

ROYAL BOTANIC GARDENS BOARD VICTORIA ANNUAL REPORT 2009-10



Royal
Botanic
Gardens
Melbourne

CONTENTS

Part one – Introduction

- 3 Our Vision
- 3 Our Mission
- 3 Our Values
- 3 Our Charter
- 3 Definitions
- 4 Chairman's foreword
- 5 Risk Management Compliance Attestation

Part two – Our organisation

- 7 Corporate governance**
 - 7 Board committees
 - 7 Finance and Audit Committee
 - 7 Remuneration Committee
- 8 Board members
- 8 Board attendance figures
- 9 The organisation**
 - 9 RBG Cranbourne
 - 9 RBG Melbourne
 - 10 National Herbarium of Victoria
 - 10 ARCUE
 - 10 Visitor numbers
- 11 Royal Botanic Gardens' organisation chart**
- 12 Corporate Management Group**
- 13 Environmental performance**
- 17 Statements of compliance with Government policy**
 - 17 Contributing to cultural diversity, youth and indigenous affairs
 - 17 National Competition Policy
 - 18 Risk management
 - 18 Victorian Industry Participation Policy Statement
 - 18 Statement of availability of other information
- 19 Legislation**
- 19 Legislative compliance**
 - 19 *Financial Management Act 1994*
 - 19 *Freedom of Information (FOI) Act 1982*
 - 19 *Information Privacy Act 2002 and Health Records Act 2001*
 - 19 Building and maintenance provisions of the *Building Act 1993*
 - 20 *Whistleblowers Protection Act 2001*, statement and procedures
- 21 Financial overview**
- 22 Comparison of financial results**
- 23 Consultancies**

Part three – Our employees

- 25 Employee profile
- 26 Employee support and development
- 28 Employee relations
- 29 Employee recognition

Part four – Our achievements

- 32 Goal one
- 54 Goal two
- 68 Goal three

Part five – Our supporters

- 84 Generous financial support
- 85 Royal Botanic Gardens Foundation Victoria
- 85 Director's Circle
- 86 Friends of the Royal Botanic Gardens Cranbourne Inc.
- 87 Friends of the Royal Botanic Gardens, Melbourne Inc.
- 87 Maud Gibson Trust
- 88 Plant Craft Cottage
- 89 Herbarium Volunteers
- 90 RBG Cranbourne Volunteers
- 91 RBG Melbourne Volunteers
- 92 Honorary Associates
- 92 Organisations that have provided research grants

Part six – Financial statements

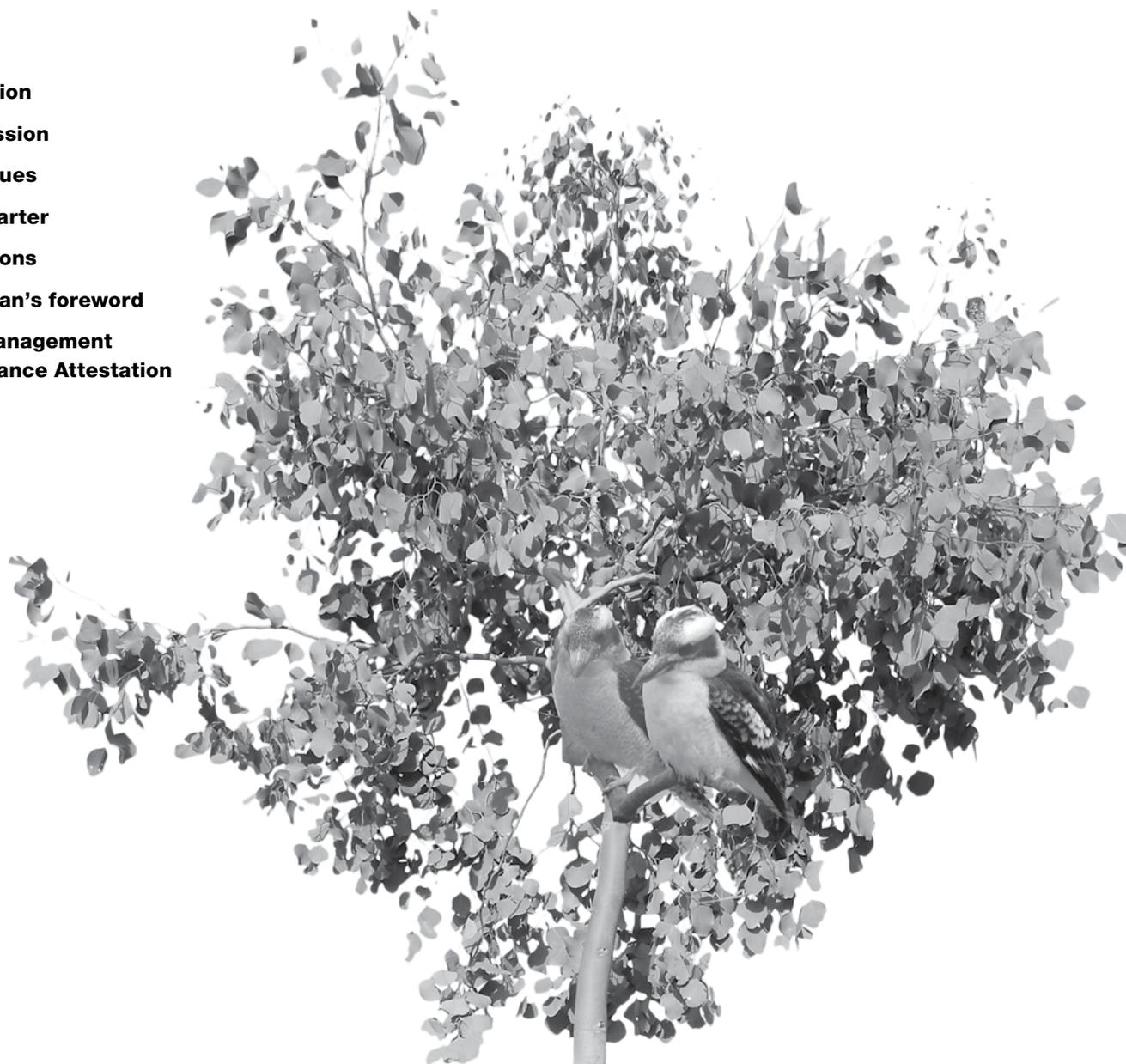
- 94 Auditor-General's report
- 96 Royal Botanic Gardens Declaration
- 97 Comprehensive operating statement
- 98 Balance Sheet
- 99 Statement of changes in equity
- 100 Cash flow statement
- 101 Notes to the financial statements

Appendices

- 133 Appendix 1 – *Whistleblowers Protection Act 2001*
- 144 Appendix 2 – Disclosure index

INTRODUCTION

- 3 **Our Vision**
- 3 **Our Mission**
- 3 **Our Values**
- 3 **Our Charter**
- 3 **Definitions**
- 4 **Chairman's foreword**
- 5 **Risk Management**
Compliance Attestation



Our Vision

To be one of the world’s outstanding botanic gardens.

Our Mission

To advance knowledge, enjoyment and conservation of plants through excellence in biodiversity research and management, horticultural displays and educational programs.

Our Values

In all our dealings with Government, our employees and volunteers, donors, visitors and clients, we commit to Integrity, Respect, Innovation, Team Work, Accountability, Excellence and Leadership.

Our Charter

Under the *Royal Botanic Gardens Act 1991*, the objectives of the organisation are:

- To conserve, protect and improve the botanic gardens and managed land and their collections of living plants
- To conserve and enhance the State Botanical Collection and National Herbarium of Victoria
- To provide for the use of the State Botanical Collection or plants or plant specimens at the botanic gardens or managed land for scientific or reference purposes, consistent with accepted international practice
- To increase public knowledge and awareness of plants and plant communities
- To provide for the use of the botanic gardens for education, public enjoyment and tourism
- To provide for the carrying out of and contribution to research into biodiversity and the conservation of biodiversity.

Definitions

The Royal Botanic Gardens Board Victoria is responsible to the Minister for Environment and Climate Change. The Royal Botanic Gardens Board Victoria administers the Royal Botanic Gardens Melbourne, the Royal Botanic Gardens Cranbourne, the National Herbarium of Victoria, the State Botanical Collection and the Australian Research Centre for Urban Ecology. Throughout this document the organisation will be referred to as follows:

Royal Botanic Gardens Board Victoria

– refers to the body responsible for corporate governance

Royal Botanic Gardens

– refers to the whole organisation, including the sites at South Yarra and Cranbourne, the National Herbarium of Victoria, the State Botanical Collection and the Australian Research Centre for Urban Ecology

RBG Melbourne

– refers to the site at South Yarra

RBG Cranbourne

– refers to the site at Cranbourne

Herbarium

– refers to the National Herbarium of Victoria and the State Botanical Collection at RBG Melbourne

ARCUE

– refers to the Australian Research Centre for Urban Ecology, whose office is located at The University of Melbourne

Australian Garden

– refers to the Australian Garden at RBG Cranbourne.

CHAIRMAN'S FOREWORD

Much of the Royal Botanic Gardens' success over the past 15 years can be attributed to the strategic planning undertaken by the Board and its executive team. This planning has strengthened our capacity to deliver major landscape and infrastructure projects, and also guided our responses to challenges such as climate change. Our Vision statement commits us to 'being one of the world's outstanding botanic gardens' and we are well on the way to fulfilling that Vision.

In seeking to meet the challenge of climate change and scarce water resources, the Royal Botanic Gardens has continued to seek innovative ways of managing its water requirements. Plants with low water-use requirements are increasingly being used in the landscape at RBG Melbourne and feature in the new Australian Garden at RBG Cranbourne.

RBG Melbourne's Guilfoyle's Volcano landscape, which was completed and opened to the public in March 2010, features a range of exotic and indigenous plants, including succulents, all of which thrive in dryer conditions. The Guilfoyle's Volcano reservoir, which was restored as part of the redevelopment, will become an integral part of the Royal Botanic Gardens' next water management initiative – a stormwater harvesting and recycling project. Funding for the Working Wetlands project was secured during 2009–10 to finalise detailed design plans and tenders were advertised. Part A of this project is expected to be completed in 2010–11.

The uncertainty of our changing climate patterns was brought home to us with the hail storm that hit Melbourne in early March. A review of the Royal Botanic Gardens' critical incident management procedures, completed in late 2009, proved timely and was put to the test following the hail storm. Buildings at RBG Melbourne sustained considerable water damage, including the Herbarium and the Visitor Centre; the landscape proved more resilient, although the recently planted succulents in the Guilfoyle's Volcano beds did not fare well. The collective response by staff to the hail storm was commendable, and immediate and efficient steps were taken to respond to the crisis and repair the damage.

Despite the financial challenges caused by the global financial crisis of the past two years, efforts continued to secure funding and sponsorship to support major projects. Notwithstanding the constraints caused by the challenging environment, donors continued to provide invaluable support for major projects such as Guilfoyle's Volcano and the Australian Garden Stage 2.

Our international relationships are testimony to the growing reputation of the Royal Botanic Gardens as a leader in botanic gardens management and the associated disciplines of conservation botany and urban ecology.

Memoranda of Understanding were signed during the year with Hantaek Botanic Garden (South Korea) and Guangxi Botanic Garden of Medicinal Plants (China). As well, Dr Philip Moors, the Royal Botanic Gardens' Director and Chief Executive, participated in the International Strategic Review of the South China Botanical Garden as part of its 80th anniversary. Two Horticulture staff members contributed their expertise as trainers in the inaugural International Certificate in Botanic Gardens Management hosted by Singapore Botanic Gardens, which aims to develop the professional expertise of staff from Asia-Pacific botanic gardens. ARCUE continued to collaborate with the Centre for Urban Greenery and Ecology in Singapore, and the Plant Sciences and Biodiversity Division collaborated with several overseas universities in new research projects.

Recognition of the Royal Botanic Gardens' potential as a preferred destination for in-bound tourists was confirmed with invitations to attend major trade shows in the UK and USA sponsored by Tourism Australia. The Australian Garden at RBG Cranbourne is a major component of our tourism marketing strategy and, as the project nears completion in late 2011, we look forward to welcoming an increasing number of local and international visitors to the Garden. Milestones completed this year included the Visitor Centre extension, which opened in September 2009, and commencement of the landscape construction. An early invitation to mount a major display garden at the prestigious Chelsea Flower Show in 2011 will further promote the Australian Garden's considerable reputation to an international audience.

The Royal Botanic Gardens is a richly diverse organisation that is represented by excellence in its horticultural, scientific, educational, visitor programs and corporate management endeavours. As Chairman of the Board, I thank Dr Moors and his management team, and the Royal Botanic Gardens' staff, volunteers, donors and supporters for the outstanding commitment they bring to this work. In this regard, I also thank my fellow Board members for their efforts and support in delivering another successful year in the life of the Royal Botanic Gardens.

In accordance with the Financial Management Act 1994, I am pleased to present the Royal Botanic Gardens Board Victoria's Annual Report for the year ending 30 June 2010.



Elaine Canty

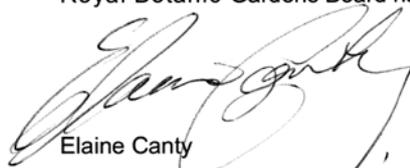
Chairman
Royal Botanic Gardens Board Victoria
17 August 2010

RISK MANAGEMENT COMPLIANCE ATTESTATION

RISK MANAGEMENT COMPLIANCE ATTESTATION

I, Elaine Canty, certify that the Royal Botanic Gardens Board has risk management processes in place consistent with the Australian/New Zealand Risk Management Standard and an internal control system is in place that enables the executive to understand its risk exposures. At this time, the Royal Botanic Gardens Board complies with the intent of the Australian/New Zealand Risk Management Standard in its management and control of risk exposures. During 2009-10, the Royal Botanic Gardens Board has made progress toward its aim of providing full compliance and expects this to be achieved in line with the commencement of its Corporate Plan 2011-2014.

The Risk Committee verifies this assurance and that the risk profile of the Royal Botanic Gardens Board has been critically reviewed within the last 12 months.



Elaine Canty
Chairman
Royal Botanic Gardens Board

30 July 2010

OUR ORGANISATION

7 Corporate governance

9 The organisation

11 Royal Botanic Gardens' organisation chart

12 Corporate Management Group

13 Environmental performance

17 Statements of compliance with Government policy

- Contributing to cultural diversity, youth and indigenous affairs
- National Competition Policy
- Risk management
- Victorian Industry Participation Policy Statement
- Statement of availability of other information

19 Legislation

19 Legislative compliance

- *Financial Management Act 1994*
- *Freedom of Information (FOI) Act 1982*
- *Information Privacy Act 2002* and *Health Records Act 2001*
- Building and maintenance provisions of the *Building Act 1993*
- *Whistleblowers Protection Act 2001*, statement and procedures

21 Financial overview

22 Comparison of financial results

23 Consultancies



CORPORATE GOVERNANCE

The Royal Botanic Gardens Board Victoria is a statutory authority established under the *Royal Botanic Gardens Act 1991*. The Board is responsible to the Minister for Environment and Climate Change, Gavin Jennings MLC, for fulfilling its statutory requirements under the *Royal Botanic Gardens Act 1991* and the Royal Botanic Gardens Regulations 2004. These make provision for the care, protection, management and improvement of RBG Melbourne and RBG Cranbourne, the Herbarium and ARCUE. The Patron of the Royal Botanic Gardens is Dame Elisabeth Murdoch AC DBE.

The Board comprises seven members, including a Chairman and a Deputy Chairman, who are appointed by the Governor-in-Council on the recommendation of the Minister. Appointed Board members have a diversity of knowledge and expertise in the fields of botany, horticulture, business management, public administration and nature conservation. The members are appointed for a term not exceeding four years, but are eligible for re-appointment. A quorum of the Board is four members.

A member of the Board who, either directly or indirectly, has a conflict of interest or duties, or a direct or pecuniary interest in any matter before the Board, must declare the nature of the interest or conflict at a meeting of the Board. The member must not take any further part in the discussion or voting on the matter to which the declaration relates. The Board oversees the governance of the Royal Botanic Gardens and may delegate its functions and powers to a committee of the Board, the Director and Chief Executive, any of the Board's members, or any of its employees. The Director and Chief Executive has responsibility for the day-to-day management and control of the Royal Botanic Gardens.

Board meetings are held at least nine times every year. The Director and Chief Executive attends every Board meeting and the Director, Corporate Resources is the Secretary to the Board. Directors attend at least one Board meeting each year to inform the Board of key issues and outputs relevant to their Division. This enhances the Board members' knowledge of the Royal Botanic Gardens and its activities. The Board may also request external or independent advice on a particular matter.

Board committees

Board members also participated in one or more Board Committees, which included:

- Australian Garden Fundraising Committee
- Australian Garden Project Control Group
- Australian Research Centre for Urban Ecology Board of Management
- Finance and Audit Committee
- Remuneration Committee
- Risk Committee
- Working Wetlands Project Control Group.

The committees may include Board members and other persons who bring special areas of expertise to the organisation.

Finance and Audit Committee

Independent members of the Finance and Audit Committee in 2009–10 were Mr Michael Hamson (Committee Chairman), Ms Elaine Canty, Mrs Jay Bonnington and Mr Rodger Elliot.

Remuneration Committee

Remuneration of Board members is fixed by the Governor-in-Council under Schedule 2 of the *Royal Botanic Gardens Act 1991*. The Board appoints the Director and Chief Executive of the Royal Botanic Gardens and is responsible for the Director and Chief Executive's remuneration and performance. Members of the Remuneration Committee in 2009–10 were Mr Michael Hamson (Committee Chairman), Ms Elaine Canty, Mrs Jay Bonnington and Mr Rodger Elliot. Refer to the financial statements for further information regarding remuneration.



Dame Elisabeth Murdoch AC DBE

Patron of the Royal Botanic Gardens



Gavin Jennings MLC

Minister for Environment and Climate Change

**Royal Botanic Gardens Board
Victoria Members as at
30 June 2010**

Ms Elaine Canty BA, LLB

*Chairman – appointed 7 June 2005
Deputy Chairman – 9 April 2002–6 June 2005
Appointed to the Board 9 April 2002*

Elaine Canty is a qualified lawyer with extensive experience in the media and as a Board member of a range of government and non-government organisations. She is managing director of Canty Communications Pty Ltd and is the Chairman of Queen Victoria Market Pty Ltd and the Melbourne Wholesale Fish Market

Mr Michael Hamson LLB, CA

*Deputy Chairman – appointed 9 April 2006
Appointed to the Board 11 October 2005*

Michael Hamson is qualified as a Lawyer and a Chartered Accountant and is Chairman of Hamson Consultants Pty Ltd, Recreational Tourism Pty Limited, Technology Venture Partners Pty Limited, and a Director of Newmont Mining Inc (USA) and Genesis Emerging Markets Ltd (UK), as well as other public and private companies in Australia and New Zealand.

Mrs Jay Bonnington

BCom, MBA, FCPA, FAICD
Appointed to the Board 9 April 2008

Jay Bonnington was formerly CFO/Finance Director – Yallourn Energy Ltd, National CEO of the Make-A-Wish Foundation of Australia until 2005, and Chairman of Dental Health Services Victoria for seven years until 2006. Jay has extensive experience in corporate finance and the provision of strategic and commercial advice across varied industry sectors. She serves on a variety of boards both government and non-government and chairs several audit and risk committees.

Prof. Mark Burgman

FAA, PhD, MSc (Hons), BSc (Hons)
Appointed to the Board 9 April 2006

Mark Burgman is Director, Australian Centre of Excellence for Risk Analysis, Professor in the School of Botany, The University of Melbourne, and Fellow of the Australian Academy of Science.

Mr W Rodger Elliot AM

Appointed to the Board 23 April 1996

Rodger Elliot is a recipient of the Australian Institute of Horticulture’s Award for Excellence, the Australian Natural History Medallion, and the Royal Horticultural Society (London) Gold Veitch Memorial Medal, and is a Member, General Division, of the Order of Australia. He is an Honorary Life Member of the Australian Plant Society, and Deputy Chairman of the Maud Gibson Trust Advisory Committee.

Ms Linda White LLB, BCom

Appointed to the Board 9 April 2006

Linda White is Assistant National Secretary of the Australian Services Union, a solicitor, a director of legalsuper, a Vice-President of the ACTU and a member of the Australian Social Inclusion Board.

Ms Jennifer Wolcott BForSci (Hons)

Appointed to the Board 15 December 2009

Jennifer Wolcott is a General Manager with Parks Victoria. She has held executive positions in a number of Victorian government bodies, including the Environment Protection Authority, Department of Natural Resources and Environment, and Department of Primary Industries.

Table 1: Board attendance figures – from July 2009 to June 2010

Board member	Board meetings eligible to attend	Board meetings attended
Ms E Canty	9	8
Mr M Hamson	9	8
Ms J Backhouse	2	2
Mrs J Bonnington	9	7
Professor M Burgman	9	8
Mr R Elliot	9	8
Ms L White	9	8
Ms J Wolcott	5	4

THE ORGANISATION

The Royal Botanic Gardens Board Victoria administers RBG Cranbourne, RBG Melbourne, the National Herbarium of Victoria and the Australian Research Centre for Urban Ecology (ARCUE).

RBG Cranbourne

RBG Cranbourne is one of Victoria's most precious areas of remnant native bushland and offers visitors the chance to explore heathlands, wetlands and woodlands on the 363-hectare site. It is recognised as a site of State significance for flora and fauna conservation, with over 25 species listed as endangered, threatened or at risk of extinction.

Following representations by the Maud Gibson Trust, RBG Cranbourne was established in 1970 when the Victorian Government acquired the land with a view to developing it into a botanic garden that complemented RBG Melbourne through the display of native plants and ecosystems.

Today, visitors to RBG Cranbourne can enjoy a natural bushland experience and visit the Australian Garden. Facilities in the bushland include over 10 km of walking tracks, 6 km of cycling tracks, a lookout tower, picturesque shelters, barbecues and picnic tables. There are a range of visitor programs, as well as self-guided walks available throughout the year. The Woodland Picnic Area provides an ideal location for barbecue picnics with family and friends in a natural setting of lightly-wooded open grasslands, and is complemented by an all-ages playground.

The Australian Garden celebrates the beauty and diversity of Australian landscapes and features nearly 100,000 plants in the first nine hectares. Recognised by the landscape design profession and the general community with 17 awards pre- and post-opening, among them six from the Australian Institute of Landscape Architects, including one national award, the Australian Garden (Stage 1) continues to attract interest as a premier tourism destination – an accolade anticipated with the receipt of the Qantas Australian Tourism Award for Best New Tourism Development not long after opening in 2006.

Complementing the Garden is a visitor centre, café, gift shop and interpretive displays. The visitor experience is supported by a suite of public and student programs, which are informed by the design themes of the Australian Garden and the natural bushland areas.

Significant progress is being made on the suite of elements of the Australian Garden Project Stage 2, which includes an additional nine hectares of landscaped gardens. Construction continued onsite and planting of Stage 2 commenced in May 2010. The extension to the Visitor Centre was opened by Gavin Jennings MLC in September 2009, providing extended café and function facilities and an indoor education auditorium. Planning commenced on the final project element, the depot upgrade, which will provide improved office and amenity facilities for operation of the Gardens; construction is expected to commence early 2011.

In 2009–10, 90,151 people visited RBG Cranbourne, including 49,527 visitors to the Australian Garden; 6,024 students participated in education programs.

RBG Melbourne

RBG Melbourne has been a treasured part of Melbourne's cultural life for over 160 years – much loved by generations of Victorians, as well as by many visitors from interstate and overseas. It is a picturesque haven for recreation and an important resource for education, conservation, science and horticulture.

RBG Melbourne extends over 38 hectares and houses a collection of over 10,000 species of plants from around the world, including amazing and diverse plant collections such as camellias, rainforest flora, succulents and cacti, roses, Californian species, herbs, perennials, cycads, plants from Southern China and, in the newly-established Rare and Threatened Species Collection, plants from south-eastern Australia.

Water management in the face of climate change presents a challenge to managing this heritage-listed site. The opening of Gullfoyle's Volcano in March 2010 (first constructed as a reservoir in 1876) as a landscape feature and water storage reservoir saw the completion of the first component of the Working Wetlands Project. Ultimately, RBG Melbourne aims to achieve a sustainable irrigation water source that does not rely on the use of mains water.

As one of Victoria's most popular tourist attractions and just a short walk from the CBD, 1,619,695 visitors enjoyed RBG Melbourne in 2009–10. Visitor services and facilities include guided walks, interpretive signs, a visitor centre, two cafés and a retail outlet – The Gardens Shop. The Ian Potter Foundation Children's Garden, which opened in 2004, remains popular with children and attracted an estimated 172,213 visitors, including over 24,064 students, representing a 1.15 per cent increase over the previous year.

The new Herbarium Discovery Walk is nearing completion and will introduce visitors to the working life of the Herbarium and provide insights into the scientific achievements and importance of this institution.

National Herbarium of Victoria

The National Herbarium of Victoria, founded in 1853 and located at RBG Melbourne, is the Victorian Government's major centre for botanical studies in plant identification, collection and classification.

The Herbarium houses the State Botanical Collection, an irreplaceable resource of approximately 1.2 million dried specimens of plants, fungi and algae from Australia and many other countries. It is one of the most historically significant collections in the world and is used by Herbarium staff and visiting botanists for scientific research. Research areas include biodiversity, classification, evolution, biogeography, molecular systematics, conservation and horticulture.

In addition, the State Botanical Collection contains the oldest and most comprehensive botanical library in Australia. Current work at the Herbarium is directed by the *Plant Sciences and Biodiversity Division Master Plan 2008–2012*, which addresses three main research themes: Victoria's biodiversity, including documenting and conserving our flora; the origin of the Australian biota, including the evolutionary history and relationship of Australian plant groups; and Biodiversity Services, including the provision of an Identification and Information Service.

ARCUE

ARCUE was created in 1998 to increase understanding of the ecology, restoration and management of biodiversity in urban and suburban areas throughout Australia and the world.

ARCUE's activities encompass basic and applied research; undergraduate, honours and postgraduate training; long-term ecological studies; community education; policy and management advice to all levels of government; and consultancy services. In addition, ARCUE works closely with the School of Botany at The University of Melbourne (where it is located), and with the research and education programs of RBG Melbourne and RBG Cranbourne.

ARCUE continues to increase its environmental business activities in support of its research objectives.

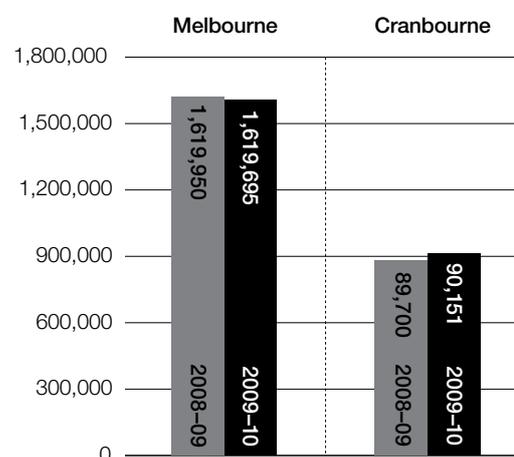
Visitor numbers

Table 2: Visitor numbers

RBG Cranbourne	
General visitors	40,624
Australian Garden visitors*	49,527
	90,151
RBG Melbourne	1,619,695

* Records adult and concession entry, children, City of Casey residents, and students. Figures do not include guests, companions or Royal Botanic Gardens' staff members.

Figure 1: RBG Melbourne & RBG Cranbourne



ORGANISATION CHART

<p>Director & Chief Executive Dr Philip Moors</p>				
<p>Administration Development</p>				
<p>Plant Sciences & Biodiversity</p> <p>Chief Botanist and Director Prof. David Cantrill</p> <p>Collections Library Plant Sciences</p>	<p>Melbourne Gardens</p> <p>Director Richard Barley*</p> <p>Horticulture Infrastructure Public Programs Landscape Planning</p>	<p>Cranbourne Gardens</p> <p>Director Chris Russell</p> <p>Australian Garden Horticulture Land Management & Infrastructure Planning & Development Public Programs</p>	<p>Corporate Resources</p> <p>Director Jenny Steinicke</p> <p>Australian Garden Project Stage 2 Business & Finance Human Resources Information Services Legal & Policy Marketing & Communications</p>	<p>ARCUE</p> <p>Director Assoc. Prof. Mark McDonnell</p> <p>Ecology Research</p>

* Richard Barley left the Royal Botanic Gardens on 18 March 2010. The position of Director, Melbourne Gardens was filled on an acting basis until a new Director was recruited; he commenced on 5 July 2010.

CORPORATE MANAGEMENT GROUP

as at 30 June 2010

Director and Chief Executive (1992)

Dr Philip Moors PhD, BSc (Hons)

Leads and promotes the activities of RBG Melbourne and RBG Cranbourne, the National Herbarium and ARCUE in order to achieve the highest standards in horticultural, scientific and financial management and in visitor and education programs.

Dr Moors worked as an ecologist in New Zealand for 15 years, becoming Assistant Director (Research) for the Department of Conservation. Between 1989 and 1992 he was Director of the Royal Australasian Ornithologists Union (now Birds Australia) in Melbourne. He was awarded a Centenary Medal in 2003 for services to the community through conservation and the environment. He is a member of the Executive Board of the Committee for Melbourne, has been national President of Botanic Gardens Australia and New Zealand (BGANZ) since 2005, and is a member of the Myer Foundation's Sustainability and the Environment Committee.

Chief Botanist and Director, Plant Sciences and Biodiversity (2006)

Prof. David Cantrill PhD, BSc (Hons)

Responsible for scientific research into plant biodiversity and systematics, and management of the State Botanical Collection. As Chief Botanist, he holds statutory responsibility under the *Royal Botanic Gardens Act 1991* and the *Drugs, Poisons and Controlled Substances Act 1981*.

Prof. Cantrill worked as a senior research scientist in Europe for 15 years, first for the British Antarctic Survey in Cambridge and later at the Swedish Museum of Natural History in Stockholm. He has published over 100 scientific articles, is an editor of *Grana*, an international journal for pollen studies, and sits on a number of international editorial and scientific advisory boards. His research interests focus on integrating information from fossil and living floras to understanding the origins of patterns of diversity in the southern hemisphere. He holds an honorary professorship with the School of Botany at The University of Melbourne and is currently chair of the Council of Heads of Australasian Herbaria Inc.

Director, ARCUE (1998)

Assoc. Prof. Mark McDonnell PhD, MSc, BA

Responsible for scientific studies of plant biodiversity and ecological processes in Australian cities and towns. Currently, his studies focus on applying ecological science to the management and preservation of biodiversity in urban and suburban environments in Victoria. Dr McDonnell is also an Associate Professor with the School of Botany at The University of Melbourne.

Director, Corporate Resources (1992)

Jenny Steinicke BA, Grad Dip Bus

Responsible for initiating and co-ordinating projects to improve corporate governance and management, including financial management and planning, human resources, marketing and communications, information services, business development and implementation, and legal, legislative and contractual issues. Ms Steinicke is also responsible for contract, financial and project management of the Australian Garden Project Stage 2 at RBG Cranbourne.

Director, Melbourne Gardens (1992–2010)

Richard Barley BAppSc (Horticulture)

Responsible for horticultural planning and operations, including landscape planning, management and development of living collections, arboriculture, nursery operations, and management of site facilities and infrastructure at RBG Melbourne. Provides direction for the development and delivery of public programs at RBG Melbourne. Mr Barley convened the statewide committee for BGANZ Victoria, and is a member of the Management Committee for the Garden Plant Conservation Association of Australia. He left the Royal Botanic Gardens in March 2010 to become the national Chief Executive for Australia's Open Garden Scheme.

Director, Cranbourne Gardens (2001)

Chris Russell BSc (Hons), Grad Dip Land Rehab

Responsible for the management and operation of RBG Cranbourne, including the Australian Garden, horticultural planning and operations, conservation research and management, development and delivery of public programs, and landscape and infrastructure management. Also responsible for the 'on-ground' delivery of capital works projects, including the Australian Garden Project Stage 2.

ENVIRONMENTAL PERFORMANCE

The Royal Botanic Gardens remained committed to delivering effective and sustainable environmental management throughout 2009–10. Responsible resource use, sustainable water management and ecologically sustainable development (ESD) underpinned its operations.

Implementation of the Strategic Water Management Plan 2007–2011 continued.

