 2003.

Consultants

Consultancies equal to or more than \$30,000

Category	Consultant	Title/Nature	Cost
Information Technology	SMS Management & Technology	Website development	\$70,195

Consultancies less than \$30,000

Three other consultants were engaged for a total of \$21,402.

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 by the Gardens 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.rbgsyd.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) \$10.95

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

FUNDING TO TRUST

Australian Biological Resources Study

Dr Surrey Jacobs — *Flora of Australia* manuscript for Stipeae \$12,000

Dr Surrey Jacobs & Joy Everett — *Flora of Australia* manuscript for Agrostis \$2,600

Dr Peter Wilson — Defining generic limits within the *Chamelaucium* alliance (Myrtaceae) \$40,000 (1st year of 3-year \$118,000 grant)

Dr Tim Entwisle and Dr Stephen Skinner — Taxonomic revision of *Oedogonium* (Chlorophyta) \$30,000 (2nd year of 3 year \$75,000 grant)

Commonwealth Department of Education, Science and Training

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

Nikola Streiber — International Postgraduate Award: living allowance \$18,200 (3rd year of 3-year \$54,600 grant)

Community Access to Natural Resources Information (CANRI)

Dr Tim Entwisle and Nick Yee — ALGKEY — Interactive key to the genera of freshwater algae in NSW \$50,000

Louisa Murray — HerbLink project: Electronically scanning herbarium collections from NSW \$57,000

Department of Infrastructure, Planning and Natural Resources (DIPNR) (formerly Department of Land and Water Conservation)

Dr Barry Conn and Barbara Wiecek — Plant identification for native vegetation mapping \$50,000 (3rd year of 3-year \$ 150,000 grant)

Dr Brett Summerell — Mapping validation \$112,000 (2nd year of 3-year \$336,000 grant; delayed start)

Dr Surrey Jacobs — Biological assessment of wetlands: testing techniques \$8,000

Hermon Slade Foundation

Dr Elizabeth Brown — Relationships of the Austral family Lepidoziaceae \$18,500 (1st year of 3-year \$56,000 grant)

Edwin Wilson and Phil Spence — Establishment of a breeding and propagation program of *Latouria* type high-altitude hybrids of New Guinea dendrobiums \$20,500 (1st year of 3-year \$61,550 grant)

Dr Darren Crayn & Dr Maurizio Rossetto — Evolution and conservation genetics of Australasian Eleocarpaceae \$29,490 (1st year of 3-year \$90,000 grant)

Dr Cathy Offord — Seed development of the Wollemi Pine \$12,000 (1st year of a 2-year \$24,556 grant)

Dr Alan Millar — Marine Benthic Algae and Invertebrates of Southern NSW \$11,000 (1st year of 2-year \$23,000 grant)

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

Hermon Slade Orchid Fund

Lotte von Richter, Dr Cathy Offord and John Siemon — Improved orchid seed storage techniques \$8,000

NPWS, Northern Zone

Dr Maurizio Rossetto — Establish a microsatellite library for *Acronychia littoralis* \$8,000

NSW Biodiversity Strategy

John Benson — Plant community classification project \$29,700 (2nd year of 2-year \$67,320 grant)

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

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

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

Dr Tim Entwisle, Dr Stephen Skinner with David Eldridge (DIPNR) — Guidelines for monitoring non-vascular (non-marine) plants \$64,000

NSW State Government Enhancement

Dr Tim Entwisle — Australia's Virtual Herbarium \$400,000 (2nd year of 2-year \$800,000 grant; next 2 years to be funded by the Commonwealth and private sector)

Pacific Biological Foundation

Dr Barry Conn — Interactive identification keys to the common trees of PNG \$15,000 (1st year of 3-year \$45,000 grant)

Royal Botanic Gardens and National Herbarium Research Fund

Prof. John Thomson — Research on *Pteridium* \$480

Dr Alistair Hay — Completion of technical work for revision of *Alocasia*, *Schismatoglottis* and *Homalomena* (Araceae) for Flora Malesiana \$5,562

Karen Wilson & Kioumars Ghamkar — Phylogenetic study of the tribe Abilgaardieae using molecular and SEM data & laboratory consumables \$4,000

Society of Wetlands Scientists Mid Atlantic Chapter

Joanne Ling — Student Travel Grant to attend 24th Annual Meeting in New Orleans, Louisiana USA in June 2003 \$1,500