Plans to reduce RBG Melbourne's reliance on potable water were advanced with funding secured from Melbourne Water for the completion of detailed design and documentation for the Working Wetlands Part A stormwater harvesting project. Major funding was also secured from the Department of Sustainability and Environment (DSE), which, with previous funding from The Myer Foundation, will enable construction to commence in spring 2010. The first stage of this major water management project, the Guilfoyle's Volcano redevelopment, opened in March 2010. This included restoration of the 'volcano' reservoir, constructed in 1876, which will be integral to the stormwater harvesting project when completed.

Plant selection and the development of sustainable landscapes are also important elements of the Royal Botanic Gardens' Strategic Water Plan. Water-wise plants were used in the Guilfoyle's Volcano landscape design and interpretive messages about irrigation under water scarcity and climate change were featured. At RBG Cranbourne, landscape development of the Australian Garden Project Stage 2 continued to focus on plant water requirements. Similarly, front-entry landscape plantings at RBG Cranbourne were reviewed with the aim of reducing irrigation water use; as a result, some plants were removed and will be replaced with lower-water-use plants over the coming 12 months.

Other water management planning initiatives undertaken at RBG Melbourne included completion of a detailed Water Action Plan to supersede the Irrigation Management Plan; continued development in climate matching and plant selection methodology for landscape succession under climate change; and a review of irrigation priorities and scheduling regimes. At RBG Cranbourne, an Irrigation Working Group was formed with the objective of assessing, identifying and implementing

irrigation-related initiatives; this builds on the success of a similar group that has been in place at RBG Melbourne for a number of years.

Operationally, careful management of irrigation water use continued and decreases were recorded at both sites during 2009–10. RBG Melbourne used 120.2 ML, an effective two per cent decrease compared with 122.2 ML in 2008–09 and RBG Cranbourne used 13.05 ML, an effective 15 per cent decrease.

An automatic watering system was installed and trialed in the RBG Melbourne Nursery and water meters are due to be installed in 2010–11 to monitor Nursery water use. At RBG Cranbourne, the efficiency of sprinkler heads in the Nursery was reviewed with some changes being made to the nozzle type in use, and low water use showerheads were installed in the staff showers. Soil moisture sensors were installed in Stage 1 of the Australian Garden to assist efficiency of irrigation application. The planned installation of an automated weather station in the Australian Garden Project Stage 2, which is currently under construction, will further enhance irrigation efficiency in the future.

Figures recorded for domestic water use were not as encouraging as those figures for irrigation water use. RBG Melbourne recorded a seven per cent increase in domestic water use during 2009–10 (8.65 ML) compared with 2008–09 (8.04 ML). In the same period, RBG Cranbourne recorded a significant increase in domestic water use: 4.75 ML of domestic water was used compared with 2.18 ML in 2008–09. Construction work for the Australian Garden Project Stage 2 and the management of prescribed burns on-site account for the sharp rise in domestic water use at RBG Cranbourne.

WaterMAPs for both sites were reported on and updated and South East Water continued to endorse the Royal Botanic Gardens' record of responsible irrigation water management by granting limited exemptions on irrigation use at both sites.

The Royal Botanic Gardens is recognised for its expertise and experience in water management for large landscapes and staff continued to collaborate with their colleagues in industry and academia on a number of projects. Once again, RBG Melbourne hosted and sponsored an Irrigation Efficiency course, run under the auspices of the peak industry body, Irrigation Australia. Research into the lake system continued in collaboration with the Water Studies Centre at Monash University. This research has investigated blue-green algal blooms in urban lake systems, and findings collated since 2002 on the Ornamental Lake at RBG Melbourne formed the basis of a research paper, which staff co-authored in association with their Monash colleagues and that is currently pending review for publication.

Monitoring of 'effective rainfall' continued and involved measuring the amount of rain penetrating mature vegetation canopies. This work was undertaken at RBG Melbourne in association with the School of Geography and Environmental Science at Monash University and findings have implications for the management of living landscapes, especially under changed rainfall patterns from climate change.

Similarly, RBG Melbourne is involved in a joint research project with Sentek Pty Ltd and The University of Melbourne to quantify plant water use through the application of soil moisture sensing technology, an automatic weather station and horticultural expertise. Findings from this research were presented at the Irrigation Australia Conference in June 2010.

Research into biodiversity and the conservation of biodiversity are two of the key commitments in the Royal Botanic Gardens' Charter. The sustainable management of the living collections at both sites is testament to this work as is the research undertaken by the Plant Sciences and Biodiversity Division, at the National Herbarium of Victoria, and at ARCUE.

ARCUE continued its research into the ecology and conservation of plant and animal biodiversity in urban areas. Two Australian Research Council (ARC) projects commenced on the Growling Grass Frog and on microbat habitat in Melbourne, and contracted work with a number of government and industry partners continued. Included among these were Melbourne Water, Linking Melbourne Authority, VicRoads, Sinclair Knight Merz, Snowy Mountains Engineering Corporation, and the Centre for Urban Greenery and Ecology (Singapore).

Herbarium-based research included a collaborative project with the Department of Primary Industries which sought to address the threat posed by exotic stipoid grasses. Plant Sciences staff used molecular identification techniques and morphological characters to provide authoritative determinations of unknown grass samples, thereby allowing appropriate management strategies to be undertaken by land managers.

Monitoring of the translocated *Nematolepis wilsonii* plants in the Upper Yarra Reservoir reserve (Yarra Ranges National Park) continued; plants are currently maintaining 80 per cent survivorship. Surveys at the original site showed the species germinated well following the Black Saturday fires, which killed all original plants. Staff also assisted in confirming a second population and the extension of its range c. 10 km from the original site. The implementation of a successful *Caladenia robinsonii* (Frankston Spider Orchid) translocation project at RBG Cranbourne continued during the year. Thirty-nine plants flowered in spring 2009, producing 54 flowers. Seventy-six per cent of these flowers were pollinated naturally and set seed. Australian Garden Project Stage 2 construction works were carefully planned to avoid negative impacts on *Thelymitra circumsepta* (Naked Sun Orchid). Reduction of threats to the Southern Brown Bandicoot population at RBG Cranbourne and surrounding sites continued and a fox-baiting program proved successful. Monitoring confirmed the presence of bandicoots at five neighbouring properties.

During 2009–10, ESD principles guided the development of infrastructure work at both sites. The Australian Garden Visitor Centre extension was completed in August 2009 and included the incorporation of a geothermal heating and cooling system, which will lead to a significant reduction in electricity use when compared with a conventional heating and cooling system. Although more expensive at installation, geothermal systems pay for themselves over time and have significant environmental benefits: it is estimated that geothermal cooling uses 70 per cent less power than a conventional refrigerated cooling system. Passive heating and cooling is also used in the Visitor Centre, with most windows and doors designed to allow airflow. ESD initiatives were also included in the architectural design brief for the development of a new office and amenities building as part of the Depot Upgrade at RBG Cranbourne, and a suitable architect, well credentialed in the application of ESD principles, was selected.

The Royal Botanic Gardens remained committed to the principles of the ResourceSmart Government Strategy, and active recycling and re-use programs are in place at both sites. At RBG Cranbourne, 104 cubic metres of green waste, 34.6 cubic metres of co-mingled waste, and 312 cubic metres of paper and cardboard were recycled.

Recycling accounted for an estimated 1.8 tonnes of paper, 1.5 tonnes of cardboard and 87 tonnes of co-mingled waste at RBG Melbourne. Waste to landfill (green waste that cannot be recycled to mulch) was 143.7 tonnes and public waste was 432.7 tonnes. RBG Melbourne continued to produce mulch by processing green organics on-site: 1,500 cubic metres of green waste were processed into 300 cubic metres of mulch. This figure was down on previous years as staff resources were diverted from horticultural maintenance works to completing the Guilfoyle’s Volcano landscape development.

The Royal Botanic Gardens remains committed to reducing its carbon footprint and at a practical level, a staff-on-bikes program was launched at RBG Cranbourne with bikes provided for staff to use as transport around the site, reducing the reliance on petrol- and diesel-powered vehicles. At a policy level, a pilot program to measure the Royal Botanic Gardens’ carbon footprint was launched in February 2010 as part of the Melbourne Business Practicum, sponsored by the Melbourne Graduate School of Business and Economics and the Committee for Melbourne. The program will develop a model for calculating the Royal Botanic Gardens’ carbon footprint and prepare a business case for valuing its carbon offsets.

Figure 2: RBG Melbourne rainfall–irrigation analysis 1994–2010

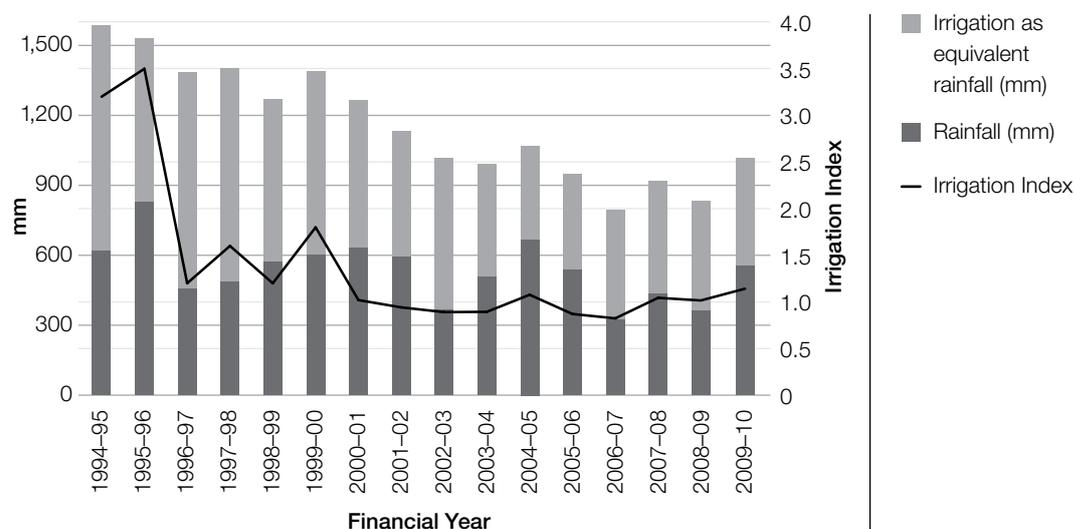


Figure 3: RBG Melbourne domestic water consumption

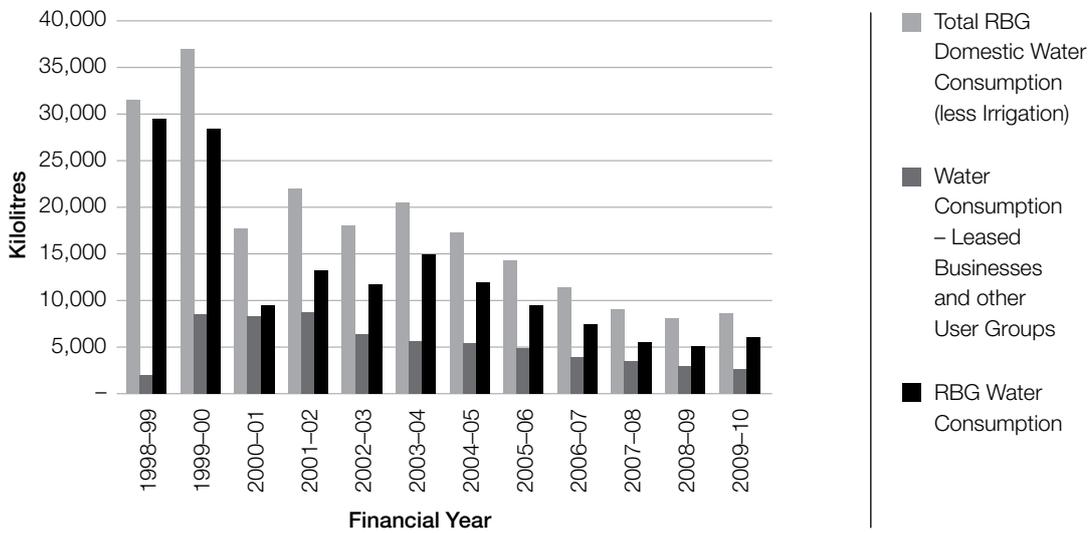
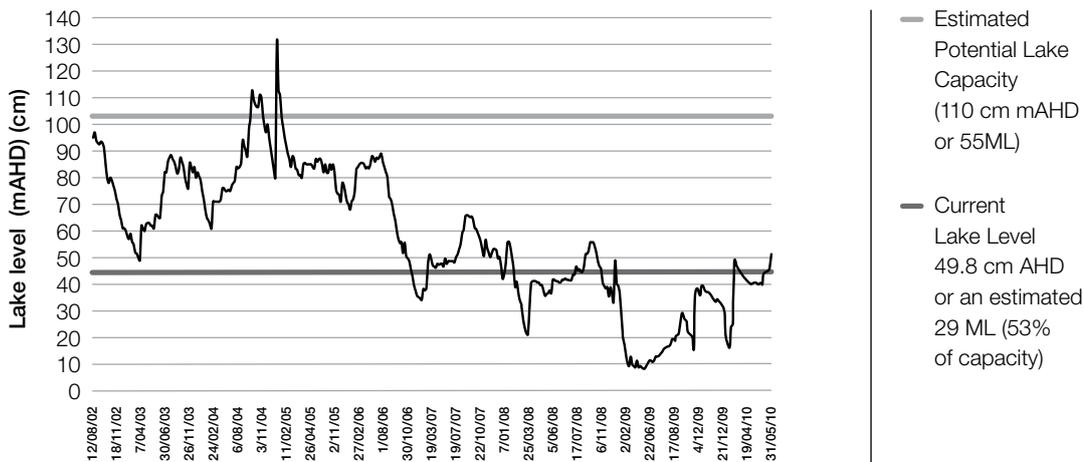


Figure 4: RBG Melbourne Ornamental Lake levels 2002-10



STATEMENTS OF COMPLIANCE

WITH GOVERNMENT POLICY

Contributing to cultural diversity, youth and Indigenous affairs

The Royal Botanic Gardens Board Victoria is committed to providing programs accessible to all people to introduce and promote the history, culture, horticulture and scientific endeavours of the organisation.

In 2009–10, the Royal Botanic Gardens supported programs (as described below) that contributed to meeting these objectives.

Community development

RBG Melbourne hosted the annual *Victoria in Bloom* gardening competition. Public housing tenants who are keen gardeners participated in the competition, which is a celebration of their efforts in developing their gardens. The Royal Botanic Gardens sponsored the 'Most creative water wise garden' category and provided tours of RBG Melbourne after the awards ceremony.

RBG Cranbourne continued to work in partnership with the City of Casey's Botanic Development Officer to promote the sustainable use of Australian native plants within new housing developments in the City of Casey. This collaborative work extended the influence of RBG Cranbourne beyond its boundary and into the community. The Botanic Development Officer position was established in mid-2009.

Indigenous public programs

At RBG Melbourne, a community celebration to mark NAIDOC week was held on 8 July 2009 and was attended by approximately 130 people, including staff and members of the general public.

The *Aboriginal Heritage Walk* at RBG Melbourne, which introduces the rich heritage of the local Boonerwurrung and Woiwurrung people, has grown in popularity with tourism groups. Indigenous guides also worked alongside Royal Botanic Gardens' educators to deliver the *Aboriginal Resource Trail* program for primary and secondary students.

RBG Cranbourne hosted the Inter-council Aboriginal Consultative Committee (ICACC) community forum in partnership with the City of Casey on the 10 December 2009. This forum was attended by 120 Indigenous community members.

Education programs

The Royal Botanic Gardens continued to provide access to education programs at both sites for children from all cultural and social backgrounds.

The Royal Botanic Gardens extended its travel subsidy program to encompass both travel and program costs for schools from low socio-economic areas. Through funding from the Lord Mayor's Charitable Trust, qualifying schools participated in education programs at RBG Melbourne free-of-charge.

Five regional schools participated in an outreach program focusing on rare and threatened plant species. Funded by the George Alexander Foundation, this program commenced in 2008–09 and saw students visit RBG Melbourne to learn skills related to plant propagation and plant care. In 2009–10, each participating school received a visit from Royal Botanic Gardens' staff to assist them in establishing plantings of rare and threatened species in their local area.

At RBG Cranbourne a program was developed for the Cranbourne Secondary College 'Boys Business Program'. This program for Year 8 students considered 'at risk' allowed eight students to participate in a five-week program on-site that built social and practical horticultural and land management skills.

Education services staff from both sites participated in the development of the Victorian Early Years Learning and Development Framework. This framework supports the learning of children from birth to eight years of age.

National Competition Policy

The Royal Botanic Gardens Board Victoria has a commitment to implementing National Competition Policy reform initiatives as they apply to this organisation. Competitive neutrality policy seeks to ensure that where the Government's business activities involve it in competition with private sector business activities, the net competitive advantages that accrue to a government business are offset.

The Victorian Government's Competitive Neutrality Policy Victoria 2000 sets out three measures that can be taken by government businesses to achieve competitive neutrality. These are corporatisation, commercialisation and full-cost-reflective pricing.

The Royal Botanic Gardens Board Victoria adopts full-cost-reflective pricing for its business activities.

During 2009–10, the Royal Botanic Gardens Board Victoria has continued to adjust the full-cost base of each Royal Botanic Gardens' business activity to include the net costs that the business would face were it privately owned.

In addition, in accordance with National Competition Policy, the Royal Botanic Gardens Board Victoria ensures that the pricing policies of all its business activities are consistent with compliance with Part IV of the *Trade Practices Act 1974*.

Risk management

The Royal Botanic Gardens' Risk Management Plan adopts and applies a systematic process to identify, analyse, assess, treat and monitor risk in the activities and functions of the Royal Botanic Gardens so that the risk inherent in those activities and functions is reduced. Risks are examined in the context of the existing organisational controls, and the degree to which those controls are effective in managing the risk is assessed and related to the level and degree of oversight required. Results are reviewed quarterly by the Risk Committee.

The Royal Botanic Gardens Board Victoria uses the Risk Management Plan and several other planning mechanisms to identify, understand and manage possible positive and negative outcomes.

There has been no material change in the risk profile of the Royal Botanic Gardens.

Action by management continues to mitigate the ongoing effects on the organisation's external revenue stream of the global financial crisis, and the organisation has continued to meet its objectives under the *Royal Botanic Gardens Act 1991*.

In the context of the newly released ISO 31000, during 2009–10 the Royal Botanic Gardens commenced a major review and update of its Risk Management Plan.

Implementation of the Strategic Tree Plan for RBG Melbourne and RBG Cranbourne has begun to improve management of tree-related risk and other arboricultural matters.

RBG Cranbourne continued to be an active stakeholder providing input into the Botanic Ridge Precinct Structure Plan process, with the aim of minimising impacts caused by residential development in the immediate vicinity of RBG Cranbourne.

A review of how the organisation manages critical incidents was completed in late 2009. The review resulted in strengthened procedures that were successfully implemented during the major storm event that affected much of RBG Melbourne in March 2010.

Victorian Industry Participation Policy statement

The Victorian Government's Industry Participation Policy (VIPP) seeks to maximise opportunities for Australian and Victorian suppliers to compete for government business on the basis of best value for money over the life of the goods or services. The VIPP is intended to encourage growth in Victorian industry, employment and technology.

As both RBG Melbourne and RBG Cranbourne are located within metropolitan Melbourne, the Royal Botanic Gardens Board Victoria requires tenderers for projects with a value greater than \$3 million to demonstrate that they have genuinely considered the industry development implications of their tender by completing a VIPP statement as part of the tendering and evaluation process. Where there are two or more tenders that offer similar value for money, the VIPP information may be used to differentiate between the value and benefit of the tenders.

Tenderers are required to specify the level of local value added, provide details of actual new employment opportunities to be created and the proportion to be filled by people from the local community, identify opportunities for increasing the skills of Victorians and Australians, and identify the potential to undertake technology innovation, research and development.

During 2009–10, the Australian Garden Project Stage 2 Landscape Works tender included a requirement to complete a VIPP statement in the tender documentation.

Statement of availability of other information

Information relevant to the headings listed in Financial Reporting Direction 22B of the *Financial Management Act 1994* is held at the Royal Botanic Gardens Board Victoria's office and is available on request from the Director and Chief Executive, Royal Botanic Gardens, subject to the provisions of the *Freedom of Information Act 1982*.

LEGISLATION

No amendments were made to the *Royal Botanic Gardens Act 1991* in 2009–10.

LEGISLATIVE COMPLIANCE

Financial Management Act 1994

Full details of the Royal Botanic Gardens Board Victoria's compliance with the *Financial Management Act 1994* are outlined in the section 'Financial Management' and in the Disclosure Index on page 134.

Freedom of Information Act 1982

Principal Officer

Dr Philip Moors, Director and Chief Executive, Royal Botanic Gardens

Authorised Officer

Dennis Renfrey, Freedom of Information Officer

The *Freedom of Information Act 1982* allows the public a right of access to documents held by the Royal Botanic Gardens.

Categories of documents

The Royal Botanic Gardens Board Victoria maintains a corporate records management filing system. Files are separated into the categories of personal or case files, operational and policy files, files on general operational and administrative responsibilities, and correspondence files.

Access arrangements

The Royal Botanic Gardens Board Victoria has a Freedom of Information Officer to process and co-ordinate action on requests.

Requests

For the 12 months ending 30 June 2010, no requests were received.

Freedom of Information (FOI) requests are made in writing describing all documents requested and including payment of the \$23.90 application fee. FOI fees and charges are not subject to GST.

Requests are sent to the Freedom of Information Officer, Royal Botanic Gardens, Private Bag 2000, South Yarra, Victoria, 3141.

Information Privacy Act 2000 and Health Records Act 2001

The *Information Privacy Act 2000* aims to increase public confidence in the Government's ability to protect and manage the personal information that it collects and stores.

The *Health Records Act 2001* aims to protect the privacy of health information and regulates the collection, handling and disposal of health information.

The Royal Botanic Gardens Board Victoria and its service providers are committed to maintaining the privacy of personal information and health records. The Royal Botanic Gardens has a Privacy Policy, viewable on its website at www.rbg.vic.gov.au. A hard copy of the policy can be obtained by contacting the Privacy Officer on 9252 2300, or by writing to the Privacy Officer, Royal Botanic Gardens, Private Bag 2000, South Yarra, Victoria 3141.

Building and maintenance provisions of the Building Act 1993

Pursuant to section 220 of the *Building Act 1993*, the Royal Botanic Gardens Board Victoria ensures that all works requiring building approval have plans certified, works in progress inspected and Occupancy Permits issued by independent Building Surveyors engaged on a local job-by-job basis. It also ensures that plans for these works are lodged with the relevant local council.

The Royal Botanic Gardens Board Victoria requires all building practitioners engaged on building works to be registered and to maintain registration throughout the course of the work.

Buildings are maintained in a safe and serviceable condition through routine and responsive maintenance.

Building work

At RBG Cranbourne, construction of Stage 2 of the Visitor Centre was completed in September 2009. Work included café and kitchen extensions, construction of a new function room and auditorium, upgrading of a storeroom to facilitate small conferences and additional toilets. All relevant permits and compliance certificates, including a Certificate of Occupancy, were obtained.

Additional minor building works were carried out in the Maud Gibson Room, nursery and works areas, with all relevant permits and certificates being obtained.

At RBG Melbourne, there were no new buildings constructed during the financial year.

Maintenance

Annual maintenance and improvement works including painting, security system maintenance, roof repairs and replacement of faulty fittings were carried out on all buildings at RBG Cranbourne.

Regular maintenance and servicing of fire protection equipment including exit and emergency lighting, HVAC systems, automatic doors, movable walls, and the Visitor Centre lift was carried out to ensure that they are kept in a safe and serviceable condition.

An annual Essential Safety Measure Compliance Audit was also undertaken, including egress inspections.

A number of buildings at RBG Melbourne were damaged as a result of the severe hail storm on 6 March 2010. Recovery work was immediately undertaken to bring these buildings back up to standard. The majority of the work has been completed and the remaining work will be completed early in 2010–11.

A professional service provider was engaged to carry out an external inspection and provide a comprehensive defects report for all buildings at RBG Melbourne. As a result, it is expected that the priority 1 and 2 items will be addressed in 2010–11.

Conformity

The Royal Botanic Gardens Board Victoria ensures that all essential safety measures are in place, with regular inspections and maintenance, and that its buildings comply with standards for publicly owned buildings.

Whistleblowers Protection Act 2001

Whistleblowers Protection Act 2001 statement

During 2009–10, there were no disclosures made under the *Whistleblowers Protection Act 2001*. During the year:

- there were no disclosures made to the Royal Botanic Gardens Board Victoria
- there were no disclosures referred by the Royal Botanic Gardens Board Victoria to the Ombudsman for determination
- there were no public interest disclosures referred to the Royal Botanic Gardens Board Victoria by the Ombudsman
- there were no disclosed matters referred by the Royal Botanic Gardens Board Victoria to the Ombudsman to investigate
- there were no investigations of disclosed matters taken over by the Ombudsman from the Royal Botanic Gardens Board Victoria
- there were no requests made under section 74 to the Ombudsman to investigate disclosed matters
- there were no disclosed matters that the Royal Botanic Gardens Board Victoria declined to investigate.

Refer to Appendix One for the *Whistleblowers Protection Act 2001* procedure and details of the Royal Botanic Gardens Board Victoria’s compliance with this Act.

FINANCIAL OVERVIEW

Revenue generation and budgetary objectives

The Royal Botanic Gardens' income is primarily annual recurrent funding from the Victorian Government (provided by a grant from the Parks and Reserves Trust Account), supplemented by income generated through grants, donations, fund-generating programs, business operations and investment. The annual recurrent budget is allocated to salaries, operating costs and minor capital works.

The main budgetary objectives of the organisation are to:

- provide for the operational growth of RBG Cranbourne associated with the development of the Australian Garden
- improve the curation of the State Botanical Collection
- identify and implement new business opportunities building on the Royal Botanic Gardens' brand, while fostering the expansion of current revenue sources, and
- achieve a consistent growth in corporate, community and philanthropic contributions of at least 10 per cent per annum.

Victorian Government income

During 2009–10, annual funding provided by the Department of Sustainability and Environment (DSE), through a Parks and Reserves Trust Account grant, enabled the repair or replacement of assets requiring attention, including path, kerb and stormwater pit replacements, upgrade to electrical supply pillars and roof repairs for the Herbarium. Work was also completed on the upgrade of security access and control systems at RBG Melbourne.

Capital funding was received from DSE to commence construction of the Working Wetlands Part A Project at RBG Melbourne, which aims to revitalise the RBG Melbourne lake system. The Working Wetlands Part A Project is expected to be completed by 31 December 2011. The Visitor Centre extension component of the Australian Garden Project Stage 2 was completed during 2009–10 and significant progress was made on the landscape construction works, which are expected to be completed by November 2011.

Table 3: Financial results for 2009–10

	2009–10 \$
Government funding	
State Government	
– Parks and Reserves Trust Account grants	11,106,698
– Other grants	116,051
Commonwealth Government	187,157
Sponsorship	3,749,484
General Revenue	6,333,463
Total Expenses	(18,376,834)
Operating Surplus/(Deficit)	3,116,019

COMPARISON OF FINANCIAL PERFORMANCE AND POSITION

For the financial year ended 30 June 2010, the Royal Botanic Gardens' operating result was lower than the previous year, mainly due to a reduced level of sponsorship and donations received for a number of large capital projects, including the Australian Garden Project Stage 2. The corresponding expenditure on these projects is predominately reflected as an increase in the Royal Botanic Gardens Board Victoria's total assets and not operating expenses.

In relation to the Royal Botanic Gardens' financial position, the increase in cash and deposits balances as at 30 June 2010 was mainly due to the unspent revenue for the Australian Garden Project Stage 2, the costs for which are expected to be incurred over the next financial year. The increase in equity for the year ended 30 June 2010 was due to the fact that the government funding for the Australian Garden Project and the Working Wetlands Project was received as contributed capital.

Table 4: Five-year comparison of financial results

	2009-10 \$	2008-09 \$	2007-08 \$	2006-07 \$	2005-06 \$
Government Funding					
State Government					
Parks and Reserves Trust Account grants	11,106,698	10,647,000	10,219,000	9,689,000	9,253,000
– Other grants	116,051	177,600	155,299	422,940	414,145
Commonwealth Government	187,157	143,697	356,753	158,817	364,785
Sponsorship	3,749,484	4,638,694	3,976,510	2,847,718	1,568,370
General Revenue	6,333,463	5,629,437	5,102,561	4,007,596	3,515,257
Total Expenses	(18,376,834)	(17,553,313)	(17,856,205)	(16,324,161)	(15,149,089)
Operating Surplus	3,116,019	3,683,115	1,953,918	801,910	(33,532)
Net cash flow from operating activities	5,094,955	4,294,533	3,011,652	1,835,828	437,856
Total assets	273,739,752	260,206,038	225,999,403	153,671,997	149,785,759
Total liabilities	4,065,026	3,649,391	3,493,337	3,380,336	3,447,014

CONSULTANCIES

Table 5: Consultancies

Consultancies during the year are summarised as follows:

	No. of Engagements	Operating Expenses \$	Costs Capitalised \$	Total \$
Consultancies less than \$100,000	14	69,004	422,039	491,042
Consultancies more than \$100,000	Nil	Nil	Nil	Nil
Total	14	69,004	422,039	491,042

OUR EMPLOYEES

- 25 Employee profile
- 26 Employee support and development
- 28 Employee relations
- 29 Employee recognition



EMPLOYEE PROFILE

The Royal Botanic Gardens Board Victoria is committed to applying merit and equity principles when appointing staff. The selection processes ensure that applicants are assessed and evaluated fairly and equitably, on the basis of the key selection criteria and other accountabilities, without discrimination.

During 2009–10, 37 appointments were made to Royal Botanic Gardens' positions. The average time taken to fill each vacancy was 31 calendar days.

As at 30 June 2010, employee numbers totalled 222. A table representing the last four years of employee numbers is provided below:

Table 6: Comparative employee profile for the past four years

	30 June 2010	30 June 2009	30 June 2008	30 June 2007
Full-time	124	122	128	134
Part-time	45	48	43	30
Casual	53	58	55	49
Total Employees	222	228	226	213

Table 7 below provides a more detailed description of employee data as at 30 June 2010, including numbers of full-time, part-time and casual staff by gender and Division.

Table 7: Employee numbers as at 30 June 2010

Division	FULL-TIME			PART-TIME			CASUAL			TOTAL			FTE		
	Male	Female	S/T	Male	Female	S/T	Male	Female	S/T	Male	Female	Total	Male	Female	Total
Directorate	3	0	3	0	3	3	0	0	0	3	3	6	3	1.5	4.5
Corporate Resources	14	12	26	2	9	11	1	4	5	17	25	42	15.5	18.5	34
Melbourne Gardens	23	11	34	7	7	14	17	25	42	47	43	90	35	27	62
Plant Sciences & Biodiversity	12	12	24	3	5	8	0	2	2	15	19	34	13.5	15.5	29
Cranbourne Gardens	14	17	31	2	6	8	1	3	4	17	26	43	15.5	21.5	37
ARCUE	4	2	6	0	1	1	0	0	0	4	3	7	4	2.5	6.5
TOTAL	70	54	124	14	31	45	19	34	53	103	119	222	86.5	86.5	173

Profile includes: employees seconded from other agencies.

Profile excludes: a) employees seconded to other agencies and b) Jobskills trainees.

FTE: Full Time Equivalent – to obtain the full-time equivalent data, casual and part-time employees are added together and divided by two.

Apprentices: the Royal Botanic Gardens now employs contract apprentices through Apprenticeships Plus at RBG Melbourne, and Link Employment and Training at RBG Cranbourne. As at 30 June 2010, this involved one male apprentice and one female apprentice. However, as contractors, it is not appropriate to include them in this table.

As at 30 June 2010, the Royal Botanic Gardens' workforce comprised approximately 56 per cent full-time, 20 per cent part-time and 24 per cent casual staff. The workforce gender ratio was 46.5 per cent male to 53.5 per cent female. The Full-Time Equivalent (FTE) number being 173.

Table 8: Age profile of Royal Botanic Gardens' employees for the past two years

Age bracket (years)	% of RBG employees	
	As at 30 June 2010	As at 30 June 2009
<25	1.4	0.9
25–34	20.3	25.3
35–44	29.7	25.7
45–54	27.9	28.8
55–64	17.1	16.4
>64	3.6	2.9

EMPLOYEE SUPPORT AND DEVELOPMENT

The Royal Botanic Gardens Board Victoria is committed to the development of a skilled and professional workforce, and to providing safe and equitable working conditions for all.

HR Strategic Plan 2008–2011

The *Human Resources (HR) Strategic Plan 2008–2011* was developed in 2008 to align with the new *Royal Botanic Gardens Corporate Plan 2008–2011*. The HR strategy for 2008–2011 is 'Preparing for Future Challenges'. During 2009–10, the continuous improvement key initiative 'Streamlining of HR processes and associated documentation, decreasing the Line Manager burden' identified in the HR Strategic Plan was the focus of attention, with the following work undertaken:

- The Royal Botanic Gardens' Value of Leadership (and associated behaviours) was reviewed in respect to Line Manager expectations. As a result, the Performance Review System was updated to better describe the differences between Leadership and Management
- Forms and checklists were reviewed and updated
- The Employee Benefits Program was expanded to provide additional benefits and options for employees with the introduction of the 'Botanic Rewards' program.

Critical Incident Framework and Planning Group

In July 2009, the Critical Incident Framework report was approved. This new framework integrated the reporting of OHS, Risk Management, Business Continuity planning and Critical Incident Management into one consistent system. In September 2009, the new Critical Incident Communications Plan was implemented, and the inaugural meeting of the Critical Incident Planning Group (CIPG) was held.

The purpose of the Royal Botanic Gardens' CIPG is to co-ordinate the whole-of-organisation planning for responses to and recovery from critical incidents, and to ensure that the organisation's critical incident response documents are consistent and effective in meeting the requirements of relevant legislation and policies. This background work proved beneficial when RBG Melbourne needed to respond to the extreme hail storm and consequent damage of 6 March 2010.

People Matter Survey 2009

In July 2009, the Royal Botanic Gardens Board Victoria participated in the People Matter Survey, in which it participates on a biennial basis. The survey is co-ordinated by the State Services Authority and is 'a climate and opinion survey that collects data on employee perceptions of the values and principles underpinning their workplace's culture'. The employee participation rate in the survey was 51 per cent, an increase over the 46 per cent participation in 2007. Overall, the survey results were positive in terms of Public Sector Values, the Public Sector Employment Principles and Work Environment sections.

Occupational Health and Safety (OHS)

As an initiative to improve health and productivity, the Royal Botanic Gardens Board Victoria again offered all employees the opportunity to receive free influenza vaccinations, which were provided with the generous assistance of CSL Limited; 51 employees were vaccinated as part of this program.

As part of a health awareness strategy from WorkSafe Victoria, which is a Division of the Victorian Workcover Authority, subsidised Worker Health Checks were available to eligible Victorian workplaces. RBG arranged for 'Health By Design' to conduct the confidential worker health checks at both RBG Melbourne and RBG Cranbourne. Seventy-two Royal Botanic Gardens' employees participated in this program.

The annual SunSmart programs were conducted by the Cancer Council Victoria and held at both RBG Melbourne and RBG Cranbourne. Given the high number of staff who work outdoors, this is an important OHS program for the Royal Botanic Gardens. In May 2010, 'Manual Handling Training for Outdoor Staff' and 'Ergonomics and Manual Handling Awareness for Indoor Staff' workshops were conducted by Rehab Management [Aust] Pty Ltd at both RBG Melbourne and RBG Cranbourne.

The OHS Committee conducted a number of 'hazard hunts' across the organisation to identify potential OHS risks. Refresher training was provided for relevant First Aid Officers. First Aid incidents reported and WorkCover claims lodged in 2009–10 are reported in Table 9 below, along with comparable data for the preceding three years.

Table 9: WorkCover incidents

As at 30 June 2010, 20 new WorkCover claims had been received. Total lost time (hours and cost) along with Royal Botanic Gardens' claim costs and total claims cost (including payments made by the Royal Botanic Gardens' WorkCover provider) are detailed below:

	2009 -10	2008 -09	2007 -08	2006 -07
First Aid incidents (number of medical costs incurred)	41	32	51	28
Total WorkCover claims	20	13	23	22
Lost time claims (number)	10	4	7	6
Lost time (hours)	496	45	633	279
Royal Botanic Gardens' claims cost (\$)	14,756	3,963	15,519	5,312
Total claims cost (\$)	19,847	4,481	25,907	8,574

The OHS Committee continued to monitor all WorkCover incidents and claims.

During 2009–10, the OHS Committee completed updating and review of the Occupational Health and Safety Policy, OHS Designated Work Group Procedure and the Procedure for Working in Extreme Weather Conditions.

Professional development

The 2009–10 Professional Development program included workshops such as Equal Employment Opportunity, SunSmart, OHS and Performance Review System. Employees also attended conferences, seminars, field-trips and technical training appropriate to their respective roles.

A mentoring program, called 'Share and Grow', provides the participants with one-on-one learning opportunities. The program operates on calendar years; by November 2009 four mentor pairs completed their program and in February 2010, five new mentor pairs commenced their program.

With various major capital and non-capital projects under way, the Royal Botanic Gardens identified a need for development of project management skills in those employees closely involved with projects. In order to address this need, in early 2009 a Diploma of Project Management course was launched, in partnership with Chisholm Institute. The course ran until November 2009, with five workshops being delivered in total. In March 2010, eleven employees graduated from this program.

Employee Assistance Program

The Royal Botanic Gardens Board Victoria has an agreement with International Psychological Services (IPS) to provide an Employee Assistance Program for employees and members of their households. In 2009–10, Royal Botanic Gardens' employees continued to make use of this confidential counselling service that is available seven days a week, 24 hours a day.

In addition to the Employee Assistance Program, the Royal Botanic Gardens contracted the services of an external provider (Lesley Armstrong Consulting) to assist their employees enhance performance. These services include face-to-face coaching sessions for employees and/or line managers, career and development planning, leadership development, team and culture building, and performance management and improvement.

EMPLOYEE RELATIONS

Public Sector Values and Employment Principles

The Royal Botanic Gardens Board Victoria is committed to employment practices that adhere to the Public Sector Values and Employment Principles, as set by the *Public Administration Act 2004*.

During 2009–10, the following actions and initiatives sought to communicate to staff the importance of public sector values in the workplace:

- Corporate values and performance behaviors were outlined in the 2009–10 Performance Review System. The performance of each employee was measured against these values, behaviors and workplans.
- The EEO Committee arranged two information sessions for EEO awareness, facilitated by Phillip Garside Consulting. These sessions are compulsory for all new employees and optional for existing employees who want to attend a refresher program. Attendance for existing employees occurs on a rotating system to ensure that all employees attend a refresher every 2.5 years.
- All HR Branch employees attended further training on equal opportunity and human rights, facilitated by the Victorian Equal Opportunity and Human Rights Commission.
- Five employee grievances were raised and resolved utilising the Employee Problem Solving System.
- *Code of Conduct* booklets were given, and explained, to all new employees as part of their induction program. A *Code of Conduct* booklet was previously given to each existing employee at the time of its launch in 2007.

EMPLOYEE RECOGNITION

Guilfoyle Awards

The Guilfoyle Awards, named after William Guilfoyle, the second Director of the Royal Botanic Gardens who took up his position in 1873, recognise excellence and achievement of both individual employees and teams of employees in contributing to the activities of the Royal Botanic Gardens. In 2009–10, awards were presented to the following employees:

Individual award

Dennis Renfrey

In recognition of outstanding performance in drafting and finalising the RBG Specific Retention and Disposal Authority and appraisal report.

Team awards

PS&B Website Content Working Group

Rob Cross, Tom May, Jill Thurlow and Alison Vaughan

In recognition of outstanding team performance in planning and implementing redevelopment of the Plant Sciences and Biodiversity content on the RBG Website.

Guilfoyle's Volcano Project Group

Richard Barley, Steve Clancy, Malcolm Jackson, Andrew Laidlaw, Michael McNabb, Stephen Paterson, Luke Saffigna, Peter Symes and Liz White

In recognition of outstanding team performance in planning and implementing the Guilfoyle's Volcano Project.

Hail Storm Response and Recovery Team

In total, 41 employees were involved in the hail storm response and recovery.

In recognition of outstanding team performance in responding to the severe hail storm of 6 March 2010 and ensuring site safety, asset protection, business continuity and ongoing customer service.

Green Guilfoyle Award

Southern Brown Bandicoot Recovery Project Team

Terry Coates, Bronwyn Merritt, Kirraly Moran and Ollie Sherlock

In recognition of outstanding team performance in delivering the Southern Brown Bandicoot Recovery Project.

OUR ACHIEVEMENTS

- 32 **Goal 1: Enhancing on-site and online experiences for visitors and providing programs for a broader spectrum of our community**
- 54 **Goal 2: Strengthening the impact and utilisation of our scientific research through the development and implementation of a high quality, integrated research program**
- 68 **Goal 3: Delivering effective and environmentally sustainable management of landscapes, resources, plant collections and built assets.**



The *Royal Botanic Gardens Act 1991* requires that the Royal Botanic Gardens Board Victoria prepares a Corporate Plan outlining the strategies the Board intends to adopt to achieve the objectives of the Act and the priorities and targets of the Board. The *Royal Botanic Gardens Board Victoria Corporate Plan 2008–2011 – Connecting people with plants* sets out the Board’s strategic goals and associated priorities, and the action to be undertaken in the planning period to achieve the objectives of the Act.

The Corporate Plan is a strategic planning document from which the Royal Botanic Gardens Board Victoria Annual Business Plan 2009–10 stems, adopting its structure of strategic goals and setting out detailed Specific Outcomes for the reporting period.

The following section – Our achievements – reports in detail against the Specific Outcomes identified in the 2009–10 Annual Business Plan and further reports against ongoing work that relates to the Corporate Plan Strategic Priorities and Actions. This financial year was the second year of the three-year corporate planning cycle and no changes were made to the Corporate Plan in 2009–10.

The Annual Business Plan sets out the budget allocation for achieving each strategic goal and includes Key Performance Measures to gauge the Royal Botanic Gardens’ performance against Business Plan Specific Outcomes. A report against each Key Performance Measure for 2009–10 appears at the end of each strategic goal.



Goal 1: Enhancing on-site and online experiences for visitors and providing programs for a broader spectrum of our community

The Royal Botanic Gardens is one of Melbourne’s premier leisure and tourist attractions, offering a diverse and vibrant visitor experience through its Melbourne and Cranbourne sites. We will continually enrich and improve the experiences of our visitors and remain responsive to their needs.

We aim to connect people of all ages, cultures, abilities and backgrounds with plants by developing new gardens and collections, through innovative visitor and education programs and by engagement with the media. We will reach a wider audience through our online programs, with an emphasis on educational services. By connecting with a more diverse audience, we will increase community awareness of the Royal Botanic Gardens’ scientific and horticultural research and the importance of plant life and of conserving biodiversity.

Strategic Priority 1a

To be aware of and responsive to the diverse needs of the community by delivering stimulating and innovative recreational and educational programs

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
<p>Specific Outcome 1 <i>(relating to Corporate Plan Action 1)</i></p> <p>Deliver diverse, high quality educational programs throughout RBG Melbourne and RBG Cranbourne. The Ian Potter Foundation Children’s Garden will continue to be a focus for early childhood and primary level programs. New programs will engage students in water conservation issues, climate change, protecting biodiversity and sustainable gardening practices.</p> <p>In particular, we will:</p> <ul style="list-style-type: none"> • develop new programs for secondary school students, which focus on the redevelopment of Guilfoyle’s Volcano • deliver a careers’ day at RBG Cranbourne aimed at secondary school students seeking career pathways into the horticulture and land management industries • develop and trial the delivery of whole family school holiday programs at RBG Cranbourne designed to engage parents and children with Australian plants. 	<p>The Ian Potter Foundation Children’s Garden remained a popular focus for education programs at RBG Melbourne.</p> <p>Education staff delivered sustainable gardening activities for visiting school groups. The sourcing and propagation of vegetable seedlings for use in the Kitchen Garden was undertaken by Horticulture staff, while the planting, curation and harvesting of these vegetable seedlings by visiting school groups formed an integral part of the sustainable gardening program.</p> <p>Two new education programs were developed for secondary school students. Activities focussed on themes around the newly-opened Guilfoyle’s Volcano. The programs were trialled with students from local schools and were well received. These programs will be made available for general school bookings in Term 3, 2010.</p> <p>Due to insufficient numbers, a proposed careers’ day at RBG Cranbourne did not proceed. However, as an alternative, RBG Cranbourne provided two Year 9 secondary school students with the opportunity to participate in a week-long work experience program with the Horticulture, and Land Management and Infrastructure branches.</p>

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
Specific Outcome 1 (Continued)	<p>The RBG Cranbourne Visitor Programs team developed a series of 'whole-of-family' school holiday programs. <i>Bikes, birds and bush breakfast, Bushwalk, Build a cubby, Wildflower photography, Night prowling with bush barbecue</i> and a <i>Floral sculpture workshop</i> (with Melbourne artist David Wong in conjunction with the Friends of RBG Cranbourne) were among the activities offered as part of this new strategy, designed to engage the whole family with an activity rather than just the children. The trial was successful and confirmed that this model of program delivery is worthwhile continuing.</p>
<p>Specific Outcome 2 <i>(relating to Corporate Plan Action 3 and Action 4)</i></p> <p>Expand professional development opportunities for teachers and environmental educators. This will be achieved through provision of new curriculum support materials and the delivery of a teacher professional development program that will provide participants with the skills and knowledge to develop and maintain school gardens.</p>	<p>The RBG Education Service provides professional development opportunities for teachers at both sites.</p> <p>At RBG Cranbourne, staff provided professional development to 686 teachers during eight sessions. These sessions covered subject areas including: biodiversity, art in the natural environment, VCE biology and the use of the natural world and Australian plants in early childhood learning.</p> <p>At RBG Melbourne, staff provided professional development to 768 teachers and environmental educators in 42 sessions. These sessions covered subject areas including: designing outdoor play spaces, biodiversity, sustainability, garden art, early childhood, primary and secondary education.</p> <p>Education staff from both sites contributed to the development of the Victorian Early Years Learning and Development Framework (for children up to eight years of age) by the Department of Education and Early Childhood Development.</p>

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
<p>Specific Outcome 3</p> <p>Continue to provide School Partnership Programs in 2009–10 where Victorian schools will be invited to apply to join a free program which presents opportunities for long-term, ongoing learning experiences for schools. Participating students and teachers develop continuing relationships with Royal Botanic Gardens employees and volunteers, and learn about real world environmental challenges and how to use tools and resources to find solutions.</p>	<p>RBG Cranbourne continued the successful <i>Boys Business Program</i> partnership with Cranbourne Secondary College. This program, piloted the previous year, supported students considered ‘at risk’ within the school community and was designed to re-engage them with the education system by withdrawing them from the normal school program and placing them in a specialised program. Eight students in Year 8 participated in five on-site sessions at RBG Cranbourne as part of this program. On-site activities included planting in the Australian Garden Project Stage 2 carpark extension and Woodland Picnic Area. Trees for the National Tree Planting Day, a key element of the program, were propagated and produced by RBG Cranbourne. The program culminated on National Tree Planting Day in July 2009 with the <i>Boys Business Program</i> students assisting with the supervision of primary school students from St Agatha’s Catholic School in planting native plants at the Brookland Greens housing development. See also Specific Outcome 14.</p> <p>In addition to participation in National Tree Planting Day, RBG Cranbourne established a partnership with St Agatha’s Catholic School in Cranbourne. As a result, an eight-session program was developed with the school’s leadership group with the aim of re-establishing an indigenous garden within the school grounds. This partnership has enabled the school to establish and maintain a thriving garden, which is used as an important new teaching space.</p> <p>Due to changes in staffing arrangements, RBG Melbourne was unable to offer Partnership Programs in 2009–10. However, plans are in place to source funding from external bodies to implement a new program in the 2010–11 financial year.</p>

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
<p>Specific Outcome 4 (relating to Corporate Plan Action 1 and Action 4)</p> <p>Develop new and refine existing recreational and educational programs and services to meet the needs of under-represented user or visitor groups. Explore and develop avenues of communicating with new generations about plants, including:</p> <ul style="list-style-type: none"> • using funding from the Lord Mayor’s Charitable Trust to deliver free environmental education programs to students from schools in marginalised areas • developing a new program that allows school students to participate in the planting activities for the second stage of developing the Australian Garden at RBG Cranbourne • implementing the <i>Beginner’s gardening program</i> at RBG Cranbourne, in partnership with the Friends of the Royal Botanic Gardens Cranbourne, which will deliver basic gardening skills and support sustainable home gardening practices • working in partnership with the City of Casey’s Botanic Development Officer to develop information and programs that encourage local residents to garden sustainably with Australian native plants • designing, developing and beginning implementation of the Herbarium Interpretive Walk project to raise awareness of the role of scientific research in conserving plant biodiversity and the important role that the Royal Botanic Garden plays in this field • developing a suite of visitor programs designed to cater for intrastate, interstate and international tourism groups visiting RBG Melbourne and RBG Cranbourne. The new programs will engage visitors in the landscape and provide options for catering packages to achieve recognition of the Royal Botanic Gardens as a key Victorian tourist destination and service provider • undertaking online market research to assess (tourism) visitor needs and satisfaction. 	<p>The Marginalised Schools Social Inclusion Program, a successful outreach education program funded by the Lord Mayor’s Charitable Foundation, continued at RBG Melbourne in 2009–10. This program enabled 1,140 students from 31 schools to travel to RBG Melbourne and benefit from participation in subsidised education programs. The Lord Mayor’s Charitable Foundation granted \$44,000 over two years for the extension of this program. Further to this, the Royal Botanic Gardens Foundation Victoria granted \$6,000 to pilot a similar program at RBG Cranbourne.</p> <p>A <i>Mobility Map</i> for RBG Melbourne was produced with funding from the Department of Human Services and <i>Go for your life</i>. This map identifies and describes three suggested walks in RBG Melbourne for visitors with limited mobility. The map provides visitors with special needs with information on services and facilities available to assist them while at RBG Melbourne.</p> <p>A total of 204 visitors participated in guided walks focussing on the newly-opened Guilfoyle’s Volcano. The walks were delivered by the RBG Melbourne Voluntary Guides and received overwhelmingly positive feedback. Guilfoyle’s Volcano walks are now available as group bookings. Fact sheets, plant lists and on-site signs were all developed for this project. Interpretive content focuses on water, garden design and planting for local conditions. Plans for a new volunteer program to support visitor information at Guilfoyle’s Volcano were developed: the Garden Ambassadors will commence volunteer activities in September 2010. See also Specific Outcome 12 for details about this program.</p> <p>Work proceeded on the Herbarium Discovery Walk (HDW), a prominent interpretive display to be located outside the Herbarium building at RBG Melbourne. The project comprised the building of new paths and boardwalks (which were completed in early 2010) as well as the development of plans for interpretive signs, displays and plants that highlight Royal Botanic Gardens’ scientific research and Herbarium Collections. Landscape design, hard landscaping, propagation, plant sourcing, irrigation works, planting and mulching were completed by June 2010. Design and installation of the interpretive elements is scheduled for completion in August 2010.</p>

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
Specific Outcome 4 (Continued)	<p>The HDW is expected to open in August 2010 and will provide visitors to RBG Melbourne with information about the work of the Herbarium. The HDW project has been supported with funding from the Friends of the Royal Botanic Gardens, Melbourne Inc. and the Royal Botanic Gardens Foundation Victoria.</p> <p>The Information Services Branch documented and mapped plantings for both the HDW and Guilfoyle's Volcano sites.</p> <p>RBG Cranbourne co-hosted a National Green Jobs Corps program with the City of Casey. This program is run by Mission Australia and aims to give unemployed young Australians opportunities for practical work placement and experience in working in environmental fields. The main project for the Green Corps team was planting around the Treatment Wetland associated with the Australian Garden Project Stage 2, resulting in 14,000 indigenous plants being planted in the Wetland area. Additional tasks undertaken by the group included propagation for a number of planting projects at RBG Cranbourne, weed management and associated activities in the RBG Cranbourne bushland, vegetation clearance along bushland tracks, preparation for prescribed burns and fence removal.</p> <p>In addition, seven school groups booked in to help plant 3,400 plants in the Treatment Wetland area. These school groups participated in the planting program after completing a schools program in the Australian Garden relating to biodiversity and conservation.</p> <p>The Friends of the Royal Botanic Gardens Cranbourne, Inc. and RBG Cranbourne staff began work on establishing a partnership that will allow joint visitor programs on home gardening skills to be delivered in the Australian Garden Project Stage 2. In conjunction with the Volunteer Master Gardeners, the following beginner gardening programs were delivered: <i>Hyperactive winter garden</i>, <i>Hedges to hide your neighbours</i>, <i>Garden design for your home</i> and <i>Summer survivors</i>.</p>

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
Specific Outcome 4 (Continued)	<p>RBG Cranbourne staff worked with the City of Casey Botanic Development Officer to deliver a number of programs designed to encourage local residents to garden sustainably with Australian native plants. A <i>Seeded future card</i> was distributed to residents of new housing estates in the City of Casey. This card contained the seeds of the One-sided Bottlebrush, <i>Calothamnus quadrifidus</i>, and instructions on how to grow and care for this great backyard shrub. A plant list of 100 Australian natives that are ideal for growing in local gardens was developed. RBG Cranbourne staff and the Botanic Development Officer attended three community events, giving them an opportunity to discuss sustainable gardening practices with residents.</p> <p>A range of new visitor programs designed to cater for intrastate, interstate and international tourism groups visiting RBG Melbourne and RBG Cranbourne was developed in conjunction with Public Programs staff at both sites. These programs enable visitors to experience both gardens' spectacular landscapes, as well as offering catering packages. Program information was made available to inbound tour operators, wholesalers and the wider tourism market.</p> <p>Online market research was not conducted during 2009–10 as a number of other projects took priority. On-site visitor research was conducted throughout the year to form a knowledge base for assessing visitor needs and satisfaction.</p> <p>Biodiversity education programs were also developed and delivered by education services staff at both sites to celebrate the International Year of Biodiversity. At RBG Cranbourne, 170 students were booked in from February 2010 to complete the program; 278 students participated in biodiversity programs at RBG Melbourne.</p>

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
<p>Specific Outcome 5</p> <p>Host the award ceremonies for the <i>Victorian School Garden Awards</i> and <i>Victoria in Bloom</i> gardening program and provide a range of programs and activities at the conclusion of the official award ceremonies.</p>	<p>Approximately 1,200 students attended the <i>School Garden Awards</i> hosted at RBG Melbourne. The awards featured a smoking ceremony conducted by RBG Melbourne's Indigenous Programs Officer and students participated in tours and activities led by education staff.</p> <p>RBG Melbourne provided a judge to assist with the <i>Victoria in Bloom</i> awards ceremony and hosted the event in Mueller Hall. Over 100 public housing tenants from throughout Victoria attended the awards ceremony. The Royal Botanic Gardens sponsored the Most Creative Water Wise Garden category and RBG Melbourne staff led tours of the Kitchen Garden in The Ian Potter Foundation Children Garden after the awards ceremony.</p>
<p>Action 3</p> <p>Develop a strategy for co-ordinated community engagement programs for the Melbourne and Cranbourne sites and special features such as the Australian Garden and The Ian Potter Foundation Children's Garden. Continue to review and evaluate curriculum-based educational services and products to ensure that we meet the changing needs of our education-service clients.</p>	<p>Royal Botanic Gardens' staff at both sites contributed to an active community engagement program. Staff presented talks and workshops to a range of community and industry groups, including: Botanic Gardens Australia New Zealand, Victoria, Friends' groups, Irrigation Australia, Australian Plants Society, International Plant Propagators Society, and the Nursery and Garden Industry Association of Victoria.</p>

Strategic Priority 1b

To actively promote the essential role that plants play in sustaining life on earth and the pressing need to conserve biodiversity

Business Plan specific outcomes (and associated Corporate Plan actions)

Progress against specific outcomes and actions

Specific Outcome 6

(relating to Corporate Plan Action 5 and Action 7)

Continue to develop the Royal Botanic Gardens' Community Engagement Program which aims to engage with the broader community to achieve understanding of the essential relevance of plants to people and life on Earth through education, visitor and tourism programs by:

- delivering programs at RBG Cranbourne which focus on increasing community understanding of the importance of remnant bushland at RBG Cranbourne. The spring *Wildflower Festival* will focus on fire in the Australian environment looking at the regeneration of the bushland after prescribed burns, and the autumn *Eucalypt Festival* will focus on a celebration of the Australian flora and its role in Australian cultural life
- the participation of five regional schools in outreach education programs which will focus on rare and threatened species in their local area. Students will work with Royal Botanic Gardens' scientific and horticultural staff in planting and propagation activities at their school
- developing and launching new guided walks for members of the public which focus on the new Rare and Threatened Species Beds and the importance of protecting and enhancing Victoria's threatened plant species and their habitats
- developing a suite of tourism programs and products at both RBG Cranbourne and RBG Melbourne, with different programs designed to attract and engage international, interstate and intrastate visitors.

Seasonal festivals at RBG Cranbourne remained an important component of visitor programs. During September 2009, 3,265 people attended the spring *Wildflower Festival*, which featured a program of wildflower walks through the bushland designed to cater for family audiences; school holiday activities with Ranger Grubby were available for children aged five to ten years.

The autumn *Eucalypt Festival* was attended by 1,356 visitors over four peak festival days. Programs delivered, such as *Bikes, birds and bush breakfast* and the *Story of gums* focussed on the important role of Eucalypts in the Australian environment and culture.

Plant Sciences, Public Programs and Horticulture branch staff continued to implement the Rare and Threatened Species Collection outreach program funded by the George Alexander Foundation, which commenced in early 2009. Further information about this work is outlined in Specific Outcome 9.

At RBG Melbourne, Horticulture staff provided detailed information to the Voluntary Guides on rare and threatened plant species curation to enable them to develop a walk that specifically aims to inform the public of the significance of conserving Victoria's vulnerable flora.

A suite of tourism products for RBG Cranbourne and RBG Melbourne was developed to attract intrastate, interstate and international visitors. Associated financial procedures were reviewed to facilitate bookings for these new tourism packages.

Specific Outcome 7

(relating to Corporate Plan Action 6)

Improve accessibility to the unique collections, research and expertise of the Royal Botanic Gardens by:

- continuing to develop and conduct Royal Botanic Gardens Open Days, maintaining a yearly program providing free access to a range of collections and showcasing the operational side of the Royal Botanic Gardens

RBG Melbourne continued to offer free Garden Discovery Walks twice a day, six days a week. Voluntary Guides conduct these walks, which provide insights into plant collections and of work of RBG Melbourne. A total of 1,414 visitors participated in these free walks this year.

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
<p>Specific Outcome 7 (Continued)</p> <ul style="list-style-type: none"> publishing articles on sustainable gardening in widely disseminated publications developing and delivering the Australian Garden blog to provide online visitors with information about growing conditions for the Australian Garden plant collection continuing development of the online census of the RBG Melbourne and RBG Cranbourne living collections database of plants with maps, bed locations, geographic details and links to other information sources continuing to expand promotion of achievements of the Royal Botanic Gardens using the website, with links to water conservation information, seminars, achievements/awards and fungi information continuing work with HISCOM (Herbarium Information Standards Committee) and BISWG (Biodiversity Information Standards Working Group) to develop protocols, codes of practice and standards for the transfer of biodiversity information via Australia's Virtual Herbarium (AVH) and other (future) online products, and continuing to contribute to the implementation of the AVH Project by undertaking programming tasks as directed by the Council of Heads of Australasian Herbaria (CHAH) in conjunction with other Australian herbaria. 	<p>A record crowd of over 10,000 people visited RBG Melbourne on Spring Open Day. Free behind-the-scenes tours were available, including tours of the Herbarium, Nursery and Gardens House. Reece Australia sponsored the water-wise drip irrigation display in The Ian Potter Foundation Children's Garden, providing irrigation equipment and signs. RBG Melbourne and Reece staff delivered water-wise public education workshops on kitchen gardening throughout the day.</p> <p><i>Secrets of the Herbarium</i>, a tour conducted by the Voluntary Guides with the assistance of Curation staff, remained popular. A selection of herbarium specimens, books and illustrations is used to promote the scientific relevance and importance of the State Botanical Collection on this tour.</p> <p>Curation staff also conducted Herbarium tours and presentations for a range of interest groups, tertiary students, and government agencies to highlight the importance of herbarium specimens to scientific research.</p> <p>In addition to tours, public and research access to information about the Royal Botanic Gardens' living and herbarium collections is enhanced via a number of initiatives.</p> <p>At RBG Cranbourne, Horticulture and Public Programs staff developed specialised horticulture tours of the Australian Garden that showcased more technical horticultural aspects of the Garden. Online, 7,494 virtual visitors accessed information about growing Australian plants via the Australian Garden Blog. A keynote paper, 'Capturing the Beauty and Diversity of Australian Plants and Landscapes', was published in the proceedings of the National Conference of the Association of Societies for Growing Australian Plants.</p> <p>RBG Melbourne's online plant census was updated to record recent plant mapping, new bed locations and geographic details for Guilfoyle's Volcano and beds in the Herbarium Discovery Walk.</p> <p>Royal Botanic Gardens' staff attended the Annual HISCOM and BISWG conference in Cairns to discuss and develop protocols, codes of practice and standards for the transfer of biodiversity information via the AVH and the Atlas of Living Australia (ALA).</p>

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
<p>Specific Outcome 7 (Continued)</p> <ul style="list-style-type: none"> • 	<p>Collections staff contributed to discussions about the development of an Australian node of the Biodiversity Heritage Library, a project that aims to provide free and open access to digitised biological literature. Information Services and Collections staff contributed to the ongoing development of the AVH by assisting with the design and programming of AVH 3.2.0, and by undertaking extensive testing of the new AVH website. User registration procedures were also prepared and the Royal Botanic Gardens' Collections Information Officer is acting as the AVH registration administrator for Victoria.</p> <p>New collaborations were established with other Australian gardens through the Botanic Gardens Living Collections Committee (BGLCC) Working Group, which aims to standardise living plant collection information nationwide.</p> <p>The Royal Botanic Gardens gained exposure for a wide range of stories about programs, new developments and other activities. These articles featured information about garden design, plant selection and tips for saving water in home gardens. In general, coverage was gained in local and regional, metropolitan and specialist media outlets. Among these were five articles by Plant Sciences staff published in <i>Australian Horticulture</i> magazine on aspects of sustainable gardening, including construction, maintenance and future trends in sustainable gardens.</p>
<p>Specific Outcome 8 (relating to Corporate Plan Action 7)</p> <p>Expand interpretive signs and visitor information systems, highlighting the Royal Botanic Gardens' Community Engagement Program goals of Sustainable Gardening and People, Plants and Cultures, by:</p> <ul style="list-style-type: none"> • developing interpretive signs for the Rare and Threatened Species Collection and for Guilfoyle's Volcano at RBG Melbourne. The signs for Guilfoyle's Volcano will focus on garden design, water conservation and planting for a changing climate • reviewing and improving the bushland signage at RBG Cranbourne to provide details about its flora and fauna, and • replacing weather-worn interpretive signs for nominated plant collections and replacing up to 1,000 plant labels. 	<p>At RBG Melbourne interpretive signs were installed in all five Rare and Threatened Species Collection beds. Signs featured updated distribution maps and plant label information as well as messages about the Royal Botanic Gardens' plant conservation work, how visitors can help conserve threatened species and the importance of biodiversity. A new vinyl-wrap technology was used to increase the longevity of signs. Garden design, water conservation and planting for a changing climate were the key themes used in the development of new interpretive signs at the Guilfoyle's Volcano site.</p> <p>At RBG Cranbourne, new interpretive signs about on-site prescribed burns were developed. These signs describe how prescribed burns assist with the ecological management of the bushland and help to achieve a healthy habitat for local flora and fauna species.</p> <p>At RBG Melbourne, sign furniture was purchased in preparation for replacing weather-worn interpretive signs for nominated plant collections; however, the replacement program was deferred due to staff changes in the Public Programs Branch.</p>