FUNDING TO PARTNER ORGANISATIONS

Australian Centre for International Agricultural Research

Dr Brett Summerell (with University of Sydney) — Diagnosis and control of soil-borne diseases in Indonesia \$133,333 (3rd year of 3-year \$400,000 grant to University of Sydney)

Australian Research Council

Dr Peter Weston (with University of Western Australia, AGWEST, National Parks and Wildlife Service, Australian Museum, Botanic Gardens & Parks Authority) — A biological basis for efficient breeding of native plants for exports: Australian Goodeniaceae \$57,231 (1st year of 3-year \$158,000 grant to the University of Western Australia)

Dr Alan Millar (with La Trobe University) — Non-geniculate coralline algae \$50,000 (3rd year of 3-year \$150,000 grant to La Trobe University)

APPENDIX E

environmental management report

Statement of Environmental Commitment

The Trust has developed a Statement of Environmental Commitment underpinned with a philosophy which will ensure that our organisation:

- displays a clear commitment to environmental best practice
- applies environmental guidelines to all decision making
- establishes environmental best practice criteria and benchmarking when negotiating partnerships and contracts
- is as environmentally sustainable as possible in all our operations.

Towards Sustainable Horticulture

Towards Sustainable Horticulture charts a two-year plan to ensure best and most sustainable management in the following areas: pesticide minimization, weed management, water conservation, soil care, and collections management.

Currently, as part of this strategic plan, the Trust is conducting a 12-month trial based on minimal use of pesticides, and avoiding all pesticides over schedule 5 rating in our management of the public garden displays. Results of this trial will be assessed and promoted in October 2003. The Trust has also implemented a trial to eliminate the soil-borne disease *Armillaria* in the Spring Walk in the Royal Botanic Gardens and is more actively promoting sustainable initiatives to the public via on-site signs explaining the initiatives that we have adopted.

Energy Management

In May 2001, the Trust entered into an Energy Performance Contract (EPC) with Tarong Energy to carry out a range of energy-saving projects mainly in the Brown Building at the Royal Botanic Gardens. With an EPC, Treasury advances the Trust funds to carry out the work and the loan is repaid over 5 years out of the savings. The savings are guaranteed by the contractor.

Tarong Energy guaranteed energy savings of \$19,000 per annum with a power saving of 328,800 kwh which is equivalent to a greenhouse emission savings of 325 tonnes of carbon dioxide per year.

In the first year the Trust exceeded these estimates, with energy savings of 421,266 kWh equivalent to emission savings of 416 tonnes of carbon dioxide and a financial saving of \$28,482. The Trust is currently looking at additional Energy Performance Contracts to further reduce our consumption.

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

Fauna Management

- The Trust continues to support fauna research that will assist in fauna management, as well as provide study opportunities for students. The information gathered is also of value to NSW National Parks and Wildlife Service and other agencies. In this reporting period there has been post graduate and graduate level research undertaken on Australian White Ibis pathology and Grey-headed Flying-fox response to non-harmful water sprinkler disturbance and their roosting patterns.
- Grey-headed Flying-fox numbers continue to increase in the Royal Botanic Gardens, and significant damage to the living collections has taken place.
- Australian White Ibis numbers are escalating in the Royal Botanic Gardens and across the metropolitan area. The Trust is managing the ibis population so that the ibis do not impact on amenity and public safety in the Gardens.

Water Management

- In response to the severe drought experienced over this reporting period, the Trust has adopted a range of water conservation and management practices that ensure both a reduction in water consumption and an opportunity to promote to the public water saving practices. Of most significance were the self imposed restrictions, whereby the Trust strictly adhered to the Sydney Water voluntary restrictions.
- The Trust has installed capillary matting in sections of the Nursery of the Royal Botanic Gardens, generating significant reduction in water use.

- Streamwatch, the Sydney Water coordinated statewide water testing and environmental training program is running at the three botanic gardens, assisting site management by ensuring awareness of water quality and the potential adverse impacts by horticultural operations.
- Algal blooms continue to be a warm season problem in the Royal Botanic Gardens, especially as a result of high nutrient input from Grey-headed Flying-fox and ibis faecal matter.
- An unexpected outcome of the drought conditions during this reporting period was the low level occurrence of pest and disease damage.