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
Specific Outcome 8 (Continued)	<p>The production of 1,000 new replacement plant labels, funded by the Friends of the Royal Botanic Gardens, Melbourne Inc., has now commenced. As part of this process, references for nominated plant collection signs were checked, in addition to checking botanical nomenclature, common names and plant distribution.</p> <p>Plant Sciences staff continued to authenticate plant names and their geographic distribution using data from the AVH for use on the Australian Garden Project stage 1 and 2 plant labels.</p>
<p>Specific Outcome 9</p> <p>Continue to work with regional schools which participate in the George Alexander Foundation rare and threatened plant conservation program. The outreach component of this program entails Royal Botanic Gardens Horticulture and Education staff visiting schools and working alongside students in planting and propagating activities.</p>	<p>RBG Melbourne Horticulture and Plant Sciences staff continued to implement this innovative outreach program funded by the George Alexander Foundation. In Stage 1, students from five regional schools, representing the bio-regions featured in the Collection, visited RBG Melbourne and learnt hands-on gardening skills so that they could establish a rare and threatened plant species bed at their respective schools. Stage 2 saw RBG Melbourne staff visit each participating school to lead a program of planting. Students were taught how to care for these plants and the beds, which now feature in the school grounds, resulting in ongoing learning opportunities for students.</p> <p>Students were also expected to raise the issue of threatened plant species in their local community. This has been achieved through school newsletters and, in one case, the local newspaper. See also Specific Outcome 6.</p>
<p>Specific Outcome 10 <i>(relating to Corporate Plan Action 12)</i></p> <p>Positively engage with the local Indigenous community through involvement with NAIDOC week celebrations, hosting a free event celebrating local indigenous culture and encouraging collaboration to enhance our education, visitor and tourism programs. Liaise with Indigenous cultural, community and business groups, including Aboriginal Tourism Victoria to further develop and promote Indigenous tourism opportunities at RBG Cranbourne and RBG Melbourne.</p>	<p>In December 2009, 120 Indigenous community members attended the City of Casey Inter-council Aboriginal Consultative Committee (ICACC) forum held in the Australian Garden. This forum, jointly run by the City of Casey and RBG Cranbourne, provided an opportunity for local Indigenous people to raise current community issues with Access Officers.</p> <p>NAIDOC celebrations were held at RBG Melbourne on 8 July 2009. The Governor of Victoria, Professor David de Kretser AC, was among the VIP guests to attend the celebrations. A variety of free activities and indigenous entertainment was enjoyed by approximately 140 visitors.</p> <p>The Aboriginal Heritage Walk is an important component of RBG Melbourne's Indigenous tourism program. It was widely promoted through key tourism organisations including Tourism Victoria, Tourism Australia, inbound tour operators, wholesalers and the wider tourism market. At RBG Cranbourne, a new relationship with local Indigenous artists was fostered as part of plans for a Melbourne Food and Wine Festival event.</p>

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
<p>Action 6</p> <p>Increase the accessibility of our unique collections at the Royal Botanic Gardens, striking a balance between our obligation as custodian of precious and rare collections and sharing them with both our online and on-site visitors.</p>	<p>Collections staff processed 23,734 herbarium specimens as part of the loans and exchange program – an essential component of ongoing work in plant taxonomy and systematics.</p> <p>Thirty-one herbarium loans were sent to other scientific institutions, including 11 to overseas institutions, and 42 loans were received for study by botanists and students. Sixty-six researchers (taxonomic botanists, systematists, weed researchers, ecologists, students, and botanical historians), including eight from international institutions, visited the Collections.</p> <p>Requests for digital images and sampling of herbarium specimens, predominately for DNA analysis, continued to increase. Curation staff serviced 17 requests for digital images of 153 herbarium specimens, and 31 destructive sampling requests of 723 herbarium specimens.</p> <p>Databasing of herbarium specimens has enabled electronic accessibility to the information associated with each specimen. Forty-six requests for electronic data were serviced and 61 plant distribution maps were generated for scientific publications, conference presentations and to support submissions for grant funding.</p> <p>Plant Sciences and Biodiversity Division staff presented at the seminar <i>Science Matters: Collections, research and the public</i>, organised by Museums Australia (Victoria) during Science Week. The Royal Botanic Gardens' first touring exhibition – <i>Hidden in plain view – the forgotten flora</i> – concluded its national tour with an exhibition at the Museum of Economic Botany, Adelaide Botanic Gardens. The exhibition drew a diverse audience and the fungi component of the exhibition generated strong interest from gastronomic groups. Approximately 12,500 people attended the exhibition over its 11-week showing in Adelaide. Plant Sciences and Collections staff presented workshops for primary and secondary school students.</p>
<p>Action 7</p> <p>Expand visitor information systems to highlight the life-sustaining importance of plants and the Royal Botanic Gardens' role in advancing knowledge about plant conservation and biodiversity.</p>	<p>Fact sheets and brochures were available from the visitor centres at both sites on a range of topics including the importance of plants to life, sustainable gardening and water management, and plant conservation and biodiversity.</p> <p>The Royal Botanic Gardens joined the Department of Sustainability and Environment and other key agencies in implementing an online public awareness campaign – <i>Act4Nature</i> – that focussed on the importance of maintaining biodiversity as part of the International Year of Biodiversity. A dedicated website – act4nature.org.au – was established as part of this initiative and a range of biodiversity and conservation issues was promoted through the media.</p>

Strategic Priority 1C

To foster social inclusion by promoting strategic community relationships, involvement and participation in the Royal Botanic Gardens' work and activities

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
<p>Specific Outcome 11</p> <p>Enhance the content, relevance, accessibility, quality and consistency of all our online information services to promote our work and broaden our appeal to those who access our services using the internet by:</p> <ul style="list-style-type: none"> • implementing a new-look website and training Royal Botanic Gardens' content providers in MySource Matrix • further developing and implementing an e-commerce and online ticketing system for RBG Cranbourne and RBG Melbourne to promote Royal Botanic Gardens' tourism and retail products as a new revenue stream, and • continuing the server consolidation process. 	<p>The Royal Botanic Gardens launched its new-look website in January 2010 following a major redevelopment project. As part of this project, an organisation-wide review of web content was undertaken. Key components of the website review included the establishment of a Plant Sciences and Biodiversity divisional web working group to guide a complete redevelopment of the scientific and collection-based content on the website. RBG Melbourne Horticulture Branch also provided extensive information on each of its twenty-six living plant collections for inclusion on the website. Relevant and up-to-date information on all living plant collections is now readily available on the new website. The website can be viewed at www.rbg.vic.gov.au.</p> <p>Royal Botanic Gardens' staff 'content providers' have now been trained in the new Mysource Matrix content management system. New workflows were set up, with a detailed permission structure, which enables better currency of data using an e-mail alert system to advise content managers when specific information is out of date. The website also takes into account the new web accessibility standards.</p> <p>An outsourced e-commerce solution was also established, which is managed via a link from the retail pages of the Royal Botanic Gardens' website. Development of an online ticketing system is on-hold pending more research as to its viability.</p> <p>Work with HISCOM and BISWG to upgrade Australia's Virtual Herbarium (AVH) continued – see Specific Outcome 7 above. AVH-3 was launched, with a much improved front-end.</p> <p>The server consolidation process continued. See Specific Outcome 34 for further detail.</p>

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
<p>Specific Outcome 12</p> <p>Develop and diversify the volunteer program and continue to increase volunteer opportunities at both RBG Melbourne and RBG Cranbourne, including:</p> <ul style="list-style-type: none"> recruiting an additional 20 Volunteer Master Gardeners to provide home gardening advice at RBG Cranbourne in the Australian Garden and fostering opportunities for visitors to interact informally with knowledgeable and passionate gardeners maintaining and growing the children's club for RBG Cranbourne – Grubby the Garden Grub Kids' Club – which aims to facilitate the enjoyment and access of children aged 5 to 10 years to the Australian Garden site at RBG Cranbourne expanding the volunteer intake and increasing The Ian Potter Foundation Children's Garden volunteer involvement in education programs continuing to build on the assessment and review program for existing RBG Melbourne Voluntary Guides to identify training needs and provide mentoring and knowledge sharing with experienced voluntary guides continuing to work with volunteers from the Australasian Native Orchid Society (ANOS) who provide significant support to the horticultural curation and development of the RBG Cranbourne native orchid collection, and continuing with the RBG Melbourne Friends' Helping Hands Volunteer Program, where volunteers provide horticultural assistance at Eastern Lodge, Gate Lodge and E Gate Lodge at RBG Melbourne. 	<p>Volunteers continued to make an important contribution to the work of the Royal Botanic Gardens. During the year, existing programs were reviewed and new volunteer opportunities developed.</p> <p>RBG Cranbourne's Volunteer Master Gardeners continued to provide visitors to the Australian Garden with home gardening advice. However, recruitment of a further 20 volunteers was deferred until the 2010–11 financial year due to resource constraints. Six volunteers also assisted in data collection and research as part of the development of interpretive elements for the Australian Garden Project Stage 2.</p> <p>Two volunteers from ANOS regularly contributed their time in maintaining the orchid collection on display in the Australian Garden. In addition, eight volunteers attended an ANOS working bee to re-pot the entire terrestrial orchid collection.</p> <p>The Garden Grub Kids' Club remained popular with children. The club mascot 'Grubby' appeared at four special events throughout the year, and four Kids' Club programs were delivered to 66 children between the ages of 5 and 10.</p> <p>At RBG Melbourne, the success of The Ian Potter Foundation Children's Garden volunteer program was used as a model for the development of a new Garden Ambassador Volunteer Program. Thirty-one volunteers were recruited for the Garden Ambassadors Program and commenced training in May 2010. The training program was delivered by Public Programs and Horticulture staff and was designed to equip volunteers with the capacity to provide visitor information about Guilfoyle's Volcano and the surrounding areas. RBG Melbourne's Garden Ambassadors are expected to be engaging with visitors by September 2010.</p> <p>The Personal Achievement Review process for RBG Melbourne's Voluntary Guides continued and 25 guides undertook a process of review and reflection on their volunteer involvement with the organisation. This process provides an excellent opportunity to identify training needs and share knowledge with other volunteers and staff.</p> <p>RBG Melbourne Horticulture staff continued to work closely with the Friends' Helping Hands volunteers, ensuring the ongoing success of this program. Up to ten Helping Hands volunteers spent time with staff working on horticultural maintenance and development works at each of the lodges. The landscape aesthetics of the lodges has been increased significantly by the planting out of hardy plant species that will cope with periods of prolonged dry.</p>

**Business Plan specific outcomes
(and associated Corporate Plan actions)**
**Progress against specific outcomes
and actions**

Specific Outcome 13

(relating to Corporate Plan Action 10)

Foster our relationships with, and support the activities of, our Friends and other support groups by:

- continuing to provide server space, data and voice connections and basic HELPDESK support to the Friends and Garden Plant Conservation Association of Australia (GPCAA)
- providing ongoing support and assistance to the Growing Friends Nursery and Plant Craft Cottage in propagating plants and assisting with sales days
- providing content training for the Friends and the GPCAA
- setting up sub-net network user accounts and managing existing accounts, such as Novell and GroupWise for the Friends
- providing as-needed assistance for presentations, launches, etc, as requested by partners, stakeholders and supporter groups
- being an active member and supporter of the GPCAA to promote and encourage the establishment and maintenance of cultivated garden plants.

The Information Services Branch continued to provide technical assistance to the Royal Botanic Gardens' support groups by managing their network and email accounts, hosting the Friends' and GPCAA's websites, and providing training on how to use the MySource Matrix content management system, which forms the backbone of their websites. The Plant Craft Cottage hosts its own website through Vicnet; advice was provided when requested in managing content.

Royal Botanic Gardens' staff contributed to the Botanic Gardens Living Collections Committee, a new working group established under the umbrella of the Council of Heads of Australasian Herbaria. This technical committee has representation from all major Australian botanic gardens and will focus its discussions on information about the respective Living Collections.

A program to duplicate key GPCAA collections in Botanic Gardens Australia New Zealand (BGANZ) public gardens was initiated with the support of Royal Botanic Gardens' Horticulture staff from both sites. The GPCAA *Lavandula* and *Correa* collections were both affected by collection holders selling their properties. In both instances the collections have been propagated and duplicated and will be re-established in public gardens with the assistance of the Royal Botanic Gardens. RBG Melbourne's Horticulture Manager represents the Royal Botanic Gardens on the GPCAA Committee of Management and is an active member of GPCAA, promoting its cause as opportunity allows.

RBG Melbourne Horticulture staff also provided ongoing assistance to the Growing Friends. Nursery staff collect cutting material on a weekly basis with members of the Growing Friends, then propagate plants in the RBG Melbourne Nursery. Once plants are struck or germinated, they are handed over to the Friends to nurture ahead of the two annual plant sales. Horticulture staff also provided the Growing Friends with assistance in setting up and packing up on the annual sale days. Horticulture staff also assisted the Plant Craft Cottage group in establishing a more water-wise garden with the provision of curation advice and mulch.

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
<p>Specific Outcome 13 (Continued)</p>	<p>RBG Cranbourne's Visitor Programs team worked in partnership with the Friends of the Royal Botanic Gardens Cranbourne to develop a framework for joint Friends' and Visitor Program activities. This working relationship was fostered through attendance by staff at the Friends' monthly meetings and their annual activities planning day.</p> <p>Targeted activities such as the Eucalypt and Wildflower festivals and the Garden Grub Kids' Club remained an important vehicle for community engagement at RBG Cranbourne and the Australian Garden. The Eucalypt Festival enjoyed continuing support from Felton, Grimwade & Bosisto's Pty Ltd, with additional support coming from the Bjarne K. Dahl Trust. Fiskars Brands Australia continued to support the Garden Grub Kids' Club.</p>
<p>Specific Outcome 14</p> <p>Continue the implementation and assessment of programs as part of the Royal Botanic Gardens' Community Engagement Program under the four streams – Sustainable Gardening; People, Plants and Cultures; Climate Change; and the Scientific Role of the Royal Botanic Gardens. These programs seek to:</p> <ul style="list-style-type: none"> a) encourage sustainable gardening practices for five target groups (schools, vocational groups, tertiary groups, adults and visitors); b) improve the understanding of and respect for the natural, scientific and cultural heritage of the Royal Botanic Gardens; and c) increase the community's understanding of climate-change related issues, by: 	<p>RBG Cranbourne delivered programs aimed at encouraging sustainable gardening practices to school and industry groups as well as members of the public.</p> <p>Nine horticultural industry groups, comprising 272 people, toured the Australian Garden and RBG Cranbourne Nursery. The tour looked at the sustainable use of water in large landscapes and plant production for the Australian Garden Project Stage 2. Programs for 154 tertiary students were also presented by staff and public programs delivered to adult visitors focussed on sustainable gardening practices: <i>Water in a dry country</i>, which looks at how sustainable gardening practices enable home gardeners to conserve water, remained popular.</p>

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
<p>Specific Outcome 14 (Continued)</p> <ul style="list-style-type: none"> • offering subsidised education programs for disadvantaged schools to facilitate access to RBG Melbourne • offering programs and activities at RBG Cranbourne in partnership with external community organisations as part of a range of activities on National Tree Planting Day • expanding professional development programs for teachers focussing on sustainable gardens and developing skills for teachers to use in Victorian school gardens • expanding the RBG Melbourne program of activities as part of the 2009 NAIDOC week of celebrations, and • expanding the successful planting days when students and horticultural staff worked side by side planting indigenous plants at RBG Cranbourne as part of World Environment Day. 	<p>In partnership with the City of Casey, students from St Agatha’s Catholic School planted 2,500 trees, shrubs and grasses in Brookland Greens as part of the National Tree Planting Day. In preparation for the tree planting day, RBG Cranbourne staff trained 180 grade 4, 5 and 6 students from St Agatha’s, many of whom live at Brookland Greens; students from the <i>Boys Business Program</i> and 25 students from Chisholm TAFE Conservation and Land Management Course assisted RBG Cranbourne staff in supervising the tree planting activity. This planting day contributed to a habitat corridor linking RBG Cranbourne through Brookland Greens to Amstel Golf course.</p> <p>Thirty students from Lyndhurst Secondary College completed a biodiversity program on site at RBG Cranbourne in June. This was followed up by planting an indigenous garden at the school with the assistance of RBG Cranbourne education staff.</p> <p>At RBG Melbourne the Marginalised Schools Social Inclusion Program, funded by the Lord Mayor’s Charitable Foundation, continued with students from 31 schools benefitting from access to subsidised education programs. See Specific Outcome 4 above for more details.</p>
<p>Specific Outcome 15 (relating to Corporate Plan Action 11)</p> <p>Continue to share information with and provide mentoring support to smaller and regional botanic gardens to enhance their growth and development, with a focus on fostering the development of the Victorian Regional Botanic Gardens Network, by:</p> <ul style="list-style-type: none"> • providing executive support to the Victorian Branch of BGANZ for their quarterly meetings and regional workshops, and • sending employees to the BGANZ meetings and facilitating site visits and networking opportunities as they arise with regional members of BGANZ. 	<p>The Royal Botanic Gardens continued to provide active support and direction to BGANZ Victoria and played a key role in facilitating the BGANZ plants forum, GPCAA Collections Project and other network activities.</p> <p>The position of BGANZ Victoria Convenor was held by the Director Melbourne Gardens, and the executive committee included membership from both RBG Melbourne and RBG Cranbourne. Royal Botanic Gardens’ staff assisted with the organisation of and attended the BGANZ Victoria plants forum, <i>Conservation and Collections</i>, held in Ballarat in September 2009.</p> <p>The RBG Cranbourne Horticulture Manager continued membership of the Dandenong Ranges Gardens Advisory Group, strengthening the Royal Botanic Gardens’ relationship with this important community-based group.</p>

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
Specific Outcome 15 (Continued)	<p>Thirty-four staff and volunteers from regional botanic gardens attended an Education Service professional development workshop in February 2010.</p> <p>This workshop enabled sharing expertise about developing programs that focus on biodiversity amongst botanic garden educators.</p> <p>A number of Wollemi Pines, <i>Wollemia nobilis</i>, were distributed to BGANZ Gardens, the National Rhododendron Garden, Maranoa Gardens, Wombat Hills Botanic Garden, Williamstown Botanic Gardens and Wilson Botanic Park. These trees were acquired for the Australian Garden Project Stage 2 and were excess to requirements.</p>
<p>Action 9</p> <p>Foster and enhance existing relationships with government, community organisations, educational institutions, and industry bodies. Increase our focus on programs and projects with a high level of community engagement and an emphasis on responsible resource management, in particular the protection of Australia's biodiversity.</p>	<p>The RBG Cranbourne Public Programs team fostered community relationships by participating in a number of community-based projects, including the Stringybark Sustainability Festival (Knox) and the annual Frog Watch launch with Melbourne Water. In addition, RBG Cranbourne hosted the City of Casey early childhood unit family day and developed joint programs with the Eden Gardens centre in Mt Eliza.</p>
<p>Action 14</p> <p>Expand the promotion and sale of Royal Botanic Gardens-branded merchandise, through our strategic partnerships, our on-site retail outlets and our online services.</p>	<p>A newly developed Retail Strategy and Marketing Plan, with supporting Purchasing Guidelines and a Communications and Marketing Plan was drafted to facilitate the expansion of Royal Botanic Gardens-branded merchandise. See also Specific Outcome 39.</p> <p>Further work was undertaken for the development of the Australian Garden Collection – a commercial partnership project with RBG Cranbourne and Outback Plants Pty Ltd. An Australian Garden plant list has been developed of plants that have commercial potential as good garden plants and a propagation nursery was engaged. Discussions are under way with wholesale nurseries in relation to production and distribution.</p>

Key performance measures (Goal one)

Measure	Result		
Total number of visitors to the Royal Botanic Gardens	A total of 1,709,846 people visited the Royal Botanic Gardens during the year. This total takes into account visitors to both sites – RBG Cranbourne (including the Australian Garden) and RBG Melbourne.		
Total number of 'hits' and visits to the Royal Botanic Gardens' website	2009–10*	2008–09	Increase/Decrease
	Visits	<i>Visits</i>	
	199,452	267,333	-21.64%
	New visits	<i>New visits</i>	
	73.9%	75.6%	-2.20%
	Hits	<i>Hits</i>	
	651,670	906,911	-24.16%
	* During the year, a new website was developed and content migrated to the site, which was launched in January 2010. As a result, statistics provided have been estimated based on available data; however, some data were lost between January and April due to the changeover to the new site.		
The number of participants in Royal Botanic Gardens' public programs (measured against previous years)	<p>Visitor programs offered at both sites seek to interpret the visitor experience by conveying information on an array of topics including landscape features, Indigenous heritage and sustainable gardening. In 2009–10:</p> <ul style="list-style-type: none"> • 4,033 visitors participated in programs at RBG Cranbourne compared with 6,319 in 2008–09, and • approximately 8,250 visitors participated in programs at RBG Melbourne compared with 9,785 in 2008–09. 		
The number of school children participating in schools programs (measured against previous years)	<p>At RBG Cranbourne, 6,024 students participated in schools programs in 2009–10 compared with 6,256 in 2008–09.</p> <p>At RBG Melbourne, 24,064 students participated in schools programs in 2009–10 compared with 23,800 in 2008–09.</p>		
The number of school groups who return to undertake either the same or a different program the following year	<p>At RBG Cranbourne, 75 per cent of schools visiting the site to participate in programs in 2009–10 were return visits from the previous year.</p> <p>At RBG Melbourne, 131 of 376 (34.8 per cent) schools that visited the site in 2009–10 to participate in programs were return visits from the previous year.</p>		
The number of students who undertake courses, study programs or work experience at RBG Cranbourne or RBG Melbourne (measured against previous years)	<p>At RBG Cranbourne, two students undertook work experience with the Land Management and Infrastructure Branch in 2009–10, matching work experience offered for two students in 2008–09.</p> <p>At RBG Melbourne, four students undertook work experience with the Public Programs Branch in 2009–10, compared with three in 2008–09.</p>		

Measure	Result
<p>Delivery of a suite of successful, quality programs for visitors, teachers and students at RBG Cranbourne and RBG Melbourne</p>	<p>Exit surveys were conducted at RBG Cranbourne for both education and general visitor programs. The majority of post on-site surveys completed by teachers recorded a satisfaction rating of 'excellent' and general visitors recorded programs as 'very good'.</p> <p>Education programs at RBG Melbourne have received consistent positive feedback from parents, teachers and students. Post-visit survey results from teachers continue to receive excellent results. Teachers from RBG Melbourne have been invited by the Department of Education and Early Childhood Development to present exemplar programs to peers.</p>
<p>Number of participants using the Royal Botanic Gardens' tour/program booking system</p>	<p>At RBG Cranbourne, the program booking system handled over 2,600 bookings and 47,000 visitors, resulting in revenue of over \$400,000 during the 2009–10 financial year.</p> <p>A total of 32,114 participants have taken part in programs via the booking system at RBG Melbourne. This represents revenue of \$293,000 during the 2009–10 financial year.</p> <p>These figures include both education and general visitor bookings.</p>
<p>Total number of volunteers who provide assistance and support to programs run at RBG Melbourne and RBG Cranbourne.</p>	<p>Volunteers make an important contribution to providing assistance and supporting programs at both RBG Cranbourne and RBG Melbourne. A total of 184 volunteers provided assistance during 2009–10.</p> <p>At RBG Melbourne, this number included:</p> <ul style="list-style-type: none"> • 11 Helping Hands volunteers who assisted Horticulture Branch staff in the environs of three lodges • 55 Herbarium Volunteers who assisted in the Plant Sciences and Biodiversity Division • 47 Voluntary Guides, who provided guided walks, and • 16 Children's Garden volunteers who assisted with programs in The Ian Potter Foundation Children's Garden. <p>At RBG Cranbourne, 54 volunteers supported program delivery as Volunteer Master Gardeners and Volunteer Guides in the Australian Garden; among these, a number also assisted the Land Management and Infrastructure and Horticulture branches.</p>

Measure	Result
Improved quality of landscapes surrounding Eastern and E Gate Lodges	<p>Improved landscape values in the vicinity of E Gate and Eastern lodges resulted from the contribution of Helping Hands volunteers working with Horticulture staff; this work included the planting of:</p> <ul style="list-style-type: none"> • 56 plant species in the E Gate Lodge landscape, and • 100 plant species in the Eastern Lodge landscape. <p>Volunteer assistance amounted to 243 hours at E Gate Lodge and 104 hours at Eastern Lodge.</p>
Ongoing successful rapport with Friends' groups and effective delivery of services in partnership with the Friends	<p>Staff at both sites continued to work closely with Friends' and other support groups.</p> <p>The Manager Horticulture, RBG Melbourne represented the Royal Botanic Gardens on the Garden Plant Conservation Association of Australia Committee of Management and in this capacity attended 10 meetings. Support and advice was also provided to the Plant Craft Cottage.</p> <p>The Manager Public Programs, RBG Melbourne and Manager, Development are represented on the Friends of the Royal Botanic Gardens, Melbourne Operations Committee. This Committee meets every two months.</p> <p>The Director, Cranbourne Gardens represented the Royal Botanic Gardens on the Friends of the Royal Botanic Gardens Cranbourne Committee. In this capacity he attended 11 meetings and reported at all committee meetings; he also provided a regular article for the Friends' quarterly newsletter, <i>Naturelink</i>.</p>
Quality of horticultural maintenance and delivery of attractive and flourishing garden beds and lawns	<p>Garden beds and turf areas at RBG Melbourne generally coped well with prolonged dry periods and a reduction in the application of irrigation water. Horticultural staff worked hard to maintain the heritage values of the landscape during periods of water scarcity and project development.</p> <p>Plant establishment associated with the Australian Garden Project Stage 1 continued to progress well. Remedial work in a number of areas in the Dry River Walk and Arid Garden, where there have been some underlying issues with poor soil quality and drainage, have been addressed.</p>

Measure	Result
Delivery of more informative interpretive signs and visitor information systems including signs for new projects and programs	<p>Interpretive signs continued to be developed and used at both RBG Cranbourne and RBG Melbourne to provide visitor information.</p> <p>At RBG Melbourne, interpretive signs were added to the Rare and Threatened Species Collection beds and developed for the Guilfoyle's Volcano precinct, which opened to the public in March 2010. Further to this, work progressed on the Herbarium Discovery Walk, due to be completed in August 2010.</p> <p>At RBG Cranbourne, work continued on elements of the Australian Garden Project Stage 2 interpretation, and interpretive signs were developed explaining the importance of on-site prescribed burns in the ecological management of the bushland.</p>
Positive engagement with Indigenous cultural, business, tourism and community groups	<p>The Royal Botanic Gardens continued to foster positive relationships with a range of groups throughout 2009–10.</p> <p>In this capacity, the Royal Botanic Gardens once again lent its support to hosting a number of important community events. These included a NAIDOC celebration on 8 July 2009 and the <i>Victoria in Bloom</i> community gardening awards in December 2009, both at RBG Melbourne. RBG Cranbourne hosted an Inter-council Aboriginal Consultative Committee (ICACC) community forum, in partnership with the City of Casey, on 10 December 2009.</p> <p>Further to this, the Royal Botanic Gardens was represented at national and international trade tourism events including the Australian Tourism Exchange, Australian Tourism Export Council symposium, and Tourism Australia new product workshops in the UK and the USA respectively.</p> <p>Horticulture staff from both sites were also actively involved in Botanic Gardens Australia New Zealand (Victoria).</p>

Goal 2: Strengthening the impact and utilisation of our scientific research through the development and implementation of a high quality, integrated research program

The Royal Botanic Gardens plays a vital role in documenting plant biodiversity across Australia, especially in Victoria, and provides valuable support to Government in conserving threatened species and ecosystems and in the identification of plants. Working closely with Government, universities, industry bodies and other botanical and environmental institutions, our scientific research programs focus on systematics and taxonomy and how this information can be applied to new

and innovative conservation methodologies. Our areas of expertise range from taxonomy (the naming and classification of plants) and systematics (the study of relationships between groups of plants) to conservation botany, urban ecology and horticulture. We will deliver excellence in our scientific results and increase scientific knowledge and public awareness of our research through publications, lectures, online information, interpretive signage and educational and visitor programs.

Strategic Priority 2a

To advance knowledge in the fields of conservation, taxonomy, systematics, horticulture and urban ecology nationally and internationally

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
<p>Specific Outcome 16 (relating to Corporate Plan Action 15)</p> <p>Continue to implement the <i>Plant Sciences and Biodiversity Division Master Plan 2008–2012</i>, which provides a clear institutional focus and direction for the Royal Botanic Gardens’ botanical research programs.</p>	<p>Three main research themes are identified in the <i>Plant Sciences and Biodiversity Division Master Plan 2008–2012</i>: 1) Victoria’s biodiversity, including documenting and conserving our flora; 2) Origin of the Australian biota, including the evolutionary history and relationship of Australian plant groups; and 3) Biodiversity Services, including provision of an Identification and Information Service.</p> <p>These themes informed work during 2009–10 that resulted in publication of peer-reviewed research on systematics, biogeography and conservation botany of <i>Acacia</i>, Fabaceae, Rubiaceae, Proteaceae, macrofungi, truffles and mycorrhizal fungi, and rare and threatened Victorian plants.</p> <p>Funding was received to complete databasing all of the foreign Fabaceae specimens. Once the project is completed, the entire legume collection will be fully accessible. This will be of particular interest to the world’s foremost legume experts attending the International Botanical Congress, and Legume Symposium, both to be held in Melbourne in mid-2011. See also Specific Outcome 41.</p>
<p>Specific Outcome 17 (relating to Corporate Plan Action 17)</p> <p>Continue to implement the <i>ARCUE Strategic Plan 2008–2011</i> which seeks to raise awareness of best practice ecological management in cities and towns through research on the function and structure of their ecological systems.</p>	<p>Efforts were made by ARCUE to obtain partners and funding for a scoping plan to develop Best Practice Ecological Management of Cities and Towns. These efforts were incorporated in preparatory work for a funding bid for a Co-operative Research Centre (CRC) entitled <i>Healthy, Green Cities and Towns</i>.</p>

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
<p>Specific Outcome 18 (relating to Corporate Plan Action 18)</p> <p>Foster scientific research partnerships that fulfill the <i>Plant Sciences and Biodiversity Division Master Plan 2008–2012</i> and the <i>ARCUE Strategic Plan 2008–2011</i> through Australian Research Council (ARC) Linkage Grants.</p>	<p>ARC Linkage Grant funding supported work on research projects by ARCUE and Plant Sciences and Biodiversity Division staff during 2009–10.</p> <p>The ARC Linkage Grant agreement with ARCUE for ‘Creating fauna friendly cities and towns – The ecology and conservation of insectivorous bats’ (\$370,000 over 2009–2012) was signed by all partners in late 2009, allowing field surveys to start in summer 2009–10 (an important deadline due to the higher activity of the microbats during the summer months). One PhD candidate and one post-doctoral researcher were appointed to the project, with a second PhD position to be advertised in July 2010. One project team meeting has taken place with industry partners, including Parks Victoria, the Department of Sustainability and the Environment, Melbourne Water, Australian Geographic Society, Earthwatch, four local councils (Melbourne, Monash, Cardinia and Bayside), The University of Melbourne and ARCUE. The results of the first season’s fieldwork were presented at the Australasian Bat Society Conference in Darwin in July 2010.</p> <p>The ARC Linkage Grant ‘Optimal management of threatened amphibian metapopulations in urbanising landscapes’ (\$340,000 over 2009–2012) allowed a PhD candidate to start research on the landscape genetics of Growling Grass Frog populations at sites on Melbourne’s urban fringe, with supervisors from ARCUE, The University of Melbourne’s School of Botany (AEDA-CERF) and Museum Victoria. In May 2010 a Post-doctoral Fellow started in the School of Botany (AEDA-CERF) to undertake research using decision-theory analysis to determine optimal strategies for conserving extant populations of this species.</p> <p>Plant Sciences staff commenced a Linkage project with Swinburne University, ‘Biochemical fingerprint’ for Australian plants (<i>Acacia</i> and <i>Chenopodiaceae</i>) used for sustainable farm forestry’. A second Linkage project started with the Australian National University, Queensland Department of Primary Industries and Fisheries and the University of Sussex to research and understand the evolution of salt-tolerance by generating a phylogenetic framework for all known salt-tolerant (halophytic) plants. Research continued on ARC Linkage projects with Monash University (‘The role of dispersal in sustaining aquatic plant biodiversity in landscapes’), and The University of Melbourne (‘A predictive phylogenetic classification for Australian acacias and their tropical legume relatives worldwide’).</p>

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
<p>Specific Outcome 19</p> <p>Implement Year 3 of the five-year research plan for RBG Cranbourne which will focus on studies of population trends and habitat use by the Southern Brown Bandicoot, and ecologically sustainable fire management in heathy woodlands.</p>	<p>A research paper titled 'The distribution and abundance of ground-dwelling mammals in a woodland remnant in south-eastern Victoria in relation to habitat variables' was completed and submitted to <i>Wildlife Research</i> for publication. A presentation titled 'Habitat use by Southern Brown Bandicoots at RBG Cranbourne' was presented to a national workshop held at RBG Cranbourne. Data analysis for a paper focussing on comparisons between burn sites over a 17-year period was completed. Preparation of this paper also involved setting up a database to manage all the vegetation quadrat data that have been collected at RBG Cranbourne over the 38-year period from 1972 to 2010.</p>
<p>Specific Outcome 20 (relating to Corporate Plan Action 17)</p> <p>Undertake scientific research projects in partnership with external bodies and research institutions such as VicRoads, Parks Victoria, the Department of Sustainability and Environment (DSE), Melbourne Water, Birds Australia, Monash University and The University of Melbourne to enable knowledge transfer and application in the fields of conservation.</p>	<p>Research projects undertaken by ARCUE included those in partnership with Melbourne Water, Linking Melbourne Authority, Roads and Transport Authority of New South Wales, VicRoads, Parks Victoria, Albury Conservation Ltd., NGH Environmental, Royal Botanic Gardens Sydney, Melbourne Zoo, DSE, Sinclair Knight Merz, Snowy Mountains Engineering Corporation, the Centre for Urban Greenery and Ecology (CUGE) Singapore and the universities of Monash and Melbourne.</p> <p>Plant Sciences and Biodiversity Division staff undertook collaborative projects with, and co-supervised 21 post-graduate students from, Deakin University, La Trobe University, Monash University, RMIT University, Swinburne University, The University of Melbourne, the University of Tasmania, and Victoria University.</p> <p>The Victorian Conservation Seedbank continued the successful collaboration with the Royal Botanic Gardens, Kew, as part of its Millennium Seed Bank Project, with support of DSE.</p> <p>Collaborative projects also involved Weed Sciences at the Department of Primary Industries (Victoria), DSE, Museum Victoria, and all Australian State Herbaria.</p>
<p>Specific Outcome 21</p> <p>Undertake a native grass turf research project for the establishment of an indigenous lawn in select areas of The Ian Potter Events Precinct in Stage 2 of the Australian Garden.</p>	<p>RBG Cranbourne engaged a commercial turf farm to undertake production of a 300m² area of Mat Grass, <i>Hemarthria uncinata</i> and a commercial seed supplier for the production of seed of two other indigenous grasses for over-sowing into the Mat Grass. The initial results in establishing the Mat Grass were promising. Further work is being undertaken in evaluating the suitability of forms of <i>Zoysia macrantha</i> as a native turf grass.</p>

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
<p>Action 16</p> <p>Develop and implement a new science plan for ARCUE to reflect emerging research priorities in urban ecology and associated business opportunities.</p>	<p>ARCUE continued to conduct world-leading research in line with the <i>Australian Research Centre for Urban Ecology Strategic Plan 2008–2011</i>. Research collaborations with government organisations and academic institutions, both in Australia and overseas (including the CUGE, Singapore) have continued to fulfill the research and business goals of the Strategic Plan.</p>
<p>Action 19</p> <p>Deliver research projects on the ecology and conservation of plant and animal biodiversity in urban areas and the relationships between animals and plants on the lands managed by the Royal Botanic Gardens.</p>	<p>Twenty projects on the ecology and conservation of plant and animal biodiversity in urban areas were conducted by ARCUE. As well as two ARC Linkage Grants for a total of \$710,000 over three years, other grants received with a total of \$48,260 were from Melbourne Water (for research on the Growling Grass Frog and on microbats) and from the Holsworth Wildlife Research Endowment.</p>

Strategic Priority 2b

To make the Royal Botanic Gardens' contributions to plant biodiversity research and plant conservation accessible to a wider audience

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
<p>Specific Outcome 22</p> <p>Continue to conserve and enhance the collections housed in the National Herbarium of Victoria and the Royal Botanic Gardens' Library, striking a balance between our role as custodian of unique and priceless collections and the desire to make them more accessible to researchers by:</p> <ul style="list-style-type: none"> • developing and implementing the Collection Development Policy for herbarium specimens held within the National Herbarium of Victoria • ensuring that a large file download capability from our webserver is available for our clients, and • beginning the replacement of the MELISR legacy database system with Specify. 	<p>Implementation of the Herbarium's Collections Development Policy (developed in 2008–09) commenced.</p> <p>A Plant Sciences and Biodiversity divisional field trip was held in November 2009, to collect representative species from grasslands north of Melbourne. Detailed collections were made to assist in the targeted development of the Herbarium collections, including the collection of tissue samples for possible later molecular analysis.</p> <p>Fourteen volumes of <i>Curtis's Botanical Magazine</i> dating between 1784 and 1864 were conserved by repairing leather covers and broken hinges. This journal is a primary source of plant illustrations, particularly in support of the Royal Botanic Gardens' branding program. Access to original artwork was also improved by use of archival storage media and solander boxes, and the generation of detailed finding aids.</p> <p>Download capacity from the Royal Botanic Gardens' webserver was increased with the setting up of a folder from which large file downloads can be initiated. This download facility has improved the delivery of larger files between internal users and external clients.</p> <p>A Project Implementation Plan was prepared for the migration of records from the MELISR database, the Herbarium Collections' database, to Specify, a new software system. Data mapping tasks were defined and completed. Data mapping is necessary for the transfer of existing data from the legacy system into Specify, which has a more advanced field structure. See also Specific Outcome 34 for more detail.</p>
<p>Specific Outcome 23 (relating to Corporate Plan Action 22)</p> <p>Develop the concept for an electronic flora product and seek funding to digitise the existing <i>Flora of Victoria</i> publication so as to make information available for the Royal Botanic Gardens' electronic flora project.</p>	<p>Funding was identified in May 2010 to commence scanning three volumes of the <i>Flora of Victoria</i>. These three volumes, and the last volume (already available in digital format), will be tagged with formatting to enable use on the world wide web. It is expected that this scanning and tagging process will be completed in July 2010. Projections for scanning and digital storage requirements were also identified to ensure that requirements could be met.</p>
<p>Specific Outcome 24</p> <p>Demonstrate leadership in sustainable gardening research and practices by publishing articles in popular forums, such as <i>Australian Horticulture</i>.</p>	<p>Plant Sciences staff published five articles in <i>Australian Horticulture</i> magazine on maintaining and constructing landscapes sustainably, including commentary on financial issues, broad landscape scale sustainability and future trends relevant to sustainable gardening.</p>

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
<p>Action 20</p> <p>Expand and increase the effectiveness of our partnerships with key academic and scientific institutions, community groups, land managers and industry bodies, and engage with the Department of Sustainability and Environment (DSE) and Government generally to gain better utilisation of the Royal Botanic Gardens' scientific and conservation programs and expertise.</p>	<p>Plant Sciences staff continued to collaborate with their counterparts at Department of Primary Industries (DPI) and DSE.</p> <p>A project with DPI continued to address the threat posed by exotic stipoid grasses. Plant Sciences staff used molecular identification techniques and morphological characters to provide authoritative determinations of unknown grass samples, thereby allowing appropriate management strategies to be undertaken by land managers.</p> <p>Plant Sciences staff continued to assist DSE and Parks Victoria with monitoring translocated <i>Nematolepis wilsonii</i> plants in the Upper Yarra Reservoir reserve (Yarra Ranges National Park); plants are currently maintaining 80 per cent survivorship. Surveys at the original site showed the species germinated well following the Black Saturday fires (which killed all original plants). Staff also assisted in confirming a second population and the extension of its range c. 10 km from the original site.</p>

Strategic Priority 2c

To be a leading organisation in conserving Victoria's indigenous plants

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
<p>Specific Outcome 25 (relating to Corporate Plan Action 23)</p> <p>Conduct a review and update of the Royal Botanic Gardens' Policy for Conservation of Plant Biodiversity.</p>	<p>Review of the Royal Botanic Gardens' Policy for Conservation of Plant Biodiversity was deferred to take into account outcomes from the forthcoming update of the Global Strategy for Plant Conservation, which is being developed under the United Nation's Convention on Biological Diversity, as well as work by the Department of Sustainability and Environment (DSE) to renew its Biodiversity Strategy and develop a White Paper. Development of these guiding documents and subsequent reference to them will assist and inform the review of the Royal Botanic Gardens' Policy for Conservation of Plant Biodiversity, proposed for 2010–11.</p>
<p>Specific Outcome 26 (relating to Corporate Plan Action 24)</p> <p>In collaboration with state and federal agencies, guide the implementation of recovery plans and action statements for Victorian threatened species.</p>	<p>Plant Sciences staff participated in the <i>Borya mirabilis</i>, <i>Pimelea spinescens</i>, <i>Asterolasia asteriscophora</i> subsp. <i>albiflora</i>, Southern Wimmera Threatened Species, and Helmeted Honeyeater recovery teams. Material produced by Horticulture staff is being used in translocation and population reinforcement projects for some of these and other threatened Victorian species. As well, Plant Sciences staff participated in a workshop on 'Genetic translocations: insuring against extinction and increasing local adaptation', run by the National Climate Change Adaptation Research Facility, which aimed to inform land management and policy direction.</p>
<p>Specific Outcome 27</p> <p>Establish germination protocols for threatened Victorian species, so they may be used in <i>ex situ</i> and/or <i>in situ</i> translocation for the restoration and augmentation of threatened species populations.</p>	<p>All 95 species that were new to the Victorian Conservation Seedbank in 2009–10 were routinely tested for germination. Additionally, a research project commenced examining the role of germination as a determinant of the adaptive capacity of Victorian montane eucalypts to climate variability and change. Dominant eucalypt species within this montane group may require periods of chilling to break dormancy prior to germination. This research will help understand the processes that may facilitate or hinder adaptation to a warming climate.</p> <p>A DSE-funded project was undertaken investigating germination requirements of members of the threatened Flora and Fauna Guarantee Act- and Environment Protection and Biodiversity Conservation Act-listed Alpine Bogs Community.</p>
<p>Specific Outcome 28</p> <p>Continue management and monitoring of <i>in situ</i> threatened plant species at RBG Cranbourne.</p>	<p>Monitoring of <i>Thelymitra circumsepta</i> (Naked Sun Orchid) continued, and Australian Garden Project Stage 2 construction works were carefully planned and implemented so as to avoid negative impacts on this species.</p>

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
<p>Specific Outcome 29 (relating to Corporate Plan Action 28)</p> <p>Continue our partnership with the Royal Botanic Gardens, Kew in working on the Millennium Seed Bank Project (MSBP) and focusing locally on the Victorian Conservation Seedbank initiative to ensure the long-term preservation of seed from Victoria's rare and threatened plant species and interpreting the Victorian Conservation Seedbank (VCS) project for visitors to RBG Melbourne and RBG Cranbourne.</p>	<p>Now in its sixth year, the VCS sent 165 seed lots, including 95 new species, to the MSBP at the Royal Botanic Gardens, Kew. Duplicate collections are being held in long-term storage at RBG Melbourne.</p> <p>Strategic planning occurred with the aim of ensuring that the VCS could continue beyond the Royal Botanic Gardens, Kew's MSBP phase 1 milestone of December 2009. An initial bridging agreement was established that will fund the project until April 2011. DSE provided further funding of \$20,000.</p>
<p>Specific Outcome 30 (relating to Corporate Plan Action 25)</p> <p>Display wild-collected Victorian plant species at RBG Melbourne to benefit conservation and community awareness and to conserve water resources by reducing irrigation through use of indigenous species.</p>	<p>The completion of the Rare and Threatened Species Collection has been a springboard for RBG Melbourne to display a greater diversity of rare and threatened Victorian plant species in other areas of the landscape including recent plantings in the Australian Bed (<i>Allocasuarina grampiana</i>), the Australian Forest Walk (<i>Grevillia montis-cole</i> subspecies <i>brevistylla</i>), the Cycad Bed (<i>Goodenia macmillianii</i>), and the Water Conservation Garden (<i>Acacia wilaimsonii</i>); these plants were sourced from VCS collecting trips.</p>
<p>Specific Outcome 31 (relating to Corporate Plan Action 26)</p> <p>Continue implementation of the RBG Cranbourne remnant vegetation management program, including weed management and prescribed burns covering six hectares.</p>	<p>Control of grassy weeds within the highly significant and diverse Grassy Woodland Ecological Vegetation Class continued to be a management focus, as did the control of disturbance-loving taxa such as Stinkwort, Inkweed and Spear Thistle within recently burnt sites. Control of highly invasive species site-wide included Blackberry, Sweet Pittosporum, Sallow Wattle and Sweet Vernal Grass. Six prescribed burn sites were prepared and burn plans completed and approved. Four prescribed burns were conducted at locations that included the Grassy Woodland (near the powerline easement) and Heathy Woodland near the Woodland Picnic Area. The total area burnt was 9.5 hectares.</p>
<p>Specific Outcome 32</p> <p>Continue to implement the <i>ARCUE Strategic Plan 2008–2011</i> focusing on the nature and extent of consultancy services to be offered in expert conservation, scientific advice and other services.</p>	<p>ARCUE continued to implement its <i>Strategic Plan 2008–2011</i>, with further commercialisation research work for previous contacts and for new contacts, such as Linking Melbourne Authority. In 2009–10, contracted research work by ARCUE provided a commercial income of \$702,209 and non-commercial services provided a total of \$32,861.</p>

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
<p>Specific Outcome 33</p> <p>In partnership with DSE and the Australasian Native Orchid Society, continue to implement the <i>Caladenia robinsonii</i> (Frankston Spider Orchid) translocation project at RBG Cranbourne.</p>	<p>Staff from both sites continued the implementation of a successful <i>Caladenia robinsonii</i> (Frankston Spider Orchid) translocation project during the year. RBG Melbourne Nursery staff oversaw the propagation and growing of plants for future re-introduction into selected sites at RBG Cranbourne.</p> <p>Of the 34 orchids planted in 2008, 27 emerged in winter 2009. There was also natural recruitment of a further 15 further individuals. Thirty-nine plants flowered in spring 2009, producing 54 flowers. Seventy-six per cent of these flowers were pollinated naturally and set seed. None of the 19 orchids that were planted during the May 2009 (second) planting at the translocation site were allowed to flower, in order to encourage strong tuber development.</p>

Key performance measures (Goal two)

Measure	Result
Delivery of specified goals and outcomes in the <i>Plant Sciences and Biodiversity Master Plan 2008–2012</i>	<p>Three main research themes – <i>Victoria's biodiversity, Origin of the Australian Biota, and Biodiversity Services</i> – are identified in the Master Plan, which guides the work of the Plant Sciences and Biodiversity Division.</p> <p>In response to these research themes, publication of peer-reviewed research on systematics, biogeography and conservation botany of <i>Acacia</i>, Fabaceae, Rubiaceae, Proteaceae, macrofungi, truffles and mycorrhizal fungi, and rare and threatened Victorian plants was achieved throughout 2009–10.</p> <p>See Specific Outcome 16 for further detail.</p>
Delivery of specified goals and outcomes in the <i>ARCUE Strategic Plan 2008–2011</i>	<p>The ARCUE Strategic Plan identified a number of areas to guide its work over the life of the plan. Achievements were made in regard to the following in 2009–10:</p> <p><i>Staff hiring</i></p> <p>New research projects for a PhD and two Masters (one jointly at ARCUE and another research centre) commenced; a new Research Assistant, Senior Ecologist and Post-Doctoral Fellow were appointed.</p> <p><i>Grants</i></p> <p>Australian Research Council (ARC) Linkage grants were secured for three years (2009–2012) for the following research projects:</p> <ul style="list-style-type: none"> • \$370,000 for 'Creating fauna friendly cities and towns – The ecology and conservation of insectivorous bats in Melbourne' (microbat research) awarded to ARCUE in collaboration with research centres at The University of Melbourne's School of Botany and the Department of Sustainability and Environment (DSE). The grant covered the appointment of a Post-Doctoral Fellow at ARCUE in 2009 • \$370,000 for 'Optimal management of threatened amphibian metapopulations in urbanising landscapes' was awarded to ARCUE and the School of Botany's Applied Environmental Decision Analysis (AEDA) research facility at The University of Melbourne.

Measure	Result
Delivery of specified goals and outcomes in the ARCUE Strategic Plan 2008–2011 (Continued)	<p>Applications were made for the following ARC Discovery projects from the 2011 funding round:</p> <ul style="list-style-type: none"> • \$379,000 over three years for 'Quantifying shifts in urban plant trait distributions worldwide to identify mechanisms of change due to urbanisation' (in collaboration with The University of Melbourne's School of Botany and the Melbourne School of Land and Environment) • \$516,000 over three years (Round 1 funding) for 'Ecosystem services from large urban green spaces – the biodiversity and carbon benefit of urban golf courses' (in collaboration with the Melbourne School of Land and Environment). <p><i>Publications</i></p> <p>In 2009–10, articles were published in over 20 peer-reviewed journals, and five non-peer reviewed publications including reports for Melbourne Water, the Albury Conservation Company and the Growth Areas Authority (Victorian Government).</p> <p><i>Education</i></p> <p>Two lectures were given for the Plants and Urban Environment course at Burnley College, The University of Melbourne. A plenary address was given for the Holsworth Wildlife Research Endowment Conference at Deakin University and two public lectures were given at Federation Square, Melbourne (on microbats for the Sustainable Living Festival, and on water for the New Melbourne Conversations series). Staff presented at interstate conferences (four) and international conferences (five), and participated in interstate and overseas workshops respectively. There were at least ten media (newspaper, online and radio) reports on ARCUE research.</p> <p>ARCUE also trained 13 PhD students and three Masters students from the universities of Melbourne and Monash.</p> <p><i>Commercialisation</i></p> <p>New strategic partnerships were developed with Linking Melbourne Authority and the Centre for Urban Greenery and Ecology (CUGE) in Singapore. The level of self-generated income for ARCUE increased by approximately 50 per cent.</p>

Measure	Result
Successful delivery of scientific research partnerships in partnership with other research institutions and government departments	<p>Research partnerships by ARCUE with other research institutions and government departments have included DSE, Albury Conservation Ltd., Royal Botanic Gardens Sydney, CUGE (Singapore) and the universities of Monash and Melbourne.</p> <p>Plant Sciences and Biodiversity Division staff undertook collaborative projects with Deakin University, La Trobe University, Monash University, RMIT University, Swinburne University, The University of Melbourne, the University of Tasmania, and Victoria University.</p> <p>See Specific Outcome 20 for further detail.</p>
Development and launch of a new Collection Development Policy for herbarium specimens	<p>Implementation of the <i>Collection Development Policy</i> and <i>Collection Development Strategy 2009–2011</i> commenced in 2009–10 following its publication in June 2009. Actions included:</p> <ul style="list-style-type: none"> • a Plant Sciences and Biodiversity Division field trip in November 2009, resulting in detailed collections being made • conservation of 14 volumes of <i>Curtis's Botanical Magazine</i>, c. 1784 and 1864. <p>See Specific Outcome 22 for further details.</p>
Published articles in popular horticultural and gardening magazines	<p>Articles were published in the following horticultural and gardening magazines, including:</p> <ul style="list-style-type: none"> • <i>Australian Horticulture</i> (five feature articles by Plant Sciences and Biodiversity Division staff) • <i>Our Gardens</i> (one feature article by RBG Cranbourne Public Programs staff) <p>Further to this, feature and news articles appeared in the <i>Melbourne Magazine</i>, and in the news and gardening sections of both daily and local newspapers in response to media releases.</p>
A new and updated Policy for the Conservation of Plant Biodiversity	<p>The Royal Botanic Gardens' Policy for Conservation of Plant Biodiversity is expected to be undertaken in 2010–11 to take into account current work by the United Nations in updating its Global Strategy for Plant Conservation and by DSE in its Biodiversity Strategy review and forthcoming White Paper.</p> <p>See Specific Outcome 25 for further details.</p>
Number of species for which seeds have been collected as part of the Victorian Conservation Seedbank (VCS) initiative (measured against previous years)	<p>In 2009–10, the VCS collected seed of 165 species, 95 of which were new to the Millennium Seed Bank. This compared with seed collected in 2008–09 of 195 species, of which 100 were new to the seed bank.</p>

Measure	Result
Survival and vigour of the Rare and Threatened Species Collection	Over 300 species (of which 165 were collected from the wild) have been added to the Rare and Threatened Species Collection, maintaining the appearance of the beds and allowing members of the public to continue to enjoy this collection. The beds were created in 2008 and the collection is now well established.
Well-trained and well-informed Voluntary Guides who consistently deliver high quality experiences to visitors	<p>At RBG Melbourne, regular updates were passed on to the Voluntary Guides by the Volunteer Coordinator at their monthly meetings and through email, as required. Horticulture Branch and Plant Sciences and Biodiversity Division staff regularly attend these meetings to ensure that Voluntary Guides have access to accurate information.</p> <p>Further to this, Visitor Program officers at RBG Cranbourne led monthly meetings for Volunteer Guides and Volunteer Master Gardeners for the purpose of information exchange and providing training updates.</p>

Measure	Result
Number of threatened native species and communities for which specifically targeted conservation measures are in place	<p>Fifteen new species were targeted for conservation in 2009–10. In addition to genetically diverse samples of seed being added to the VCS, nursery propagation was undertaken. All seed from these vulnerable, rare and endangered species was wild-collected and germination protocols for all species were established through laboratory germination tests. Germinants from these tests were grown on at the RBG Melbourne Nursery and are available for further conservation activities, such as translocation. The targeted species are:</p> <ul style="list-style-type: none"> • <i>Abrotanella nivigena</i> Snow Wort. Rare in Australia; Vulnerable in Victoria. • <i>Almaleea capitata</i> Slender Parrot-pea. Rare in Australia; Vulnerable in Victoria. • <i>Banksia croajingalensis</i> Croajingalong Banksia. Endangered in Australia; Endemic in Victoria. • <i>Brunoniella pumilio</i> Dwarf Brunoniella. Endangered in Victoria. • <i>Calotis pubescens</i> Mountain Burr-daisy. Endangered in Victoria (previously regarded as extinct in Victoria; rediscovered Jan 2010). • <i>Carex echinata</i> Star Sedge. Vulnerable in Victoria. • <i>Cassinia tegulata</i>. Endangered in Victoria (known from a single population, discovered April 2010). • <i>Deyeuxia affinis</i> Allied Bent-grass. Rare in Australia; Endangered in Victoria. • <i>Deyeuxia talariata</i> Skirted Bent-grass. Rare in Australia, vulnerable in Victoria. • <i>Dodonaea hexandra</i> Horned Hop-bush. Vulnerable in Victoria. • <i>Drabastrum alpestre</i> Mountain cress. Rare in Australia; Vulnerable in Victoria • <i>Eucalyptus filiformis</i> Mt Jeffcott Mallee-box. Endangered in Australia; Endemic in Victoria. • <i>Gingidia harveyana</i> Slender Gingidia. Vulnerable in Victoria. • <i>Juncus antarcticus</i> Cushion Rush. Vulnerable in Victoria. • <i>Leiocarpa gatesii</i> Wrinkled Buttons. Vulnerable in Australia; Endemic in Victoria. • <i>Olearia pannosa</i> subsp. <i>cardiophylla</i>. Velvet Daisy-bush. Rare in Australia; Vulnerable in Victoria.

Goal 3: Delivering effective and environmentally sustainable management of landscapes, resources, plant collections and built assets

As custodians of lands that are rich in plant and animal life, beauty and heritage, and of the State Botanical Collection, we have the capability to deliver innovative resource management programs. As we face the accelerating impacts and challenges of global climate change, we will maintain our landscapes sustainably, enhancing and improving our assets, and we will ensure that excellent environmental practices inform everything we do. We will continue our focus on strategic and effective fundraising to ensure that, combined with State Government support, we have sufficient capital to protect and maintain our assets.

Strategic Priority 3a

To manage our assets and resources efficiently and effectively so that they are protected and enhanced for future generations

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
<p>Specific Outcome 34 <i>(relating to Corporate Plan Action 36)</i></p> <p>Continue to implement the Deloitte’s 2007 Review of IT Systems Architecture by:</p> <ul style="list-style-type: none"> identifying a suitable Enterprise Image Database for the Royal Botanic Gardens and beginning the procurement and implementation process replacing the MELISR legacy database system with Specify by commencing the procurement process and establishing a working group to define the relevant business rules, and continuing the server consolidation process. 	<p>Implementation of recommendations from Deloitte’s Information Lifecycle Review (ILM) continued.</p> <p>The Information Services Branch tendered for an Enterprise Image Database on behalf of the Board. A contract was signed with Databasics Pty Ltd in February 2010 and the new Relational Database Management System was installed and configured on the Storage Attached Network (SAN) system. A concurrent licence system will allow multiple users to interact from a desktop client, with images stored on the SAN. Pilot implementation and testing of the system is being undertaken by the Marketing and Communications Branch, with this work expected to be completed in December 2010.</p> <p>The MELISR migration project is progressing well. A project plan was formulated by the Specify project team and key staff undertook training in the use of the user interface in May 2010 to facilitate data migration and data cleaning tasks. All new and existing fields have been mapped on the Specify data model and the data model has been customised as necessary. The MELISR reference group has been resurrected to discuss changes to the MELISR data model and associated data entry procedures.</p>

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
Specific Outcome 34 (Continued)	<p>Three servers were retired from active use in response to the ILM recommendation to consolidate servers. The functionality that those servers had provided was moved to the SAN system and set up in a virtual server environment. The ongoing benefit provided will be a reduction in replacement costs and power savings. The retired servers were updated and retained as part of an IT Disaster Recovery Plan for RBG Melbourne, which was finalised during the year. Further to this, the ThankQ system was migrated from an obsolete server to the SAN system and is now running in a Virtual Environment.</p> <p>At RBG Cranbourne, the new Uninterrupted Power Supply (UPS) was installed to enable server equipment to operate for a short period in the instance of a brief power outage.</p>
<p>Specific Outcome 35 <i>(relating to Corporate Plan Action 31)</i></p> <p>Re-develop the historic reservoir precinct at RBG Melbourne ('Guilfoyle's Volcano'), including:</p> <ul style="list-style-type: none"> • providing accurate maps and site documentation to staff and contractors • mapping in-ground services and structures, and • verifying new plant information for public display labels and interpretive signs. 	<p>The Guilfoyle's Volcano redevelopment project was completed and this new landscape feature at RBG Melbourne was opened to the public in March 2010 by the Minister for Environment and Climate Change, Gavin Jennings MLC.</p> <p>As part of the redevelopment process, all new in-ground services were mapped and integrated with existing infrastructure information; this information was made available to staff and contractors during the development phase.</p> <p>Existing and new landscape assets and plants were also documented, and new plant labels and interpretive signs were manufactured and placed in the reservoir precinct. Plant information was verified for approximately 200 public display labels and interpretive signs, and 500 plant labels were produced.</p>

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
<p>Specific Outcome 36 <i>(relating to Corporate Plan Action 35)</i></p> <p>Review and improve the quality of all the data in the Asset Register as well as test and fully implement the asset management system selected in the tender process for both RBG Melbourne and RBG Cranbourne.</p>	<p>The tender process for the Asset Management System was completed and a suitable supplier identified. However, subsequent contract negotiations failed and, as no suitable alternative candidate was identified during the tender process, the project has been delayed until another vendor or solution can be found.</p> <p>Despite the difficulties with the contract negotiations, preparatory work for the implementation of an asset management system proceeded. Existing fixed asset register records were reviewed to ensure completeness and accuracy. Managers were requested to verify their assets and to list additional items, which will be incorporated into the new asset management system. As part of this verification process, work commenced on the physical verification of assets by the Business and Finance Branch to resolve and follow up any discrepancies in the data. Any major issues relating to integration of these records will require identification and resolution prior to selection and implementation of a new asset management system.</p>
<p>Specific Outcome 37</p> <p>Implement the priority actions specified in the RBG Melbourne Strategic Tree Plan, with an emphasis on managing tree risk.</p>	<p>The RBG Melbourne Strategic Tree Plan informs effective planning and long-term management of cultivated and natural tree populations at both sites. As part of the implementation process, arboriculture staff undertook professional development workshops and are now implementing new inspection processes aimed at the quick identification of risks and their subsequent resolution.</p>
<p>Specific Outcome 38</p> <p>Implement the RBG Melbourne Turf Strategy Plan, with a particular focus on the specified priority actions for improving the sustainability of RBG Melbourne's turf in the face of continued low rainfall.</p>	<p>The RBG Melbourne Turf Strategy Plan aims to maintain and develop the integrity of the turf areas at the South Yarra site. Soil testing and remedial actions were undertaken, as was the application of organic matter to some of the high profile lawn areas with the aim of improving the soil profile and water-holding and penetration capacity of the turf.</p>

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
<p>Specific Outcome 39</p> <p>Review and implement the key strategic retail priorities of The Gardens Shop in order to protect and build on existing sales revenue in a challenging retail environment, including implementing an e-commerce strategy and seeking to better understand customer spending patterns.</p>	<p>An independent review of the operational retail structure of The Gardens Shop was undertaken during the December quarter. The review resulted in clarification and re-definition of the objectives of the retail operations and re-alignment of its focus on education and enhancing the visitor experience of the Royal Botanic Gardens. This review process resulted in the development of a retail strategy, with associated key performance measures. Purchasing Guidelines and a communications and Marketing Plan were also developed to support the Retail Strategy; work on an associated merchandising plan commenced.</p> <p>The retail strategy identified the following objectives:</p> <ul style="list-style-type: none"> • to define a unique selling proposition (USP) that is consistent with the Royal Botanic Gardens' corporate objectives and branding • to enhance visitor opportunities to learn about botanic gardens and the Royal Botanic Gardens • to encourage visitors to actively participate in gardening and sustainable living • to operate a high-quality retail outlet that is one of the best of its kind among national cultural institutions. <p>In 2010–11, further work will be undertaken on the monitoring and reporting of customer spending patterns. An e-commerce facility was successfully established. See Specific Outcome 40 for further details.</p>

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
<p>Specific Outcome 40</p> <p>Expand the promotion and sale of Royal Botanic Gardens-branded merchandise, through our strategic partnerships, our on-site retail outlets and our online services by:</p> <ul style="list-style-type: none"> • co-ordinating the development and implementation of an e-commerce strategy to create further retail opportunities for The Gardens Shop • further developing and implementing The Gardens Shop Marketing and Product Development plans to achieve more targeted promotion and recognition of Royal Botanic Gardens retail and branded merchandise, and create further opportunities for the development of Royal Botanic Gardens-branded merchandise and products. 	<p>An outsourced e-commerce solution was established and launched in August 2009. It is managed via a link from the retail pages of the Royal Botanic Gardens' website (http://royalbotan.cart.net.au) and is hosted by Gate 13 E-Commerce solutions, with payment gateways hosted through ANZ and Paypal. Approximately 100 products in ten categories are available on the site, which generated gross revenue of \$4,000 (September to June). The site received an average of 40 unique visitors a day, representing 5,000 unique visitors from 62 countries since it opened for e-business.</p> <p>Suitable branded merchandise opportunities were investigated and Royal Botanic Gardens-branded products developed and launched, including eco-bags and fine art cards and prints of iconic RBG Melbourne structures by local artist Kelli Hamblet. The iPhone game <i>Hidden Park</i> was launched in association with Bulpadok Pty Ltd, which signed as a new RBG licensee.</p> <p>A retail consultant from the Australian Retailers Association was engaged to provide recommendations and assist with the implementation of the new Retail Strategy and Marketing Plan. Refer to Specific Outcome 39 above for further details on the strategy and associated plans.</p>
<p>Specific Outcome 41 (relating to Corporate Plan Action 30)</p> <p>Consolidate national and international recognition for the Australian Garden with its innovative display of Australia's remarkable plant life by:</p> <ul style="list-style-type: none"> • developing and commencing delivery of the Interpretation, Information and Education plan for Stage 2 of the Australian Garden • continuing to monitor the progress of the Australian Garden (Stage 1) plant establishment and taking remedial action to ensure that plants continue to grow and thrive • developing and marketing products and systems which assist the Royal Botanic Gardens in accessing the expanding inbound tourism market at RBG Cranbourne. 	<p>Work proceeded on developing and implementing elements of the <i>Interpretation, Information and Education Plan</i> for the Australian Garden Project Stage 2. The Development Branch reviewed the draft plan and provided a list of donors and recognition sign requirements for the funded precincts and for the founding donor display. Interpretive elements completed included a plant label project for automating data on the RBG Cranbourne plant label template, and text for the Greening Cities Garden, How-to-garden, and directional and precinct signs.</p> <p>School involvement in the planting of the Australian Garden Project Stage 2 commenced, with schools completing biodiversity programs followed up by planting activities in the Garden.</p> <p>A number of planting reviews were undertaken and implemented in the Australian Garden Project Stage 1 including the Diversity Garden, the Dry River Walk and Water Saving Garden. Planting intent documentation was also completed for Stage 1 and this document will guide future maintenance and planting programs.</p>