Waste Reduction and Purchasing Policy

- The Vertical Composting Unit, an EPA sponsored in-house green waste recycling facility, is supplying a high quality mulch to our horticultural operations. This mulch provided excellent moisture retention during the recent drought. In addition, this supply of in-house mulch has eliminated the majority of the transport associated with offsite composting while also providing a model of composting best practice to the horticultural industry.
- Composting operations take place at Mount Annan and Mount Tomah gardens so as to minimise off-site composting.
- Public recycling via waste and recycling stations in the Royal Botanic Gardens and the Domain has ensured that over 10% by weight of material deposited is recycled. The Trust has effective office paper recycling systems in place at all sites.
- All requisition books have a procurement guide inserted, prompting attention to green purchasing issues, including purchasing with recycled content, energy efficiency, and serviceability.
- The Trust is increasing its purchasing of recycled content horticultural materials. A major component of this is the purchasing of recycled green waste originating from local council green waste collection programs. These materials are composted and screened so as to meet the Trust's presentation requirements. Support of these sustainable markets is a critical element of the Trust's commitment to sustainable horticulture.

APPENDIX F

overseas travel

Name and position	Countries/ Cities visited	Purpose of visit	Duration	Total Cost	Cost to Trust	Source of Funds
Surrey Jacobs, Principal Senior Research Scientist	Logan, Utah; North Adams, Massachusetts; Storrs, Connecticut; and Ontario, California	Collaboration and fieldwork with Stipoid Grasses Working Group; Monocots III symposium	21 March – 2 May 2003	\$19,220	No cost	\$10,000 Grant funded, remainder self funded
Brett Summerell, Manager Conservation & Horticultural Research	Christchurch, New Zealand	Participate in International Congress of Plant Pathology	1–9 Feb 2003	\$2,950	No cost	Grant funded
Karen Wilson, Special Botanist	London, Reading, Kew, Cambridge, UK; Paris, France	Global Biodiversity Information Facility (GBIF), Flora of the World & Species 2000 meetings	26 Feb – 7 March 2003	\$5,600	No cost	\$3,500 from Global Biodiversity Information Facility Remainder self funded
Peter Weston, Principal Research Scientist	Los Angeles, Ontario, USA	3rd International conference on comparative biology of Monocotyledons (Monocots III)	28 Mar – 6 Apr 2003	\$3,820	No cost	Slade Foundation
Karen Wilson, Special Botanist	Edinburgh, Reading, UK, & Copenhagen, Denmark	GBIF meeting, Edinburgh Gardens research; Species 2000 AGM	28 Apr – May 2003	\$4,900	No cost	\$700 K Wilson \$3,200 Royal Botanic Gardens Edinburgh \$1,000 CODATA
Barry Conn, Manager Plant Diversity	Lae, PNG, & regional centres within the Morobe province	Electronic Interactive key to Common Trees of Papua New Guinea' project	12 June – 12 July 2003	\$3,800	No cost	Pacific Biological Foundation
Brett Summerell, Manager, Conservation & Horticultural Research	Manhattan, Kansas, USA & Ottawa, Canada	Fusarium workshop; attend meetings on fungal taxonomy	16 June – 3 July 2003	\$4,900	No cost	\$3,500 Kansas State University \$1,400 Agriculture & Agri-Food Canada

Name and position	Countries/ Cities visited	Purpose of visit	Duration	Total Cost	Cost to Trust	Source of Funds
Brett Summerell, Manager Conservation & Horticultural	Oslo, Norway	International Mycology (Fungi) Congress	12–19 August 2002	\$5,600	No cost	Research consultancy to Australian cotton industry
Brett Sumerell, Manager Conservation & Horticultural Research	Hanoi, Vietnam	Participate in release of CD- ROM and in planning meetings for new projects in Hanoi	28 Aug–1 Sept 2002	\$5,200	No cost	AUSAID through the University of Sydney
Alan Millar, Senior Research Scientist	Noumea, New Caledonia	Field surveys of marine plants of New Caledonia	11–20 Sept 2002	\$4,500	No cost	French Embassy in Australia
Tim Entwisle, Director Plant Sciences	London, UK & Dublin, Ireland	Science for Conservation conference, and visit Darwin Centre	2–11 July 2002	\$4,900	\$3,400	\$1500 grant funding, remainder from Trust
Karen Wilson, Special Botanist	Kuala Lumpur, Malaysia	Global Taxonomy workshop, Species 2000 forum, GBIF meeting, field work	9–17 Sept 2002	\$3,000	No cost	Species 2000 Asia Oceania
Karen Wilson, Special Botanist	San Jose, Costa Rica & Indaiatuba, Sao Paulo State, Brazil	GBIF meetings & forum, Biodiversity Informatics Forum, Species 2000 meetings.	17–11 Oct & 16–25 Oct 2002	\$8,000	\$2,000	\$2,000 from Trust & \$6,000 CODATA
Elizabeth Brown, Systematic Bryologist	New Zealand	Participate in Taxonomy workshop & biodiversity discussions	27 Nov – 6 Dec 2002	\$1,200	No cost	Self funded
Maurizio Rossetto, Research Scientist	Strasbourg, France	Dynamics & Conservation of Genetic Diversity conference	29 Nov – 7 Dec 2002	\$2,945	No cost	Grant funding
Barry Conn, Manager, Plant Diversity	Java & Sulawesi, Indonesia	Joint field studies of plants of the Urticaceae	9 Feb–10 March 2003	\$7,000	No cost	NSF Urticaceae research grant