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
<p>Specific Outcome 41 (Continued)</p>	<p>As completion of the Australian Garden Project draws closer, work proceeded to promote the Garden to national and international audiences. During 2009–10, the Royal Botanic Gardens was represented at the Australian Tourism Exchange, Australian Tourism Export Council symposium, and Tourism Australia new product workshops in the UK and the USA respectively. This representation was supported by the early development of tourism packages and pricing schedules, which facilitates the sales process. Finance system solutions to support processing and reporting of e-commerce transactions and tourism packages were developed and implemented in support of anticipated increased sales. The collection of postcode data continued at the Australian Garden as a means of analysing visitation trends.</p>
<p>Specific Outcome 42</p> <p>Continue the construction of the Australian Garden landscape completion by:</p> <ul style="list-style-type: none"> • completing the bulk earthworks contract by August 2009 • commencing the main landscape works by September 2009, and • continuing fundraising for the Australian Garden Project Stage 2 in order to position the Australian Garden for international recognition and acclaim. 	<p>The bulk earthworks for the Australian Garden landscape completion project were successfully concluded, with practical completion during September 2009.</p> <p>The tender for the landscape construction works was awarded in September 2009 to J.A. Dodd Pty Ltd (a division of Watpac Group), with work commencing on-site in October 2009. The landscape contract includes five separable portions, progressive handover of which will enable planting in advance of final completion of the landscape works.</p> <p>Fundraising for the Australian Garden Project Stage 2 also proceeded. The Development Branch worked with the Australian Garden Fundraising Committee to identify prospective major donors, develop support relationships and secure philanthropic funding opportunities. Invitations to submit funding proposals were received from the Thyne Reid Foundation (for the Gondwana Garden), the Yulgilbar Foundation, and the R E Ross Trust (for the Home Gardening Precinct), with each resulting in a major funding grant during the year. The Joan and Peter Clemenger Trust confirmed a significant two-year funding pledge towards the Seaside Garden, and the City of Casey confirmed a grant commitment of \$330,000 over two years, also for the Home Gardening Precinct. After these grants and pledges, total fundraising results for the Australian Garden Project Stage 2 surpassed the project's core funding requirement of \$30 million.</p>

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
Specific Outcome 42 (Continued)	<p>In June 2010, The Ian Potter Foundation made the fourth and final annual instalment of its generous major grant for the development of The Ian Potter Lakeside Precinct in Stage 2, a multipurpose facility and community events space that will be a primary focus for community education and entertainment. In August 2009, the Maud Gibson Trust granted \$24,305 for audio-visual facilities and furniture for the auditorium in the recently-completed Visitor Centre extension.</p> <p>A significant boost to achieving international recognition of the Australian Garden was the early acceptance by the Royal Horticultural Society of an Australian Garden-themed display as a major show garden at the 2011 Chelsea Flower Show in London. The Victorian Government has committed to supplement the Royal Botanic Gardens' annual budget to assist with the project, which has also received start-up support from several private donors.</p>
<p>Specific Outcome 43 Finalise the building works for the Australian Garden Visitor Centre extension by August 2009.</p>	<p>The Australian Garden Visitor Centre extension was completed in August 2009 and officially opened by the Minister for Environment and Climate Change, Gavin Jennings MLC, on 6 September 2009. The Visitor Centre extension provides new opportunities for functions, exhibitions, meetings and events, and includes environmentally sustainable geothermal heating and cooling.</p>
<p>Specific Outcome 44 Implement the upgrade of the RBG Cranbourne Depot by:</p> <ul style="list-style-type: none"> • completing the strategic planning process for the RBG Cranbourne Depot, and • commencing the detailed design and building process for the Depot upgrade. 	<p>The strategic masterplan for the development of the RBG Cranbourne Depot Upgrade was completed in January 2010. The Depot concept design was tested by staff and the Cost Planner, and an Expression of Interest process was undertaken to select a shortlist of design architects, with the Request For Tender issued to the shortlist on 14 May 2010. The design tender was awarded during June 2010. Construction is expected to commence in early 2011.</p>
<p>Specific Outcome 45 Implement the Fire Management Plan for RBG Cranbourne.</p>	<p>At RBG Cranbourne, installation of Fire Management Zones around the Depot and Visitor Centre took place through forestry mulching and prescribed burns to reduce fuel loads. Burn plans and on-ground preparations for three prescribed burns (totalling 10.5 hectares) along the eastern boundary were completed. The aim of these burns is primarily to protect adjoining houses in the case of wildfire.</p> <p>RBG Cranbourne's capacity to respond to fire incidents was enhanced with the acquisition of an additional 4WD fire-fighting appliance and the accreditation of six new staff fire-fighters. As well, three existing fire-fighters were accredited to Operations Officer Level 1, and two to Burn Officer-in-Charge level.</p>

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
Specific Outcome 45 (Continued)	Fire Operations Officers were designated for the fire season and procedures to ensure the presence at weekends of fire officers were implemented, as were site closure and partial closure procedures for days of High Fire Danger (taking into account the new Fire Danger Ratings issued by the CFA).
Specific Outcome 46 Secure sponsorship and funding for the restoration of more of RBG Melbourne's pavilions and rest houses. Restore structures and modify associated landscaping as funding becomes available.	Seed funding was made available to appoint a Heritage Architect to quantify the restoration work required and to document specifications for the Fern Gully Rest House. However, in the absence of further sponsorship, work was deferred until 2010–11.
Specific Outcome 47 Seek funding from donors to supply and install up to seven drinking fountains at selected locations in RBG Melbourne.	Potential donors were identified; however, costs are still to be confirmed before this work proceeds.
Specific Outcome 48 Undertake RBG Cranbourne's annual feral animal control program, including the control of foxes and rabbits.	<p>Feral animal control programs at RBG Cranbourne were successful, resulting in major gains for biodiversity management.</p> <p>A focus on integrating rabbit control strategies in the Australian Garden included the set-up and operation of a multi-disciplinary rabbit control team, increased fence fortification, trapping, camera monitoring and a netting and dogging program.</p> <p>Foxes took 21 poison baits across the site during four poison baiting events. In addition, 120 free-feed baits were taken during the continuing free-feed program. In late 2009, evidence recorded only two fox bait takes on-site in the four-month period to December and no fox tracks were found on the sandpads. This was unprecedented and indicated that there were periods in which there were no foxes present on-site. See also Specific Outcome 53.</p> <p>Activities to increase fortification of the perimeter fence included installation of 'hot wires' on top of the Main Entrance gates, inner-skirting, and extra wombat gates to decrease fence breaches by wombats.</p>

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
<p>Action 29</p> <p>Continue to manage RBG Melbourne's and RBG Cranbourne's botanical, horticultural and landscape resources to the highest curatorial standards, so as to conserve their biodiversity, horticultural and heritage values in the face of climate change.</p>	<p>RBG Melbourne Horticulture Branch, comprising Arboriculture, Nursery and Horticulture staff, continued to maintain and develop RBG Melbourne's landscapes within resource capabilities. Current and future climate change predictions provided staff with the opportunity to assess the landscape palette at RBG Melbourne and incorporate necessary changes to ensure the conservation of biodiversity, horticultural and heritage values into the future.</p> <p>RBG Cranbourne Horticulture and Land Management and Infrastructure branches continued to manage the horticultural and natural landscapes of the site with a focus on a changing climate. This included the commissioning of a fire management report to guide risks from mitigating the predicted increase in frequency of days of extreme fire danger.</p>
<p>Action 38</p> <p>Increase the Royal Botanic Gardens' capacity to generate revenue to facilitate the development of new resource management initiatives.</p>	<p>Efforts were made by the Development Branch throughout the year to identify new funding opportunities and consolidate professional networks.</p> <p>Two trial donor acquisition campaigns recruited over 120 new donors, doubling the active donor base and demonstrating the feasibility of further growth in private fundraising. In March, a function hosted by two long-term supporters of the Gardens added 26 new donors to the Director's Circle annual giving program.</p> <p>The Development Branch participated in the organising committee of and attended the national Development Marketing Forum in Melbourne on 12–13 November 2009, hosting conference sessions on taxation and fundraising issues, and engaging and cultivating young philanthropists. The Australian Environmental Grantmaker's Network's Annual Conference and AGM were held at Mueller Hall in August 2009, followed by a Herbarium tour with Victoria's Chief Botanist, Prof. David Cantrill.</p>

Strategic Priority 3b

To employ the highest standards of curatorial practice in maintaining and enhancing the State Botanical Collection

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
<p>Specific Outcome 49 (relating to Corporate Plan Action 41)</p> <p>Continue to conserve and enhance the State Botanical Collection, with a focus on:</p> <ul style="list-style-type: none"> continuing the process of mounting the foreign plant specimens in the State Botanical Collection, and implementing a consistent and responsive system for monitoring pest insects within the State Botanical Collection. 	<p>Work continued in mounting material from the foreign collections, with mounting of some families completed and some commenced.</p> <p>Material from three foreign vascular families (Aizoaceae, Cactaceae, and Nyctaginaceae) and specimens of <i>Chara</i> spp. in the algal family Characeae has been mounted. Work on two vascular families, Chenopodiaceae and Fabaceae, is currently in progress. In total, 4,564 foreign specimens were mounted in 2009–10.</p> <p>Funding for a pilot project, <i>Revealing the Secrets of the 19th Century Foreign Legumes Collection Housed in the National Herbarium of Victoria</i>, was received from The CASS Foundation. The project, which commenced in early 2009, will complete the databasing of the foreign Fabaceae specimens and provide information and statistics essential for future efforts to database the remaining foreign collection.</p> <p>The Integrated Pest Management (IPM) program, which involves freezing specimens at minus 23°C for seven days, continued in 2009–10. Pheromone traps, specifically designed to monitor the presence of cigarette beetles, were incorporated into the existing IPM program, and regular inspections of the Collections continued to provide an additional level of protection.</p>
<p>Action 39</p> <p>Continue to contribute to the implementation of Australia's Virtual Herbarium (AVH) Project.</p>	<p>Curation staff, botanists and a volunteer have contributed 10,454 records to the AVH (9,166 Australian or cultivated specimens and 1,288 foreign specimens), bringing the total number of Australian and foreign specimens recorded on the database to 805,890. In addition, a total of 20,842 records were edited. Data quality is checked regularly and maintained in accordance with defined project standards. This ensures high-quality biodiversity information is provided to the AVH and other external clients.</p>
<p>Action 40</p> <p>Continue to conserve and enhance the collections of the National Herbarium of Victoria and the Royal Botanic Gardens' Library, striking a balance between our role as custodian of unique and priceless collections and the desire to make them more accessible to researchers.</p>	<p>The collections of the National Herbarium of Victoria (NHV) continue to be conserved and enhanced through ongoing mounting of specimens from the Victorian and Horticultural Reference sets, the Victorian Conservation Seedbank project, R.A. Black project, foreign vascular families and the remounting of 'filmsies' (specimens mounted on non-archival paper) from 12 Australian vascular families. The curation of Australian cryptogams (fungi, lichen, liverworts and mosses) continues.</p> <p>A total of 6,998 vascular specimens, including 87 Type specimens, has been mounted and 3,991 cryptogams curated.</p>

Strategic Priority 3c

To lead the community in sustainable environmental policies and practices for the management and conservation of resources

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
<p>Specific Outcome 50</p> <p>Implement the Nursery Water Management Project to improve nursery water management across both RBG Melbourne and RBG Cranbourne. Seek funding for the installation of water-efficient irrigation heads and controllers to automate nursery irrigation.</p>	<p>Nursery water management initiatives at RBG Cranbourne included the formation of the Irrigation Working Group within the Horticulture Branch. This group aims to assess, identify and implement irrigation-related initiatives. Initiatives over the period included a review of the efficiency of sprinkler heads in the Nursery resulting in some changes in nozzle type.</p> <p>A proposal presented to the Friends of the Royal Botanic Gardens, Melbourne Inc. resulted in funding to implement the Nursery Water Management Project, with the aim of improving nursery water management at RBG Melbourne. As a result, an automated irrigation system has been installed and tested. In addition, two water meters will be installed in early 2010–11. This automated system has greatly improved the efficiency of the Nursery water management and as a spin-off, Nursery staff are no longer required to work at weekends.</p>
<p>Specific Outcome 51 <i>(relating to Corporate Plan Action 42)</i></p> <p>Continue to implement the Strategic Water Plan (2007–11) that has been developed to encompass all aspects of water across the RBG Melbourne and RBG Cranbourne sites, including strategies for long-term management of the RBG Melbourne lake environment.</p>	<p>The Strategic Water Plan continued to guide the development and implementation of water management at both sites.</p> <p>At RBG Cranbourne water-related initiatives included the installation of soil moisture sensors within the Australian Garden, which will be linked to the automated weather station (when installed later in 2010) and an irrigation computer. Together, these elements will be used to guide irrigation application to achieve an irrigation coefficient of 1. Periodical efficiency audits of the irrigation system within the Australian Garden continued. Staff training and development in landscape irrigation also continued.</p> <p>At RBG Melbourne work proceeded in the following operational areas:</p> <ul style="list-style-type: none"> • a detailed Water Action Plan to supersede the RBG Melbourne Irrigation Management Plan was completed • methodologies were developed for climate matching and plant selection for landscape succession under threat from climate change • irrigation priorities and scheduling regimes were reviewed and confirmed.

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
Specific Outcome 51 (Continued)	<p>Royal Botanic Gardens' staff continued to collaborate in the publication and presentation of landscape water management research. On behalf of the peak industry body, Irrigation Australia, RBG Melbourne hosted and sponsored another irrigation efficiency course in April 2010 to assist industry in improving irrigation efficiency in public open space.</p> <p>The Guilfoyle's Volcano landscape and reservoir redevelopment, which is part of the long-term Integrated Water Management Strategy, was completed in March 2010. Design and documentation for Working Wetlands Part A, another component of the Integrated Water Management Strategy, was completed with support from Melbourne Water. Implementation will proceed in 2010–11. See also Specific Outcome 54 for further details.</p>
<p>Specific Outcome 52</p> <p>Implement the Royal Botanic Gardens 'ResourceSmart Government Strategy' (January 2009), which includes RBG WaterMAP, RBG Melbourne Environmental Resource Efficiency Plan and Waste Wise Action Plan.</p>	<p>Preliminary implementation of the ResourceSmart Government Strategy commenced in 2009–10, with emphasis on the following objectives:</p> <ol style="list-style-type: none"> 1. <i>Design and (if funds are available) commence implementation of infrastructure to ensure improved water quality and volume for the RBG Melbourne Ornamental Lake – A detailed design for the Working Wetlands Part A project was developed and has gone to tender. Once implemented, the design will improve water quality and volume for the RBG Melbourne's Ornamental Lake.</i> 2. <i>Control the Ornamental Lake levels and prevent saline water flowing from the Yarra River into the Lake by rebuilding the Lake outlet control structure – Reconstruction of the Lake outlet control structure has been included in the detailed design for the Working Wetlands Part A project.</i>
<p>Specific Outcome 53</p> <p>Implement the Southern Brown Bandicoot recovery project in partnership with Department of Sustainability and Environment (DSE) and adjoining property owners.</p>	<p>The 2009 program of fox baiting (foxes have been documented as one of the key threats to Southern Brown Bandicoot survival) was completed. More than 200 poison fox bait takes were recorded across eight properties in the vicinity of RBG Cranbourne. This correlated with a dramatic decrease in fox bait takes within RBG Cranbourne (a 66 per cent decrease in fox poison bait takes and a 56 per cent decrease in free-feed bait takes was recorded compared with the previous year); this can most likely be attributed to the effectiveness of the grant-funded baiting program undertaken on adjoining properties. See also Specific Outcome 48 for further details.</p>

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
Specific Outcome 53 (Continued)	<p>The 2010 program focussed on monitoring new and existing bandicoot populations, as well continuing fox baiting on nearby properties. Camera data revealed Southern Brown Bandicoots at all five properties being monitored. Gates to facilitate the movement of bandicoots through the RBG Cranbourne feral-proof fence were installed, with two of the three gates showing frequent use.</p>
<p>Specific Outcome 54 Pending confirmation of funding for Stage 1, commence implementation of the concept plan for the stormwater harvesting project (Working Wetlands Part A) and seek further funding from donors and other major stakeholders to realise the full project, which will deliver improved water quality and volume for the RBG Melbourne Ornamental Lake.</p>	<p>Funding was secured for Working Wetlands Part A, which involves stormwater harvesting and circulation through bio-filtration wetlands within the RBG Melbourne lake system. The DSE Office of Water and Public Land Division confirmed funding of \$1.74 million and The Myer Foundation confirmed funding of \$1.0 million for the project. Melbourne Water funded the design and documentation. The Royal Botanic Gardens submitted a funding application to the Federal Government's Water for the Future – National Urban Water and Desalination Plan: Stormwater Harvesting and Reuse Projects.</p> <p>The Request For Tender for construction of Working Wetlands Part A and Associated Works was issued on 26 May 2010.</p>
<p>Action 43 Through 'Working Wetlands' and other projects, develop the Royal Botanic Gardens' capacity to use non-potable water for irrigation and deliver water quality improvements in lakes at RBG Melbourne and RBG Cranbourne.</p>	<p>RBG Melbourne's capacity to use non-potable water for irrigation is a step closer with the confirmation of funding for Working Wetlands Part A (see Specific Outcome 54 above).</p> <p>When the project is complete, rainfall modelling indicates there will be up to 68 ML of captured stormwater directed to the lakes. The full potential of Working Wetlands will be reached when lake water can be pumped into the existing irrigation network. Irrigating with lake water may replace up to 40 per cent of potable water used for irrigation.</p> <p>At RBG Cranbourne, discussions continued with South East Water to seek advice on options for an alternative water source for Australian Garden irrigation.</p>

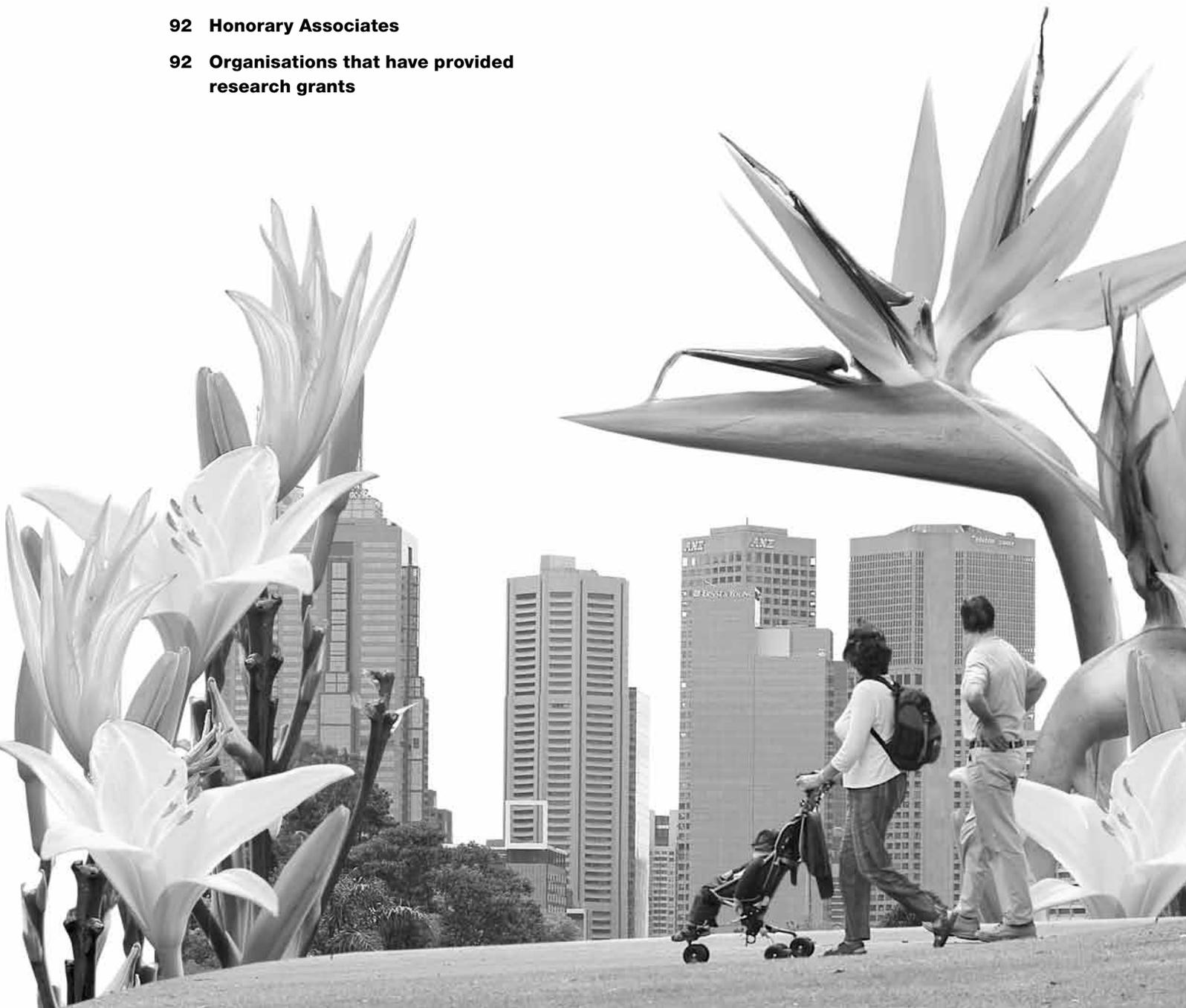
Key performance measures (Goal three)

Measure	Result
High quality tree care, with less risk of injury for visitors and employees	<p>Continued implementation of Royal Botanic Gardens' Strategic Tree Plan that addresses management of tree canopy in a mature landscape. Risk management of trees is a key driver of the Strategic Tree Plan.</p> <p>Area-based tree inspections were carried out by Royal Botanic Gardens' staff at both sites. Arboriculture reports have been commissioned from independent external arboricultural consultants to inform management strategies for three mature tree species at RBG Melbourne.</p>
High quality turf that is more sustainable	<p>The Turf Strategy Plan continued to guide and inform turf management at RBG Melbourne. Sustainability of turf in high profile and high visitor-use areas is a priority. Soil testing, monitoring and remedial actions against pathogen or compaction issues ensured a generally healthy turf surfaces.</p>
Completion of major projects on time, within budget and in accordance with principles of ecologically sustainable development	<p>The Australian Garden Visitor Centre extension was officially opened on 6 September 2009, on time and within budget, by Minister Jennings; it includes ecologically sustainable geothermal heating and cooling. At RBG Melbourne, Guilfoyle's Volcano was officially opened by the Minister on 31 March 2010, on time and within budget.</p>
More sustainable and lower use of Nursery irrigation water, with no effect on the quality of stock produced	<p>The RBG Melbourne Nursery automatic irrigation system was installed and trialled to assess operational issues. The installation of two water meters will enable regular water-use monitoring.</p> <p>At RBG Cranbourne an Irrigation Working Group was established. Initiatives over the period included a review of the efficiency of sprinkler heads in the Nursery resulting in some changes in nozzle type.</p> <p>See Specific Outcome 50 for further details.</p>
Number of specimens mounted from the State Botanical Collection (measured against previous years)	<p>A total of 15,553 specimens from the State Botanical Collection were mounted and/or curated. The complexity of the task involved in mounting Characeae specimens and curating cryptogams, resulted in slightly fewer specimens being mounted and/or curated in 2009–10.</p>

Measure	Result
Annual irrigation water use, measured against water budget targets, and/or irrigation management index and/or irrigation sustainability indicators	<p>Irrigation water use continued to be managed carefully and both sites recorded a decrease in irrigation water use for 2009–10:</p> <ul style="list-style-type: none"> • RBG Cranbourne – 13.05 ML irrigation water use in 2009–10, equating to a 15 per cent reduction compared to irrigation water used in 2008–09 • RBG Melbourne – 120.2 ML, equating to a 2 per cent reduction compared to irrigation water used in 2008–09.
Continuation of the heritage landscape fabric and its agreed amenity values	Landscape developments, garden bed renovations and tree plantings continued to be implemented in accordance with the RBG Melbourne Master Plan.
Domestic water use measured against previous years, and taking into account differing annual rainfall	<p>RBG Melbourne recorded a 7 per cent increase in domestic water use during 2009–10 compared with the previous year: 8.65 ML of domestic water was used in 2009–10 compared with 8.04 ML in 2008–09.</p> <p>RBG Cranbourne recorded a significant increase in domestic water use during 2009–10 compared with the previous year: 4.75 ML of domestic water was used in 2009–10 compared with 2.18 ML in 2008–09.</p> <p>Construction work for the Australian Garden Project Stage 2 and the management of prescribed burns on-site account for the sharp rise in domestic water use during 2009–10.</p> <p>A more detailed explanation of water use at both sites is provided in the Environmental Performance section of this report.</p>

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Generous financial support

The Royal Botanic Gardens would like to sincerely thank the businesses, community groups, individuals, trusts and foundations that generously supported its work in 2009–10.

The financial support received by the Royal Botanic Gardens plays an important role in helping the organisation achieve its strategic priorities. Continuing support from our generous donors has contributed to a range of exciting developments during 2009–10.

Donations received during the year were allocated to projects including: the Australian Garden Project Stage 2 and the construction of its new landscape at RBG Cranbourne; the recently-completed Guilfoyle's Volcano; the Working Wetlands Part A stormwater project; the Fern Gully irrigation system; the Nursery automatic irrigation system at RBG Melbourne; the curation and databasing of the Foreign Legumes Collection in the National Herbarium of Victoria; and the Australian Garden at Chelsea 2011 project.

Further to this, organisations that provided research grants are acknowledged on page 92 of this report.

This list records contributions of \$1,000 and over in the 2009–10 financial year.

Anonymous (2)

Australian & Pacific Science Foundation

Australian Biological Resources Study

Australian Research Council

Bjarne K Dahl Trust

BotanicAsia Exhibition

The late Ms Helen Brown

Mr John Calvert-Jones AM

& Mrs Janet Calvert-Jones AO

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Victorian Government

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Royal Botanic Gardens Foundation Victoria

The Royal Botanic Gardens Foundation Victoria was established in May 2001, with the goal of providing the Royal Botanic Gardens with a secure source of future income from the investment of bequests, seat sponsorships, Director's Circle donations, and general donations.

During the year, the Royal Botanic Gardens Foundation Victoria continued to increase the size of its capital base, enhancing its capacity to provide long-term financial support to maintain and develop the Royal Botanic Gardens through the distribution of grants to priority projects.

An important initiative during the year was the establishment of a dedicated fund within the Foundation to support the establishment of an urgently-needed Fellowship in Plant Systematics and Ecology, to be based jointly at the National Herbarium of Victoria and the School of Botany at The University of Melbourne.

The Foundation greatly values and appreciates the commitment and contributions of all of its supporters, and wishes to acknowledge the following people and their major contributions during 2009–10:

Anonymous (5)
Ms Debbie Dadon
Ms Jean Dieters
Mr J G Donaldson AO
Mr Robert Drew
Mrs Jean Hedges
The estate of the late Mrs Elena Keown
Mr Norman Lees
Melbourne Girls Grammar School
Ms Elizabeth Sevier
Mrs Barbara Shearer
Mr Richard Smallwood
Mr Frank Van Straten OAM and Mr Adrian Turley
Mr C D Turnbull
Dr Elizabeth Xipell

Director's Circle

The Director's Circle Program is a vehicle for avid supporters of the Royal Botanic Gardens to pledge their annual, unrestricted contributions to help protect the Gardens for future generations by developing the Royal Botanic Gardens Foundation, while also supporting vital projects that improve the landscapes, or the research or educational programs of the Gardens.

The Royal Botanic Gardens sincerely thanks the following Director's Circle supporters for their vision and generosity.

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 Mr David Kennedy & Dr Trudy Kennedy
 Ms Zara Kimpton
 Mr Tom Latham & Mrs Marianne Latham
 Mrs Diana Lempriere
 Mrs Jennifer Lempriere
 Mr Mark Lewis & Mrs Bronwyn Lewis
 Mr Peter Lovell & Mr Michael Jan
 Mr Phil Lukies & Ms Janet Whiting
 Mr Frank Mahlab & Mrs Eve Mahlab AO
 Mr Clive Manifold & Mrs Judy Manifold
 Mr John McFarlane & Ms Annie Scott
 Mr Robert McKay & Mrs Sarah McKay
 Mr Ian McNaughton & Mrs Libby McNaughton
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 Mr Ross Milne-Pott & Mrs Judy Milne-Pott
 Dr Philip Moors & Dr Debbie Moors
 Mrs Diana Morgan

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 Mr Baillieu Myer AC & Mrs Sarah Myer
 Mrs Maggie Nanut
 Mr George Pappas & Mrs Jillian Pappas
 Mr Tom Park & Mrs Cathy Park
 Mr Bruce Parncutt & Ms Robin Campbell
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 Mrs Rosemary Simpson
 Mr Brian Snape AM & Mrs Diana Snape
 Mrs Judy Ann Stewart
 Mr Colin Trumble & Mrs Joanne Trumble
 Mr Ralph Ward-Ambler AM
 & Mrs Barbara Ward-Ambler
 Mr Peter Wetenhall & Ms Jo Horgan
 Mrs Carolyn Williams
 Mr John Wyld & Mrs Anne Wyld

Friends of the Royal Botanic Gardens Cranbourne Inc.

Membership continued to grow and now exceeds 600 individuals. As the focus at Cranbourne has been the Australian Garden Project Stage 2 and the upgrading of the Depot, the Committee has been working with the management on the future location of the Friends Nursery, the Maud Gibson Room and associated structures. As the site of the Nursery is to be unchanged, plans for the upgrading of the existing undercover area progressing, the costs for which will be covered by existing funds. Further developments will follow and therefore fundraising will be a major priority in the year ahead.

Whilst all groups associated with the Friends support RBG Cranbourne, some have a greater emphasis on fundraising, among them the following special interest groups and their associated activities:

- The Botanical Illustrators continued to produce beautiful and accurate illustrations and regular classes have now commenced with a waiting list and a promise of a steady profit stream.

- The Press Gang continued to collect and preserve plant and fungal specimens from the bushland for the permanent collections in the Herbarium.
- The Seed Collectors, a new group, was formed this year to collect seed not only for the Friends' Nursery but also occasionally for the main Nursery.
- The Botanical Fabricators and Basket Makers demonstrate the unique qualities of Australian flora and fibres with their original creations, which are sold at various events.
- The Growing Friends continued to produce tube-stock plants in great numbers to support the education programs at RBG Cranbourne. Also, over a 1,000 plants were purchased by the City of Casey for revegetation projects. Sales to members, staff and the public take place in autumn, winter and spring.

Whilst a profit is expected to be made from Discovery Days and Workshops, the focus is always on the sharing of knowledge of Australian plants in a friendly environment. Discovery Days were held in many different regions around Melbourne. There has been a four-day tour to Lower Glenelg National Park and a twelve-day tour to Kakadu National Park.

The new auditorium in the Visitor Centre has proved a delightful venue for the Friends' AGM, photography workshop and winter lecture series.

Friends of the Royal Botanic Gardens, Melbourne Inc.

The Friends were pleased to be able to make grants in excess of \$140,000 to the Royal Botanic Gardens during the year. These included \$70,000 towards the restoration of Guilfoyle's Volcano; \$50,530 for an automatic irrigation system for the RBG Melbourne Nursery; \$8,755 for staff scholarships awarded to Cali Salzmann, Val Stajsic and David Robbins; and a contribution to facilitate a Royal Botanic Gardens' staff member's involvement with the Committee for Melbourne Future Focus Group program.

Classes in Botanical Illustration continued to expand in popularity. There are now ten classes run every week with an average number of 136 students per term. Ten specialist botanical workshops were also held during the year.

The Growing Friends group held two successful public plant sales, with the spring sale coinciding with Spring Open Day at RBG Melbourne. A total of \$43,878 was raised.

Membership remained stable, a good result in the current economic climate. Multi-year memberships for two and three years continued to prove popular.

The Friends' seasonal program of events, including illustrated lectures, walks and excursions, was well attended.

Maud Gibson Trust

The Maud Gibson Trust was established in 1945 with a donation from Miss Maud Gibson for the maintenance, development, or otherwise for the benefit of the Botanic Gardens. The Trust facilitated the initial purchase of land to establish RBG Cranbourne and has continued to take an influential role in the development of that site including the creation of the multi-award-winning Australian Garden. It has also encouraged and financially supported botanical research and educational programs for many years at RBG Melbourne.

In December 2009, Mr Bill Middleton OAM retired from the Maud Gibson Trust Advisory Committee after nine years of service and an association with the Royal Botanic Gardens dating back to 1946. His knowledgeable support for scientific and plant conservation projects funded by the Trust has been especially helpful. As a parting gift Mr Middleton donated an original plan of the Domain Gardens and a Mueller annual report and letter to the archive collections in the Royal Botanic Gardens' Library. His vacancy was filled in February 2010 by Mrs Anne Latreille, a past member of the Royal Botanic Gardens Board Victoria and well-known author of garden books and articles.