APPENDIX G

Royal Botanic Gardens and 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 	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">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 	
		<ul style="list-style-type: none"> • Support the NSW State education curriculum • Reduce cost to government of providing services 	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">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="writing-mode: vertical-rl; transform: rotate(180deg);">PUBLIC PROGRAMS</p> <ul style="list-style-type: none"> • Deliver interactive educational programs and onsite interpretation • Develop and implement educational outreach programs

& services

OUR CUSTOMERS

PERFORMANCE MEASURES

OUR PERFORMANCE

Visitors, education users, science professionals, commercial users, staff, government agencies, universities and other researchers, media

- 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

- number of publications and presentations to general and scientific audience increased
- NSW Biodiversity Targets met
- over 25,000 plant identifications and over 5,000 inquiries serviced
- maintained high level of grant funding for science with \$1,158,000 directly to the Trust (including Australia's Virtual Herbarium \$400,000) and an additional \$240,500 in collaborative programs to our partner organisations
- Herbarium specimens curation standards improving towards national benchmark
- continuous increase in PlantNet subscribers and repeat visits

Visitors, education users, horticultural and scientific professionals, government agencies, commercial users, staff, media, events organisers, venue hirers, sporting bodies, tourist operators, tourists

- visitor numbers
- horticultural standards
- customer satisfaction
- percentage heritage items with conservation plans
- revenue earned
- living collections reviewed
- maintenance of assets

- Visitors totalled, nearly 3.1 million in Sydney Gardens, (up 19.04%), Mount Annan had 81,138, (down 1.4%) and Mount Tomah had 74,492 (down 6.88%).
- Completion of the Domain Master Plan.
- Adoption of the Thematic Plan by the Trust
- Launch of the Trust's Vertical Composting Unit in November by the Minister for the Environment, the Hon. Bob Debus MP.
- Establishment of the 'Botanic Gardens Committee'.
- Sustainable Horticulture implemented in a trial form.
- Environmental Commitment philosophy launched by the Trust.
- Increase in demand and use of our sporting amenities in the Domain.
- 91.3% of visitors rated Mount Tomah as GOOD, whilst 90.8 rated its amenities as GOOD.

Visitors, primary and secondary students, teachers, community groups, general public, government agencies

- number of successful programs
- numbers of participants
- revenue earned

Schools and community programs participation at three Gardens:

- School programs: 19,881
- Community programs (talks, workshops, holiday activities and guided tours): 29,040
- Outreach programs: 15,634
- Community Greening program: 2,219

Revenue from all core education programs = \$125,792.

index

Annual report costs, inside back cover
Committees, representation, 3
Consultants used, 27
Consumer response, 27
Corporate credit card statement, 27
Corporate governance, 2
Disability access, 25
Environmental management report, 30
Equal employment opportunity, 24
Ethnic affairs, 25
Exceptional movements in wages, 24
Executive profiles, 6
Financial statements, Summary pocket
Freedom of information, 27
Human resource information, 16, 23
Industrial relations, 24
Legislative changes, 2
Letter to Minister, 1
Monetary amount of recreation leave, 24
Occupational health & safety, 17
Organisation structure, 26
Overseas travel by staff, 32
Personnel policies and practices, 24
Programs & services delivery, 34
Provision of services, 27
Publications, 28
Research grants, 29
Risk management, 3
Statement of compliance, 1
Statement of responsibility, 4
Trust committees, 3, 4
Trustees, 5
Trust meeting attendance, 2
Trust role, 2
Trust remuneration, 2

©2003 Royal Botanic Gardens and Domain Trust,
Mrs Macquaries Road, Sydney 2000
ISSN 105-0969
Photography: Jaime Plaza unless otherwise credited
Design and production: Helen Stevenson
2002-03 Annual Report costs: \$9,990