The Trust made its Year-3 final grant of \$20,000 for RBG Melbourne's contribution as the Industry Partner in an ARC Linkage grant for research into the systematics of the diverse plant family Rutaceae. This is a three-year joint project with The University of Melbourne, and is producing important new data on the evolutionary relationships within the family and the Gondwanan links between Australia and New Caledonia.

Nine scientific publications in international journals have now appeared reporting the results of the ARC Linkage project on eucalypts previously supported over three years by the Trust. DNA analyses and morphological studies have confirmed that the genus *Corymbia* is a single coherent group related to *Angophora*. This has led to a revised classification within the eucalypts, with significant biogeographical implications.

The Trust has agreed to provide \$39,000 over three years commencing in 2010 to support RBG Melbourne as the Industry Partner in a new ARC Linkage project investigating the evolution of salt-tolerant plants in Australia. The results of this research will underpin the development of new crop varieties, the selection of species for remediating salt-damaged environments, and the identification of plant characteristics, which will be profitable targets for future breeding programs.

The State Botanical Collection purchased a copy of the two-volume *Highgrove Florilegium* with grants of \$9,250 from each of the Trust and the Royal Botanic Gardens Foundation Victoria. The *Florilegium* has been developed from a series of 175 botanical artworks commissioned by HRH The Prince of Wales and illustrating plants from his garden at 'Highgrove'. Limited to only 175 copies, the volumes include paintings by six renowned Australian botanical artists including Jenny Phillips, Fiona McKinnon and John Pastoriza-Pinöl. This is a significant addition to the State Botanical Collection and one of very few sets held in Australia.

Information about the Maud Gibson Trust is accessible via the website www.trust.com.au of the Trust Company Limited, which acts as the trustee for Miss Gibson's Settlement.

Plant Craft Cottage

Plant Craft Cottage (PCC), run entirely by volunteers, reports a full and productive year, working to ensure the plant-related crafts practised by the Fibre, Basketry, Natural Dye, Plant Cards, Handmade Paper, and Pot Pourri groups are kept alive through research, documentation, experimentation, and the practical work created in monthly meetings.

Public workshops, displays and demonstrations were given in each craft, with invitations accepted to participate in the wider community. Adult workshops were all heavily booked and most successful.

The children's workshops in *Pressed Flower Cards*, *Papermaking* and *Fantastic Friends* all enjoyed record numbers – 70 children attended *Fantastic Friends* over three days in April.

The success of the Cottage year also depended on input from three other groups:

- The Roster Group acted as hostesses to our visitors, introducing them to the history of the 1853 heritage-listed Under-gardener's residence, and describing how the Cottage is used today.
- The Garden Group maintained the garden through all weathers to welcome an estimated 450 international, 216 interstate and 280 Victorian visitors to PCC.
- The Counterpart group, have, with their handmade Cottage-related items, made a huge contribution to our small shop, complementing the craft groups' contributions.

As a not-for-profit organisation we depend on our sales, workshops and membership dues to maintain and improve the Cottage and, when possible, to make a donation to the Royal Botanic Gardens.

Our membership remained at 170. We have farewelled some early members and welcomed, in April 2010, 17 new members at the Members annual morning tea. In May 2010, horticulture staff joined Cottage members for lunch as a 'thank-you' for the help received each year in the Cottage garden.

The 2009 AGM followed the garden theme. Sarah Guest's address was titled 'Cottage Gardens and their future in this dramatically changing world'. We are now working towards a more sustainable 'cottage garden'.

Following a recommendation by the 2009 PCC 'Think Tank', the website was designed by Vicnet and is now up and running. We are delighted with this achievement and look forward to PCC information being more accessible.

We would particularly like to acknowledge the help and support given us by the Royal Botanic Gardens' Board and staff.

Herbarium Volunteers

The Herbarium Volunteers continued to assist with conservation research and with curating and documenting the Collections of the National Herbarium of Victoria and the Royal Botanic Gardens' Library.

The work of the volunteers directly contributed to various current Herbarium research projects, including:

- translation and editing of letters for the Mueller Correspondence Project
- collection, cleaning and counting of seeds, germination trials and data entry, for the Victorian Conservation Seedbank, in association with the Millennium Seed Bank Project
- databasing records, administration and dispatch of books for the Fungimap Project
- completing the mounting of the Foreign Algae Characeae Collections for use in an Australian Biological Resources Study (ABRS) funded project
- mounting Foreign Fabaceae Collections in conjunction with the curation project supported by The CASS Foundation
- curating the H. M. Jolley moss collections for the ABRS-funded Pottiaceae project.

Volunteers also assisted with ongoing Herbarium work, including:

- preliminary Library cataloguing for the collection of bound reprints
- progressing work on Library databases – Bob Wither's slide collection, Bill Woelkerling collection of algal reprints, and collected reprint volumes
- completing the mounting of three vascular families of the Foreign Collection, and the Raleigh A. Black Australian collections
- mounting contemporary Australian specimens for the State Botanical Collection
- curation of the Foreign Fungi and Lichen collections and the Ilma Stone Moss Collection, and work on the records of the J.A.L Preiss Lichen Collections

- databasing contemporary Australian Collections, including Type specimens and linking these with slide and spirit records
- scanning back issues of the Herbarium journal *Muelleria*.

In 2009–10 Collections volunteers added 15,112 mounted and/or curated specimens to the State Botanical Collection, and 900 specimens to the MELISR database.

Volunteers contributed more than 4,373 hours of work to the Herbarium Collections Branch, and over 1,100 hours to the Library Branch.

We thank the following volunteers for their contribution during the year:

Marina Albert	Geoffrey Le Page
Isobel Allan	Anna Long
Rosemary Anderson	Jennifer Lund
Neil Anderton	Brian Monger
Olga Bartak	Pauline Morrison
Margaret Berlin	Tom Morton
Jenepher Beudel	Margaret Murfett
Merell Browne	Gillian Newnham
Sally Bufe	Graham Patterson
John Carpenter	Colleen Peele
Wendy Cook	Jane Petch
Heather Eather	Diana Plant
Alwynne Fairweather	Elizabeth Pollard
Radinka Faranov	Laraine Proctor
Francis Faul	Kath Ralston
Katherine Flynn	Jennifer Ross
Paul George	Svetlana Smart
Margaret Gordon	Catherine Taylor
Mary Gregory	Joan Thomas
Robert Hare	Dick Thomson
Mary Hills	Elizabeth Turnbull
Elizabeth Howcroft	Jennie Vaughan
Heather Hudson	Nancy Wallace
Vicki Jaeger	Ann Walsham
Meran Jennings	Carol Watson
Yasmin Kelsall	Monika Wells
Geoffrey Lay	Betty Whitehand
Jannie Lay	

RBG Cranbourne volunteers

Volunteers at RBG Cranbourne contributed many hours during the past year. Voluntary contributions include working as Volunteer Master Gardeners and as Volunteer Guides in the Australian Garden, and as volunteers with the Horticulture and Land Management and Infrastructure branches at RBG Cranbourne.

Some individuals volunteered in more than one capacity at RBG Cranbourne, for which we are grateful. In these instances, we acknowledge them in each of their roles and we thank all volunteers for their contribution.

Volunteer Guides

- Robin Allison
- Trevor Blake
- Margaret Brookes
- Ruth Caple
- Margaret Clarke
- Jane Forsterling
- Sue Galbally
- Faye Hobby
- Eleanor Hodges
- Amanda Keely
- Marie Kehoe
- Helen Kennedy
- Sue Keon-Cohen
- Susan Mackintosh
- Judy Mallinson
- Max Officer
- Alex Smart
- Laurie Stephens
- Clare Vivian
- John Webb
- Pat Webb
- Jim Williams

Volunteer Master Gardeners

- Jill Anderson
- John Armstrong
- Margaret Barnes
- Trevor Blake
- Margaret Brookes
- Ruth Caple
- Margaret Clarke
- Margaret Cromb
- Elaine Cuthbertson
- Derek De Korte
- Carol Ferguson

- Jane Forsterling
- Sue Gray
- Hazel Green
- Faye Hobby
- Eleanor Hodges
- Katherine Ingram
- Rae Jones-Evans
- Dorothy Kay
- Amanda Keely
- Marie Kehoe
- Helen Kennedy
- George Klempfner
- Anne Lang
- Susan Mackintosh
- Judy Mallinson
- Jim Manning
- Rosie McMahon
- Gerard Morrissey
- Jonathan O'Donohue
- Adele Plummer
- Carol Price
- Verena Reich
- Charles Saffroy
- Laurie Stephens
- John Steward
- Leanne Thistlewaite
- Barbara Thraves
- Georgina Till
- Myrna Unthank
- Clare Vivian
- Jim Williams

Horticulture volunteers

- Alison Bath
- Andrew Dilley
- Emma Furniss
- Stan Harper
- Laurie Stephens
- Clare Vivian

Land Management and Infrastructure volunteer

- Dawn Neylan

RBG Melbourne volunteers

Volunteers at RBG Melbourne contributed their time in a number of capacities – as Voluntary Guides, as horticultural ‘helping hands’ at the lodges, in The Ian Potter Foundation Children’s Garden, and as part of the newly-established Garden Ambassadors program.

We thank the following volunteers for their contribution during the year:

E Gate Lodge Helping Hands

Rosemary Cotter
Sue Hoare
Roze Knap
Geoffrey Kneebone
Lay-Hoon Lee
Carolyn Nette
Irwin Newman

Eastern Lodge Helping Hands

Elizabeth Crowther
Janet Mority
Maurice Waingold

Gate Lodge Helping Hands

Geoffrey Kneebone

Garden Ambassadors

Thirty-one volunteers were recruited for this new program and commenced training in May 2010. They will begin their duties as Garden Ambassadors in September 2010.

The Ian Potter Foundation Children’s Garden volunteers

Sixteen volunteers contributed 574 hours of work in the Children’s Garden.

Sandra Allender
Maira Bainbridge
Mary Becker
Billie de Bondi
Pamm Brittain
Lorraine Brock
Prue Clark
Liz Crawford
Leanora Levy
Sally Mason
Anna Priester
Margaret Smith
Helen Smyth
Margaret Spicer
Maggie Troup
Max Watson

Voluntary Guides

Forty-seven Voluntary Guides contributed 3,516 hours to RBG Melbourne during 2009–10.

Jill Bartlett
Noel Bennett
Lorraine Brock
Jasmine Brunner
Sheila Butler
Pamela Carder
Susan Chandler
Brien Cook
Anna Denton
Robert Gower
Kate Grinter
Kay Hall
Jenny Happell
Ruth Harris
Virginia Heywood
Margaret Hilditch
John Johnson
Marlies Johnson
Suzanne Katz
Terri Kay
Scott Kerr
Ann Knowles
David Kuhlmann
Jenny Lang
Margaret Mann
Ian McMutrie
Christine Mitchell
Gary Nelson
Jenny Nicholas
John Nicholas
Brian O’Halloran
Donna Osbourne
David Plant
Ian Polmear
Margaret Polmear
Lynsey Poore
Faye Retchford
Jayne Salmon
Francesca Shelton
Helen Smyth
Geraldine Wade
Mary Ward
Lesley Wallace
Marge Watson
Jill Williams
Jocelyn Wilson
Judy Woodfull

Honorary Associates

Honorary Associates are appointed by the Royal Botanic Gardens Board Victoria on the recommendation of the Director and Chief Executive for a fixed term of up to three years, with the option of reappointment by mutual agreement.

Honorary Associates are individuals who possess expertise in areas that supplement or complement our Royal Botanic Gardens' employees. They contribute greatly to the achievement of the Royal Botanic Gardens' goals by conducting research on various angiosperm plant families and bryophytes, fungi, lichens and algae, through studies in urban ecology, or by curating the Herbarium collections. Others add to the value of the Herbarium's collections by collecting specimens, including undescribed plants and fungi, from areas that employees are unable to survey. The Library also benefits from the input of a number of Honorary Associates to the Mueller Correspondence Project.

Dr Peter Adams, Mt Evelyn, Victoria
 Ms Barbara Archer, Norseman, Western Australia
 Ms Helen Aston, Camberwell, Victoria
 Dr Karen Beckmann, Kallista, Victoria
 Mr Geoff Carr, Fairfield, Victoria
 Mr Ian Clarke, Bentleigh, Victoria
 Dr Fiona Coates, Arthur Rylah Institute for Environmental Research, Department of Sustainability and Environment
 Mr Lawrence Cohn, Doncaster, Victoria
 Dr Thomas Darragh, Department of History, Philosophy and Science, The University of Melbourne
 Prof. Rod Home AM, School of Philosophy, Anthropology & Social Inquiry, The University of Melbourne
 Dr Alison Kellow, Department of Botany, Latrobe University
 Prof. Pauline Ladiges, School of Botany, The University of Melbourne
 Dr Sheryl Lawson, Mt Evelyn, Victoria
 Dr Simone Louwhoff, Traralgon, Victoria
 Dr Sara Maroske, Department of History, Philosophy and Science, The University of Melbourne

Mrs Enid Mayfield, Geelong, Victoria
 Dr Michael McCarthy, School of Botany, The University of Melbourne
 Mr Bill Molyneux, Yarra Glen, Victoria
 Dr John Morgan, Department of Botany, LaTrobe University
 Dr Kirsten Parris, School of Botany, The University of Melbourne
 Mr Kevin Rule, Nunawading, Victoria
 Mr Neville Scarlett, Brunswick East, Victoria
 Ms Katrina Syme, Denmark, Western Australia
 Dr Nicholas Williams, School of Resource Management, The University of Melbourne

Organisations that have provided research grants

Alcoa
 Australian Biological Resources Study
 Australian Pacific Science Foundation
 Australian Research Council
 Cybec Foundation
 Department of Primary Industries
 Friends of the Royal Botanic Gardens, Melbourne Inc.
 Hermon Slade Foundation
 Holsworth Wildlife Research Endowment
 Maud Gibson Trust
 Melbourne Water
 Royal Botanic Gardens Foundation Victoria
 Royal Botanic Gardens, Kew
 The CASS Foundation

FINANCIAL STATEMENTS

94	Auditor-General's report
96	Royal Botanic Gardens Declaration
97	Comprehensive operating statement
98	Balance Sheet
99	Statement of changes in equity
100	Cash flow statement
101	Notes to the financial statements
101	Note 1 Summary of accounting policies
112	Note 2 Income from transactions
113	Note 3 Expenses from transactions
113	Note 4 Other economic flows included in net result
114	Note 5 Receivables
114	Note 6 Investments
114	Note 7 Inventories
115	Note 8 Property, plant and equipment
117	Note 9 Non-current assets classified as held for sale and directly associated liabilities
117	Note 10 Payables
117	Note 11 Borrowings
118	Note 12 Provisions
119	Note 13 Superannuation
120	Note 14 Leases
121	Note 15 Commitments for expenditure
121	Note 16 Contingent assets and contingent liabilities
121	Note 17 Financial instruments
128	Note 18 Cash flow information
128	Note 19 Reserves
129	Note 20 Responsible persons
130	Note 21 Remuneration of executives
130	Note 22 Remuneration of auditors
130	Note 23 Subsequent events
130	Note 24 Glossary of terms



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Victorian Auditor-General's Office

INDEPENDENT AUDITOR'S REPORT

To the Board Members, Royal Botanic Gardens Board

The Financial Report

The accompanying financial report for the year ended 30 June 2010 of the Royal Botanic Gardens Board which comprises the comprehensive operating statement, balance sheet, statement of changes in equity, cash flow statement, a summary of significant accounting policies and other explanatory notes to and forming part of the financial report, and the accountable officer's, chief finance officer's and board's declaration has been audited.

The Board Members' Responsibility for the Financial Report

The Board Members of the Royal Botanic Gardens Board are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations) and the financial reporting requirements of the *Financial Management Act 1994*. This responsibility includes:

- establishing and maintaining internal controls relevant to the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error
- selecting and applying appropriate accounting policies
- making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit, which has been conducted in accordance with Australian Auditing Standards. These Standards require compliance with relevant ethical requirements relating to audit engagements and that the audit be planned and performed to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The audit procedures selected depend on judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, consideration is given to the internal control relevant to the entity's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of the accounting policies used, and the reasonableness of accounting estimates made by the Board Members, as well as evaluating the overall presentation of the financial report.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

1

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Auditing in the Public Interest

VAGO

Victorian Auditor-General's Office

Independent Auditor's Report (continued)

Matters Relating to the Electronic Presentation of the Audited Financial Report

This auditor's report relates to the financial report published in both the annual report and on the website of the Royal Botanic Gardens Board for the year ended 30 June 2010. The Board Members of the Royal Botanic Gardens Board are responsible for the integrity of the website. I have not been engaged to report on the integrity of the website. The auditor's report refers only to the statements named above. An opinion is not provided on any other information which may have been hyperlinked to or from these statements. If users of this report are concerned with the inherent risks arising from electronic data communications, they are advised to refer to the hard copy of the audited financial report to confirm the information included in the audited financial report presented on the Royal Botanic Gardens Board website.

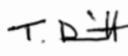
Independence

The Auditor-General's independence is established by the *Constitution Act 1975*. The Auditor-General is not subject to direction by any person about the way in which his powers and responsibilities are to be exercised. In conducting the audit, the Auditor-General, his staff and delegates complied with all applicable independence requirements of the Australian accounting profession.

Auditor's Opinion

In my opinion, the financial report presents fairly, in all material respects, the financial position of the Royal Botanic Gardens Board as at 30 June 2010 and its financial performance and cash flows for the year then ended in accordance with applicable Australian Accounting Standards (including the Australian Accounting Interpretations), and the financial reporting requirements of the *Financial Management Act 1994*.

MELBOURNE
19 August 2010

for 
D D R Pearson
Auditor-General

2

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Auditing in the Public Interest

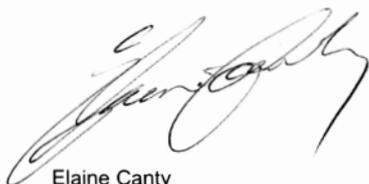
ACCOUNTABLE OFFICER'S, CHIEF FINANCE**OFFICER'S AND BOARD DECLARATION**

We certify that the attached financial statements for the Royal Botanic Gardens Board (the Board) have been prepared in accordance with Standing Direction 4.2 of the *Financial Management Act 1994*, applicable Financial Reporting Directions, Australian accounting standards and other mandatory professional reporting requirements.

We further state that, in our opinion, the information set out in the Comprehensive Operating Statement, Balance Sheet, Statement of Changes in Equity, Cash Flow Statement and notes to and forming part of the financial statements, presents fairly the financial transactions during the year ended 30 June 2010 and financial position of the Board as at 30 June 2010.

We are not aware of any circumstance which would render any particulars included in the financial statements to be misleading or inaccurate.

We authorise the attached financial statements for issue on 17 August 2010.



Elaine Canty
Chairman
Royal Botanic Gardens Board

Melbourne
17 August 2010



Dr Philip Moors
Director and Chief Executive
Royal Botanic Gardens Board

Melbourne
17 August 2010



Lola Makdissi
Chief Finance Officer
Royal Botanic Gardens Board

Melbourne
17 August 2010

COMPREHENSIVE OPERATING STATEMENT

for the financial year ended 30 June 2010

	Note	2010 \$	2009 \$
Income from transactions			
Grants and other income transfers	2(a)	11,409,906	10,968,297
Sponsorships and donations	2(b)	3,749,484	4,638,694
Sales of goods and services	2(c)	3,365,549	3,011,803
Fair value of assets and services received free of charge or for nominal consideration	2(d)	1,140,396	728,880
Interest	2(e)	791,897	782,347
Other current income	2(f)	1,035,621	1,106,407
Total income from transactions		21,492,853	21,236,428
Expenses from transactions			
Employee expenses	3(a)	(11,073,304)	(10,915,542)
Depreciation and amortisation	3(c)	(831,530)	(867,321)
Interest expense	3(b)	(30,417)	(32,703)
Other operating expenses ⁽ⁱ⁾	3(d)	(6,218,416)	(5,728,722)
Total expenses from transactions		(18,153,667)	(17,544,288)
Net result from transactions (net operating balance)		3,339,186	3,692,140
Other economic flows included in net result			
Net gain/(loss) on non-financial assets ⁽ⁱⁱ⁾	4(a)	5,943	(7,357)
Net gain/(loss) on financial instruments ⁽ⁱⁱⁱ⁾	4(b)	(229,110)	(1,669)
Total other economic flows included in net result		(223,167)	(9,026)
Net result		3,116,019	3,683,114
Other economic flows - other non-owner changes in equity			
Changes in physical asset revaluation reserve	19(a)	-	22,659,417
Changes to financial assets available-for-sale ^(iv)	19(b)	402,060	(471,950)
Total other economic flows - other non-owner changes in equity		402,060	22,187,467
Comprehensive result		3,518,079	25,870,581

This comprehensive operating statement should be read in conjunction with the accompanying notes included on pages 101–132

Notes:

- (i) *Other operating expenses include bad debts from transactions - refer to definition of 'transactions' in Note 24.*
- (ii) *Net gain/(loss) on non-financial assets includes unrealised and realised gains/(losses) from revaluations, impairments and disposals of all physical assets, except where these are taken through the asset revaluation reserve.*
- (iii) *Net gain/(loss) on financial instruments includes bad and doubtful debts from other economic flows, unrealised and realised gains/(losses) from revaluations, impairments and reversals of impairments and disposals of financial instruments, except when these are taken through the financial assets available-for-sale reserve.*
- (iv) *Changes to financial assets available-for-sale include changes in the value of unrealised losses resulting from the revaluation of available-for-sale financial assets to their market value at reporting date.*

BALANCE SHEET

as at 30 June 2010

	Notes	2010 \$	2009 \$
Assets			
Financial assets			
Cash and deposits	17, 18	19,332,253	12,113,309
Receivables	5, 17	616,395	1,127,633
Investments	6	930,110	1,028,050
Total financial assets		20,878,758	14,268,992
Non-financial assets			
Inventories	7	291,487	314,086
Non financial assets classified as held for sale	9	11,738	14,781
Prepayments		35,358	30,907
Property, plant and equipment	8	252,522,411	245,577,272
Total non-financial assets		252,860,994	245,937,046
Total assets		273,739,752	260,206,038
Liabilities			
Payables	10, 17	931,392	658,517
Interest bearing liabilities	11, 17	409,753	404,283
Provisions	12	2,712,222	2,571,853
Liabilities directly associated with assets held for sale	9	11,659	14,738
Total liabilities		4,065,026	3,649,391
Net assets		269,674,726	256,556,647
Equity			
Accumulated surplus		19,980,789	16,864,770
Physical asset revaluation surplus	19	166,344,098	166,344,098
Available-for-sale deficit	19	(69,890)	(471,950)
Contributed capital		83,419,729	73,819,729
Net worth		269,674,726	256,556,647
Contingent assets and contingent liabilities	16		
Commitments for expenditure	15		

This balance sheet should be read in conjunction with the accompanying notes included on pages 101–132

STATEMENT OF CHANGES IN EQUITY

for the financial year ended 30 June 2010

	Notes	Equity at 1 July 2009	Changes due to		Equity at 30 June 2010
			Total comprehen- sive result	Transactions with owner in its capacity as owner	
		\$	\$	\$	\$
2010					
Accumulated surplus		16,864,770	3,116,019	-	19,980,789
Contribution by owners		73,819,729			73,819,729
Capital grants			-	9,600,000	9,600,000
Contributed capital		73,819,729	-	9,600,000	83,419,729
Physical asset revaluation reserve	19(a)	166,344,098	-	-	166,344,098
Financial assets revaluation reserve	19(b)	(471,950)	402,060	-	(69,890)
Total equity at end of financial year		256,556,647	3,518,079	9,600,000	269,674,726

	Notes	Equity at 1 July 2008	Changes due to		Equity at 30 June 2009
			Total comprehen- sive result	Transactions with owner in its capacity as owner	
		\$	\$	\$	\$
2009					
Accumulated surplus		13,181,656	3,683,114	-	16,864,770
Contribution by owners		65,639,729			65,639,729
Capital grants			-	8,180,000	8,180,000
Contributed capital		65,639,729	-	8,180,000	73,819,729
Physical asset revaluation reserve	19(a)	143,684,681	22,659,417	-	166,344,098
Financial assets revaluation reserve	19(b)	-	(471,950)	-	(471,950)
Total equity at end of financial year		222,506,066	25,870,581	8,180,000	256,556,647

This statement of changes in equity should be read in conjunction with the accompanying notes included on pages 101–132

CASH FLOW STATEMENT

for the financial year ended 30 June 2010

	Note	2010 \$	2009 \$
Cash flows from operating activities			
Receipts			
Receipts from Government		11,409,906	10,968,297
Receipts from other entities		10,931,549	9,992,075
Interest received		841,917	579,009
Total receipts		23,183,372	21,539,381
Payments			
Payments to suppliers and employees		(17,571,121)	(16,669,387)
Goods and Services Tax paid to the ATO		(486,879)	(542,519)
Interest and other costs of finance paid		(30,417)	(32,940)
Total payments		(18,088,417)	(17,244,846)
Net cash flows from/(used in) operating activities	18(b)	5,094,955	4,294,535
Cash flows from investing activities			
Proceeds from sale of non-financial assets		48,707	7,283
Proceeds from sale of investments		273,320	-
Payments for non-financial assets		(7,677,205)	(5,657,886)
Net cash flows from/(used in) investing activities		(7,355,178)	(5,650,603)
Cash flows from financing activities			
Owner contributions by State Government		9,600,000	8,180,000
Repayment of finance leases		(120,833)	(113,852)
Net cash flows from/(used in) financing activities		9,479,167	8,066,148
Net increase/(decrease) in cash and cash equivalents		7,218,944	6,710,080
Cash and cash equivalents at the beginning of financial year		12,113,309	5,403,229
Cash and cash equivalents at the end of financial year	18(a)	19,332,253	12,113,309

This cash flow statement should be read in conjunction with the accompanying notes included on pages 101–132

NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 30 June 2010

Note 1. Summary of accounting policies

The annual financial statements represent the audited general purpose financial statements for the Royal Botanic Gardens Board.

To gain a better understanding of the terminology used in this report, a glossary of terms can be found at Note 24.

(a) Statement of compliance

These financial statements have been prepared on an accrual basis in accordance with the *Financial Management Act 1994* and applicable Australian Accounting Standards including interpretations (AASs). AASs include Australian equivalents to the International Financial Reporting Standards.

In complying with the AASs, the Board has, where relevant, applied those paragraphs applicable to not-for-profit entities.

The annual financial statements were authorised for issue by the Chairman of the Board on 17 August 2010.

(b) Basis of preparation

The accrual basis of accounting has been applied in the preparation of these financial statements whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

These financial statements are presented in Australian dollars, the functional and presentation currency of the Board.

In the application of AASs, management is required to make judgments, estimates and assumptions about carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgments. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised, if the revision affects only that period, or in the period of the revision and in future periods, if the revision affects both current and future periods. Judgments made by management in the application of AASs that have significant effects on the financial statements and estimates, with risk of material adjustments in the subsequent reporting period, are disclosed throughout the notes to the financial statements.

The report has been prepared in accordance with the historical cost convention except for:

- non-current physical assets, which, subsequent to acquisition, are measured at a revalued amount being their fair value at the date of the revaluation less any subsequent accumulated depreciation and subsequent impairment losses. Revaluations are made with sufficient regularity to ensure that the carrying amounts do not materially differ from their fair value;
- the fair value of an asset other than land and some cultural assets is generally based on its depreciated replacement value; and
- available-for-sale investments which are measured at fair value with movements reflected in equity until the asset is derecognised.

Historical cost is based on the fair values of the consideration given in exchange for assets.

Accounting policies are selected and applied in a manner which ensures that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported.

The accounting policies set out below have been applied in preparing the financial statements for the year ended 30 June 2010 and the comparative information presented for the year ended 30 June 2009.

Note 1. Summary of accounting policies (*continued*)

(c) Reporting entity

The Board is a statutory authority of the State of Victoria, established under the *Royal Botanic Gardens Act 1991*.

The financial statements cover the Royal Botanic Gardens Board (the Board) as an individual reporting entity which administers the operations of the Royal Botanic Gardens Melbourne, the Royal Botanic Gardens Cranbourne, the National Herbarium of Victoria and the Australian Research Centre for Urban Ecology.

The Royal Botanic Gardens Foundation Victoria (the Foundation) is a separate legal entity and, accordingly, its activities are not reflected in the Board's financial statements. Under the terms of the Foundation's Trust Deed, the Trustee may provide funding as deemed appropriate for specific projects undertaken by the Royal Botanic Gardens Melbourne or the Royal Botanic Gardens Cranbourne, both of which are Named Institutions under the Foundation's Trust Deed.

(d) Scope and presentation of financial statements

Comprehensive operating statement

Income and expenses in the comprehensive operating statement are classified according to whether or not they arise from 'transactions' or 'other economic flows'. This classification is consistent with the whole of government reporting format and is allowed under AASB 101 *Presentation of financial statements*.

'Transactions' and 'other economic flows' are defined by the *Australian system of government finance statistics: concepts, sources and methods 2005* Cat. No.5514.0 published by the Australian Bureau of Statistics (see Note 24).

'Transactions' are those economic flows that are considered to arise as a result of policy decisions, usually interactions between two entities by mutual agreement. Transactions also include flows within an entity, such as depreciation where the owner is simultaneously acting as the owner of the depreciating asset and as the consumer of the service provided by the asset. Taxation is regarded as mutually agreed interactions between the Government and taxpayers. Transactions can be in kind (e.g. assets provided/given free of charge or for nominal consideration) or where the final consideration is cash.

'Other economic flows' are changes arising from market re-measurements. They include gains and losses from disposals, revaluations and impairments of non-current physical and intangible assets and fair value changes of financial instruments.

The net result is equivalent to profit or loss derived in accordance with AASs.

Balance sheet

Assets and liabilities are presented in liquidity order, with assets aggregated into financial assets and non-financial assets.

Current and non-current assets and liabilities (those expected to be recovered or settled beyond 12 months) are disclosed in the notes, where relevant.

Statement of changes in equity

The statement of changes in equity presents reconciliations of each non-owner and owner equity opening balance at the beginning of the reporting period to the closing balance at the end of the reporting period. It also shows separately changes due to amounts recognised in the comprehensive result and amounts recognised in other comprehensive income related to other non-owner changes in equity.

Cash flow statement

Cash flows are classified according to whether or not they arise from operating activities, investing activities, or financing activities. This classification is consistent with requirements under AASB 107 *Statement of cash flows*.

Note 1. Summary of accounting policies (*continued*)

(e) *Income from transactions*

Income is recognised to the extent that it is probable that the economic benefits will flow to the entity and the income can be reliably measured.

Grants and other income transfers

Grants from third parties are recognised as income in the reporting period in which the Board gains control over the underlying assets.

Parks and Reserves Trust Account grants

The Parks and Reserves Trust Account funding is a rate levied on metropolitan properties under the provisions of the *Water Industry Act 1994* and is provided to the Board for the purposes of conservation, recreation, leisure and tourism within the metropolitan area (refer Note 2).

Sales of Goods and Services

Income from the provision of services

Income from the provision of services is recognised by reference to the stage of completion basis. The income is recognised when:

- the amount of the income, stage of completion and transaction costs incurred can be reliably measured; and
- it is probable that the economic benefits associated with the transaction will flow to the Board.

The stage of completion is measured by reference to labour hours supplied or as a percentage of total services to be performed.

Income from sale of goods

Income from the sale of goods is recognised by the Board when:

- the significant risks and rewards of ownership of the goods have transferred to the buyer;
- the Board retains neither continuing managerial involvement to the degree usually associated with ownership nor effective control over the goods sold;
- the amount of income, and the costs incurred or to be incurred in respect of the transaction can be reliably measured; and
- it is probable that the economic benefits associated with the transaction will flow to the Board.

Revenue from sponsorships and donations

Donations and sponsorships which are non-reciprocal in nature are recognised by the Board upon receipt of the revenue.

Fair value of assets and services received free of charge or for nominal consideration

Contributions of resources received free of charge or for nominal consideration are recognised at their fair value when the transferee obtains control over them, irrespective of whether restrictions or conditions are imposed over the use of the contributions. Contributions in the form of services are only recognised when a fair value can be reliably determined and the services would have been purchased if not donated.

Interest revenue

Interest revenue includes interest on bank term deposits and is recognised on a time proportionate basis that takes into account the effective yield on the financial asset.

Net realised and unrealised gains and losses on the revaluation of investments do not form part of income from transactions, but are reported as part of income from other economic flows in the net result or as unrealised gains and losses taken directly to equity, forming part of the total change in net worth in the comprehensive result.

Note 1. Summary of accounting policies (continued)

Other income

Amounts disclosed as income are, where applicable, net of returns, allowances and duties and taxes. Income is recognised for each of the Board's major activities as follows:

Rental income

Rental income in relation to the leasing of the Board's assets is recognised when received or receivable under the terms of the lease agreement.

Royalty income

Income from royalties is recognised when received or receivable in accordance with the substance of the licensing agreements.

(f) Expenses from transactions

Expenses are recognised as they are incurred and reported in the financial year to which they relate.

Employee expenses

Employee expenses include all costs related to employment including wages and salaries, leave entitlements, redundancy payments and superannuation contributions. These are recognised when incurred.

Superannuation expenses are reported differently depending upon whether employees are members of defined benefit or defined contribution plans. In relation to defined contribution (i.e. accumulation) superannuation plans, the associated expense is simply the employer contributions that are paid or payable in respect of employees who are members of these plans during the reporting period.

The amount recognised in the comprehensive operating statement in relation to employer contributions for members of defined benefit superannuation plans is simply the employer contributions that are paid or payable to these plans during the reporting period. The level of these contributions will vary depending upon the relevant rules of each plan, and is based upon actuarial advice.

Depreciation and amortisation

All infrastructure assets, buildings, plant and equipment and other non-current physical assets (excluding items under operating leases and assets held-for-sale) that have a limited useful life are depreciated. Depreciation is generally calculated on a straight line basis, at rates that allocate the asset's value, less any estimated residual value, over its estimated useful life. The estimated useful lives, residual values and depreciation method are reviewed at the end of each annual reporting period.

The following are typical estimated useful lives for the different asset classes for both the current and prior years:

Asset class	Useful life
Buildings	5 -100 years
Infrastructure	5 -100 years
Plant and equipment	1 - 10 years

Land and cultural assets, which are considered to have an indefinite life, are not depreciated. Depreciation is not recognised in respect of these assets as their service potential has not, in any material sense, been consumed during the reporting period.

Interest expense

Interest expenses are recognised in the period in which they are incurred and mainly relate to finance lease charges. Refer to glossary of terms in Note 24 for an explanation of 'interest expense'.

Note 1. Summary of accounting policies (*continued*)

Other operating expenses

Other operating expenses generally represent the day to day running costs incurred in normal operations.

Supplies and Services

Supplies and services expenses are recognised as an expense in the reporting period in which they are incurred.

Bad and doubtful debts

Bad and doubtful debts are assessed on a regular basis. Those debts considered as written off by mutual consent are classified as a transaction expense. Those written off unilaterally, and the allowance for doubtful receivables, are classified as other economic flows (refer Note 1(h) *Financial assets - Impairment of financial assets*).

(g) Other economic flows included in net result

Other economic flows measure the change in volume or value of assets or liabilities that do not result from transactions.

Net gain/(loss) on non-financial assets

Net gain/(loss) on non-financial assets and liabilities includes realised and unrealised gains and losses as follows:

Revaluation gains/(losses) of non-current physical assets

Refer to accounting policy on Property, plant and equipment, provided in Note 1(i) *Non-financial assets* .

Disposal of non-financial assets

Any gain or loss on the sale of non-financial assets is recognised at the date that control of the asset is passed to the buyer and is determined after deducting from the proceeds the carrying value of the asset at that time.

Impairment of non-financial assets

All assets are assessed annually for indications of impairment except for:

- inventories (refer Note 1(i));
- financial assets (refer Note 1(h)); and
- non-current physical assets held for sale (refer Note 1(i)).

If there is an indication of impairment, the assets concerned are tested as to whether their carrying value exceeds their possible recoverable amount. Where an asset's carrying value exceeds its recoverable amount, the difference is written off by a charge to the operating statement except to the extent that the write-down can be debited to an asset revaluation reserve amount applicable to that class of asset.

It is deemed that, in the event of the loss of an asset, the future economic benefits arising from the use of the asset will be replaced unless a specific decision to the contrary has been made. The recoverable amount for most assets is measured at the higher of depreciated replacement cost and fair value less costs to sell. Recoverable amounts for assets held primarily to generate net cash inflows is measured at the higher of the present value of future cash flows expected to be obtained from the asset and fair value less costs to sell.

Net gain/(loss) on financial instruments

Net gain/(loss) on financial instruments includes impairment and reversal of impairment of financial instruments measured at amortised cost and disposals of financial assets.

Other gains/(losses) from other economic flows

Other gains/(losses) from other economic flows include the gains or losses from reclassifications of amounts from reserves and/or accumulated surplus to net result, and from the revaluation of the present value of the long service leave liability due to changes in the bond interest rates.

Note 1. Summary of accounting policies (*continued*)

(h) *Financial assets*

Cash and deposits

Cash and deposits, including cash equivalents, comprise cash on hand and cash at bank, deposits at call and those highly liquid investments with an original maturity of three months or less, which are held for the purpose of meeting short term cash commitments rather than for investment purposes, and which are readily convertible to known amounts of cash and are subject to an insignificant risk of changes in value.

For the cash flow statement presentation purposes, cash and cash equivalents include bank overdrafts, which are included as current interest bearing liabilities on the balance sheet.

Receivables

Receivables consist predominantly of amounts owing from the Victorian Government, debtors in relation to goods and services, accrued investment income and GST input tax credits recoverable. Receivables that are contractual are classified as financial instruments. Amounts owing from the Victorian Government, taxes and other statutory receivables are not classified as financial instruments.

Receivables are recognised initially at fair value and subsequently measured at amortised cost, using the effective interest rate method, less any accumulated impairment.

A provision for doubtful receivables is made when there is objective evidence that the debts will not be collected and bad debts are written off when identified (refer Note 1(h) *Impairment of financial assets*).

Investments

Investments are recognised and de-recognised on trade date where purchase or sale of an investment is under a contract whose terms require delivery of the investment within the timeframe established by the market concerned, and are initially measured at fair value, net of transaction costs.

Investments are classified in the following categories:

- financial assets at fair value through profit and loss;
- loans and receivables; and
- available-for-sale financial assets.

The classification depends on the purpose for which the investments were acquired. Management determines the classification of its investments at initial recognition.

The Board assesses at each balance sheet date whether a financial asset or group of financial assets is impaired (refer to Note 1(h) *Impairment of financial assets*).

Available-for-sale Investments

Investments held by the Board are classified as being available-for-sale and are stated at fair value. Gains and losses arising from changes in fair value are recognised directly in equity until the investment is disposed of or is determined to be impaired, at which time the cumulative gain or loss previously recognised in equity is included in the profit or loss for the period. Fair value is determined in the manner described in Note 17.

Impairment of financial assets

The Board assesses at the end of each reporting period whether there is objective evidence that a financial asset or group of financial assets is impaired. All financial assets are subject to annual review for impairment.

Bad and doubtful debts are assessed on a regular basis. Those debts considered as written off by mutual consent are classified as a transaction expense. Those written off unilaterally, and the allowance for doubtful receivables, are classified as other economic flows.

In assessing impairment of statutory (non-contractual) financial assets which are not financial instruments, the Board applies professional judgment in assessing the materiality and uses estimates, averages and computational shortcuts in accordance with *AASB 136 Impairment of assets* .

Note 1. Summary of accounting policies (*continued*)

(i) **Non-financial assets**

Inventories

Inventories include goods held for sale in the ordinary course of business operations and are measured at the lower of cost and net realisable value.

The cost of inventory is measured on the basis of weighted average cost. Inventories acquired for no cost or nominal consideration are measured at current replacement cost at the date of acquisition.

Non-current physical assets classified as held for sale, including disposal group assets

Non-current assets (and disposal group assets) classified as held for sale are measured at the lower of carrying amount and fair value less costs to sell, and are not subject to depreciation.

Non-current assets and disposal group assets, related liabilities and financial assets are classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the asset's sale (or disposal group sale) is expected to be completed within twelve months from the date of classification.

Property, plant and equipment

All non-current physical assets are measured initially at cost and subsequently revalued at fair value less accumulated depreciation and impairment.

Non-current physical assets such as Crown land and heritage assets are measured at fair value with regard to the property's highest and best use after due consideration is made for any legal or constructive restrictions imposed on the asset, public announcements or commitments made in relation to the intended use of the asset. Theoretical opportunities that may be available in relation to the asset are not taken into account until it is virtually certain that the restrictions will no longer apply.

The fair value of cultural assets and collections, heritage assets and other non-current physical assets that the State intends to preserve because of their unique historical, cultural or environmental attributes, is measured at the replacement cost of the asset less, where applicable, accumulated depreciation calculated on the basis of such cost to reflect the already consumed or expired future economic benefits of the asset and any accumulated impairment.

The fair value of infrastructure systems and plant, equipment and vehicles, is normally determined by reference to the asset's depreciated replacement cost. For plant, equipment and vehicles, existing depreciated historical cost is generally a reasonable proxy for depreciated replacement cost because of the short lives of the assets concerned.

Although the value of the Crown land located at South Yarra and Cranbourne has been included in the balance sheet, it should be noted that under the provisions of the *Royal Botanic Gardens Act 1991*, the Board is only responsible for the management of the land and does not own these properties.

Restrictive nature of cultural and heritage assets, Crown land and infrastructures

During the reporting period, the Board may hold cultural assets, heritage assets, Crown land and infrastructures which are deemed worthy of preservation because of the social, rather than financial, benefits they provide to the community. Consequently, there are certain limitations and restrictions imposed on their use and/or disposal.

Non-current physical assets constructed by the Board

The cost of non-current physical assets constructed by the Board includes the cost of all materials used in construction, direct labour on the project, and an appropriate proportion of variable and fixed overheads.

Revaluations of non-current physical assets

Non-current physical assets are measured at fair value in accordance with FRD 103D issued by the Minister for Finance. A full revaluation normally occurs every five years, based on the asset's government purpose classification, but may occur more frequently if fair value assessments indicate material changes in values. Independent valuers are used to conduct these scheduled revaluations and any interim revaluations are determined in accordance with the requirements of the FRDs.

Note 1. Summary of accounting policies (*continued*)

Revaluation increases or decreases arise from differences between an asset's carrying value and fair value.

Net revaluation increases (where the carrying amount of a class of assets is increased as a result of a revaluation) are recognised in other comprehensive income and accumulated in equity under the revaluation surplus, except that the net revaluation increase shall be recognised in the net result to the extent that it reverses a net revaluation decrease in respect of the same class of property, plant and equipment previously recognised as an expense (other economic flows) in the net result.

Net revaluation decreases are recognised immediately as expenses (other economic flows) in the net result, except that the net revaluation decrease shall be recognised in other comprehensive income to the extent that a credit balance exists in the revaluation surplus in respect of the same class of property, plant and equipment. The net revaluation decrease recognised in other comprehensive income reduces the amount accumulated in equity under revaluation surplus.

Revaluation increases and decreases relating to individual assets within a class of property, plant and equipment, are offset against one another within that class but are not offset in respect of assets in different classes. Any revaluation surplus is not normally transferred to accumulated funds on de-recognition of the relevant asset.

Minimum lease payments are allocated between the principal component of the lease liability, and the interest expense calculated using the interest rate implicit in the lease, and charged directly to the operating statement. Contingent rentals associated with finance leases are recognised as an expense in the period in which they are incurred.

Operating lease payments, including any contingent rentals, are recognised as an expense in the operating statement on a straight-line basis over the lease term, except where another systematic basis is more representative of the time pattern of the benefits derived from the use of the leased asset.

Prepayments

Prepayments represent payments in advance of receipt of goods or services or that part of expenditure made in one accounting period covering a term extending beyond that period.

Refer to Note 1(g) *Other economic flows included in net result* .

(j) **Liabilities**

Payables

Payables consist predominantly of accounts payable and other sundry liabilities. Accounts payable represent liabilities for goods and services provided to the Board prior to the end of the financial year that are unpaid, and arise when the Board becomes obliged to make future payments in respect of the purchase of those goods and services.

Other liabilities included in payables mainly consist of unearned/prepaid income, goods and services tax and fringe benefits tax payables.

Payables are initially recognised at fair value, being the cost of the goods and services, and subsequently measured at amortised cost.

Provisions

Provisions are recognised when the Board has a present obligation, the future sacrifice of economic benefits is probable, and the amount of the provision can be measured reliably.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at reporting date, taking into account the risks and uncertainties surrounding the obligation. Where a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows.

Note 1. Summary of accounting policies (*continued*)

Employee benefits

(i) Wages and salaries, annual leave and sick leave

Liabilities for wages and salaries, including non-monetary benefits, annual leave and accumulating sick leave expected to be settled within 12 months of the reporting date are recognised in the provision for employee benefits in respect of employees' services up to the reporting date, classified as current liabilities and measured at their nominal values.

Those liabilities that are not expected to be settled within 12 months are recognised in the provision for employee benefits as current liabilities, measured at present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

(ii) Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits.

Current liability – unconditional LSL (representing seven or more years of continuous service for Board employees including executives) is disclosed as a current liability even where the Board does not expect to settle the liability within 12 months because the Board will not have the unconditional right to defer the settlement of the entitlement should an employee take leave within 12 months.

The components of this current LSL liability are measured at:

- nominal value – the component that the Board expects to settle within 12 months; and
- present value – the component that the Board does not expect to settle within 12 months.

Non-current liability – conditional LSL (representing less than seven years of continuous service for Board employees including executives) is disclosed as a non-current liability. There is an unconditional right to defer the settlement of the entitlement until the employee has completed the requisite years of service.

This non-current LSL liability is measured at present value. Gain or loss following revaluation to present value of non-current LSL liability due to changes in bond interest rates is recognised as an other economic flow (refer to Note 1(g) *Other economic flows included in the net result*).

Employee benefits on-costs

Employee benefits on-costs (payroll tax, workers compensation, superannuation, annual leave and LSL accrued while on LSL taken in service) are recognised and included with LSL employee benefits.

(k) Leases

A lease is a right to use an asset for an agreed period of time in exchange for payment.

Leases are classified at their inception as either operating or finance leases based on the economic substance of the agreement so as to reflect the risks and rewards incidental to ownership. Leases of property, plant and equipment are classified as finance leases whenever the terms of the lease transfer substantially all the risks and rewards of ownership from the lessor to the lessee. All other leases are classified as operating leases.

Finance leases

At the commencement of the lease term, finance leases are initially recognised as assets and liabilities at amounts equal to the fair value of the lease property or, if lower, the present value of the minimum lease payment, each determined at the inception of the lease. The leased asset is depreciated over the shorter of the estimated useful life of the asset or the term of the lease.

Minimum finance lease payments are apportioned between reduction of the outstanding lease liability and periodic finance expense, which is calculated using the interest rate implicit in the lease and charged directly to the comprehensive operating statement. Contingent rentals associated with finance leases are recognised as an expense in the period in which they are incurred.

Note 1. Summary of accounting policies (*continued*)

Operating leases

Board as Lessor

Rental income from operating leases is recognised when received or receivable in accordance with the substance of the licensing agreements.

All incentives for the agreement of a new or renewed operating lease are recognised as an integral part of the net consideration agreed for the use of the leased asset, irrespective of the incentive's nature or form or the timing of payments.

In the event that lease incentives are received to enter into operating leases, the aggregate cost of incentives are recognised as a reduction of rental expense over the lease term on a straight line basis, unless another systematic basis is more representative of the time pattern in which economic benefits from the leased asset are consumed.

Board as Lessee

Operating lease payments, including any contingent rentals, are recognised as an expense in the comprehensive operating statement on a straight line basis over the lease term, except where another systematic basis is more representative of the time pattern of the benefits derived from the use of the leased asset. The leased asset is not recognised in the balance sheet.

(l) **Equity - Contributions by owners**

Additions to net assets which have been designated as contributions by owners are recognised as contributed capital. Other transfers that are in the nature of contributions or distributions have also been designated as contributions by owners.

Transfers of net assets arising from administrative restructurings are treated as distributions to or contributions by owners.

(m) **Commitments**

Commitments are disclosed at their nominal value and inclusive of the goods and services tax (GST) payable. In addition, where it is considered appropriate and provides additional relevant information to users, the net present values of significant individual projects are stated.

(n) **Contingent assets and contingent liabilities**

Contingent assets and contingent liabilities are not recognised in the balance sheet, but are disclosed by way of a note and, if quantifiable, are measured at nominal value. Contingent assets and contingent liabilities are presented inclusive of GST receivable or payable respectively.

(o) **Accounting for Goods and Services Tax (GST)**

Income, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the taxation authority. In this case it is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the balance sheet.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities, which are recoverable from or payable to the taxation authority, are presented as operating cash flow.

Note 1. Summary of accounting policies (continued)

(p) Events after reporting date

Assets, liabilities, income or expenses arise from past transactions or other past events. Where the transactions result from an agreement between the Board and other parties, the transactions are only recognised when the agreement is irrevocable at or before balance date. Adjustments are made to amounts recognised in the financial statements for events which occur after the reporting date and before the date the statements are authorised for issue, where those events provide information about conditions which existed at the reporting date. Note, disclosure is made about events between the balance date and the date the statements are authorised for issue where the events relate to conditions which arose after the reporting date and which may have a material impact on the results of subsequent years.

(q) Rounding of amounts

Amounts in the financial statements have been rounded to the nearest dollar, unless otherwise stated.

(r) AASs issued that are not yet effective

Certain new AASs have been published that are not mandatory for the 30 June 2010 reporting period. The Department of Treasury and Finance assesses the impact of these new standards and advises the Board of their applicability and early adoption where applicable.

As at 30 June 2010, the following applicable standards and interpretations had been issued but were not mandatory for the financial year ending 30 June 2010. The Board has not, and does not intend to, adopt these standards early.

Standard/ Interpretation	Summary	Application for annual reporting periods:	Impact on Board's Financial Statements
AASB 2009-5 Further amendments to Australian Accounting Standards arising from the annual improvements project [AASB 5, 8, 101, 107, 117, 118, 136 and 139]	Some amendments will result in accounting changes for presentation, recognition or measurement purposes, while other amendments will relate to terminology and editorial changes.	Beginning 1 Jan 2010	Terminology and editorial changes. Impact minor.
Erratum General Terminology changes	Editorial amendments to a range of Australian Accounting Standards and Interpretations.	Beginning 1 Jan 2010	Terminology and editorial changes. Impact minor.
AASB 9 Financial instruments	This standard simplifies requirements for the classification and measurement of financial assets resulting from Phase 1 of the IASB's project to replace IAS 39 Financial instruments: recognition and measurement (AASB 139 financial Instruments: recognition and measurement).	Beginning 1 Jan 2013	Detail of impact is still being assessed.
AASB 2009-11 Amendments to Australian Accounting Standards arising from AASB 9 [AASB 1, 3, 4, 5, 7, 101, 102, 108, 112, 118, 121, 127, 128, 131, 132, 136, 139, 1023 and 1038 and Interpretations 10 and 12]	This gives effect to consequential changes arising from the issuance of AASB 9.	Beginning 1 Jan 2013	Detail of impact is still being assessed.

Note 2. Income from transactions

	2010	2009
	\$	\$
(a) Grants and other income transfers		
Parks and Reserves Trust Account grants	11,106,698	10,647,000
Other grants	303,208	321,297
	11,409,906	10,968,297
(b) Sponsorships and donations		
Cash donations and gifts	3,749,484	4,638,694
	3,749,484	4,638,694
(c) Sales of goods and services		
Sale of goods	1,172,512	1,432,382
Rendering of services	2,193,037	1,579,421
	3,365,549	3,011,803
(d) Fair value of assets and services received free of charge or for nominal consideration		
Services and donated supplies	1,140,396	728,880
	1,140,396	728,880
(e) Interest		
On bank deposits	768,104	737,040
Other miscellaneous interest income	23,793	45,307
	791,897	782,347
(f) Other income		
Rental	912,825	921,644
Royalties	119,194	156,756
Other	3,602	28,007
	1,035,621	1,106,407

Note 3. Expenses from transactions

	2010	2009
	\$	\$
(a) Employee expenses		
Salary and wages	8,593,782	8,439,101
Superannuation	874,442	910,507
Annual and long service leave	982,733	975,355
Other on-costs	622,347	590,579
	11,073,304	10,915,542
(b) Interest expense		
Interest on finance leases	30,417	32,703
	30,417	32,703

Note 3. Expenses from transactions (continued)

	2010	2009
	\$	\$
(c) Depreciation and amortisation		
Buildings	186,081	234,445
Infrastructure	291,787	261,030
Plant and equipment	353,662	371,846
	831,530	867,321
(d) Other operating expenses		
<u>Supplies and services</u>		
Contract costs	1,355,269	1,541,239
Garden and office equipment and supplies	670,920	493,658
Building and equipment maintenance and operation costs	505,440	431,727
Consultancies and professional services	600,153	429,987
Advertising and promotion	474,187	403,005
Cleaning and waste disposal costs	414,625	346,801
Computer expenses	197,875	143,829
Motor vehicle expenses	216,394	225,894
Water charges	222,008	188,820
Postage and communication expenses	160,689	46,531
Books, periodicals and subscriptions	160,922	152,389
Travel expenses	195,380	121,648
Staff training and development	101,677	86,776
Insurance costs	98,414	84,085
Catering costs	52,317	51,520
Security	53,640	57,808
Legal costs	39,443	38,969
Other	93,629	120,437
	5,612,982	4,964,895
<u>Other</u>		
Cost of goods sold	571,539	709,511
Minimum lease payments	33,895	54,316
	605,434	763,827
Total other operating expenses	6,218,416	5,728,722

Note 4. Other economic flows included in net result

	2010	2009
	\$	\$
(a) Net gain/(loss) on non-financial assets		
Net gain/(loss) on disposal of property, plant and equipment	21,907	5,593
Write down of inventory	(15,964)	(12,950)
	5,943	(7,357)
(b) Net gain/(loss) on financial assets		
Impairment of loans and receivables	(2,430)	(1,669)
Net gain/(loss) on disposal of financial instruments	(226,680)	-
	(229,110)	(1,669)

Note 5. Receivables

	2010 \$	2009 \$
Contractual		
Trade receivables ⁽ⁱ⁾	436,889	303,720
Financial receivables	84,335	670,471
	521,224	974,191
Statutory		
GST input tax credit recoverable	95,171	153,442
	95,171	153,442
Total receivables ⁽ⁱⁱ⁾	616,395	1,127,633

Notes:

(i) The average credit period on sales of goods is 30 days. No interest has been charged on trade receivables. No allowance for doubtful debts has been recognised as all amounts have been determined recoverable by reference to past default experience.

(ii) All receivables balances held at reporting date are classified as current.

For details of ageing analysis of contractual receivables and the nature and extent of risk arising from contractual receivables, please refer to Note 17.

Note 6. Investments

	2010 \$	2009 \$
Floating rate notes ⁽ⁱ⁾	930,110	1,028,050
Total investments ⁽ⁱⁱ⁾	930,110	1,028,050

Notes:

(i) This balance comprises the following investments:

- A floating rate note purchased in February 2007 at a nominal value of \$1,000,000. Due to the occurrence of a credit event in the reporting period ended 30 June 2009, interest is no longer payable at the original Bank Bill Rate plus 0.85%. The note will be repaid at its nominal value on maturity in November 2011 with earlier redemption possible at the prevailing market rate.
- A floating rate note purchased in March 2006 at a nominal value of \$500,000. Interest was paid on a quarterly basis at the Bank Bill Rate plus 1.5%. The note was cashed in for its redemption value in May 2010.

(ii) All investment balances held at reporting date are classified as non-current.

For details of the nature and extent of risk arising from investments, please refer to Note 17.

Note 7. Inventories

	2010 \$	2009 \$
Inventories held for sale at cost	291,487	314,086
Total inventories ⁽ⁱ⁾	291,487	314,086

Note (i): All inventory balances held at reporting date are classified as current.

Note 8. Property, plant and equipment

(a) Carrying amounts

	2010 \$	2009 \$
Land		
At fair value - 2009 valuation ⁽ⁱ⁾	129,285,601	129,285,601
	<u>129,285,601</u>	<u>129,285,601</u>
Buildings		
At fair value - 2009 valuation ⁽ⁱ⁾	16,871,737	16,871,737
At fair value	34,817	-
Less accumulated depreciation	(186,081)	-
	<u>16,720,473</u>	<u>16,871,737</u>
Infrastructure		
At fair value	16,433,949	14,826,514
At fair value - 2006 valuation ⁽ⁱⁱ⁾	2,821,887	2,821,886
Less accumulated depreciation	(3,679,984)	(3,388,434)
	<u>15,575,852</u>	<u>14,259,966</u>
Plant and equipment		
At fair value	4,555,696	4,898,722
Less accumulated depreciation	(3,220,853)	(3,496,100)
	<u>1,334,843</u>	<u>1,402,622</u>
Cultural assets		
At fair value	16,000	
At fair value - 2007 valuation ⁽ⁱⁱⁱ⁾	7,200,000	7,200,000
At fair value - 2008 valuation ^(iv)	67,482,540	67,482,540
	<u>74,698,540</u>	<u>74,682,540</u>
Capital works under construction		
At cost	14,907,102	9,074,806
	<u>14,907,102</u>	<u>9,074,806</u>
Total property, plant and equipment	<u>252,522,411</u>	<u>245,577,272</u>

(i) In accordance with FRD103D Non-Current Physical Assets, a management revaluation was performed to determine the fair value of land and buildings. The fair value has been determined by reference to the compounded movement in the relevant indicators since the last scheduled revaluation. The effective date of the valuation is 30 June 2009.

(ii) An independent valuation of the Board's infrastructure assets was performed by the Valuer-General to determine their fair values. The valuation was determined by reference to the amounts for which assets could be exchanged between knowledgeable and willing parties in an arm's length transaction. The effective date of the valuation is 30 June 2006.

(iii) An independent valuation of the Board's library monograph and periodical collections was performed by Barbara Hince of Kenneth Hince Old & Fine Books Pty Ltd to determine their fair value. The valuation was determined by reference to the cost expected to be incurred if the Board was deprived of the service potential of future economic benefits of these collections at the reporting date (that is the deprival value of the collections). The effective date of the valuation is 30 June 2007.

(iv) Independent valuations of the Board's State Botanical Collection and other cultural assets were performed by the Australian Valuation Office and the Dominion Group (acting as an agent for the Valuer-General) respectively to determine their fair value. The State Botanical Collection value was determined by reference to the cost expected to be incurred to replace the asset's remaining future service potential. The valuation of the other cultural assets was determined by reference to the amounts for which the assets could be exchanged between knowledgeable and willing parties in an arm's length transaction. The effective dates of the valuations are 30 June 2008.

All independent valuations were conducted in accordance with Australian Valuation Standards.

Note 8. Property, plant and equipment (continued)

Restricted assets

The Board holds \$9.6 million worth of properties listed as heritage assets (2009 - \$8.5 million). These heritage assets cannot be modified nor disposed of without Ministerial approval.

(b) Movements in carrying amounts

2010	Land	Buildings	Infra-structure	Plant and equipment	Cultural assets	Capital works	Total
	\$	\$	\$	\$	\$	\$	\$
Opening balance	129,285,601	16,871,737	14,259,966	1,402,622	74,682,540	9,074,806	245,577,272
Additions	-	-	87,465	384,387	16,000	7,441,145	7,928,997
Disposals	-	-	(7,301)	(133,289)	-	-	(140,590)
Net revaluation increments/ (decrements)	-	-	-	-	-	-	-
Transfers between classes	-	34,817	1,527,509	46,523	-	(1,608,849)	-
Transfers to assets classified as held for sale	-	-	-	(11,738)	-	-	(11,738)
Depreciation/ amortisation expense	-	(186,081)	(291,787)	(353,662)	-	-	(831,530)
Closing balance	129,285,601	16,720,473	15,575,852	1,334,843	74,698,540	14,907,102	252,522,411

2009	Land	Buildings	Infra-structure	Plant and equipment	Cultural assets	Capital works	Total
	\$	\$	\$	\$	\$	\$	\$
Opening balance	108,670,000	15,062,366	14,130,181	1,477,977	74,682,540	4,015,735	218,038,799
Additions	-	-	50,210	158,486	-	5,571,801	5,780,497
Disposals	-	-	-	(48,931)	-	-	(48,931)
Net revaluation increments/ (decrements)	20,615,601	2,043,816	-	-	-	-	22,659,417
Transfers between classes	-	-	340,605	172,125	-	(512,730)	-
Transfers to assets classified as held for sale	-	-	-	14,811	-	-	14,811
Depreciation/ amortisation expense	-	(234,445)	(261,030)	(371,846)	-	-	(867,321)
Closing balance	129,285,601	16,871,737	14,259,966	1,402,622	74,682,540	9,074,806	245,577,272

Note 9. Non-current assets classified as held for sale and directly associated liabilities

	2010 \$	2009 \$
Non-current assets		
Leased motor vehicles held for sale ⁽ⁱ⁾	11,738	14,781
	11,738	14,781
Liabilities		
Finance lease liabilities	11,659	14,738
	11,659	14,738

Note (i) The Board holds a leased motor vehicle which it intends to sell in the next 12 months.

Note 10. Payables

	2010 \$	2009 \$
Contractual		
Trade Creditors ⁽ⁱ⁾	894,022	626,738
	894,022	626,738
Statutory		
Taxes payable	37,370	31,779
	37,370	31,779
Total Payables ⁽ⁱⁱ⁾	931,392	658,517

Notes:

(i) The average credit period is 30 days. No interest is charged on late payments.

(ii) All payables balances at reporting date are classified as current.

For maturity analysis and nature and extent of risks arising from payables, refer to Note 17.

Note 11. Borrowings

	2010 \$	2009 \$
Current		
Lease liabilities ⁽ⁱ⁾	182,916	270,726
	182,916	270,726
Non-Current		
Lease liabilities ⁽ⁱ⁾	226,837	133,557
	226,837	133,557
Total borrowings	409,753	404,283

Note (i) Secured by the assets leased. Finance leases are effectively secured as the rights to the leased assets revert to the lessor in the event of default.

For maturity analysis and nature and extent of risks arising from borrowings, refer to Note 17.

Note 12. Provisions

	2010	2009
	\$	\$
Current		
<u>Employee benefits⁽ⁱ⁾ (Note 12(a) - annual leave)</u>		
Unconditional and expected to be settled within 12 months ⁽ⁱⁱ⁾	772,784	729,816
	772,784	729,816
<u>Employee benefits⁽ⁱ⁾ (Note 12(a) - long service leave)</u>		
Unconditional and expected to be settled within 12 months ⁽ⁱⁱ⁾	78,969	126,960
Unconditional and expected to be settled after 12 months ⁽ⁱⁱⁱ⁾	1,305,690	1,200,918
	1,384,659	1,327,878
<u>Provisions related to employee benefit on-costs</u>		
Unconditional and expected to be settled within 12 months ⁽ⁱⁱ⁾	114,671	116,753
Unconditional and expected to be settled after 12 months ⁽ⁱⁱⁱ⁾	207,174	190,550
	321,845	307,303
Total current provisions	2,479,288	2,364,997
Non-current		
Employee benefits	201,036	178,529
Provisions related to employee benefit on-costs	31,898	28,327
Total non-current provisions	232,934	206,856
Total provisions	2,712,222	2,571,853

Notes:

- (i) Provisions for employee benefits consists of annual leave and long service leave accrued by employees, not including on-costs.
- (ii) The amounts disclosed are nominal amounts.
- (iii) The amounts disclosed are discounted to present value.

(a) Employee benefits and related on-costs⁽ⁱ⁾

	2010	2009
	\$	\$
Current employee benefits		
Annual leave entitlements	772,784	729,816
Unconditional long service leave entitlements	1,384,659	1,327,878
	2,157,443	2,057,694
Non-current employee benefits		
Conditional long service leave entitlements	201,036	178,529
	201,036	178,529
Total employee benefits	2,358,479	2,236,223
Current on-costs	321,845	307,303
Non-current on-costs	31,898	28,327
Total on-costs	353,743	335,630
Total employee benefits and related on-costs	2,712,222	2,571,853

Note (i): Provisions for employee benefits consists of annual leave and long service leave accrued by employees, not including on-costs.

Note 12. Provisions (continued)

(b) Movement in provisions

	2010	2009
	\$	\$
Opening balance	335,630	304,725
Additional provision recognised	121,728	42,525
Reductions arising from payments/other sacrifices of future economic benefits	(100,059)	(9,050)
Reductions resulting from re-measurement or settlement without cost	(3,556)	(2,570)
Closing balance	353,743	335,630

Note 13. Superannuation

Employees of the Board are entitled to receive superannuation benefits and the Board contributes to both defined benefit and defined contribution plans. The defined benefit plans provide benefits based on years of service and final average salary.

The Board does not recognise any defined benefit liability in respect of the plans because the entity has no legal or constructive obligation to pay future benefits relating to its employees; its obligation is to pay superannuation contributions as they fall due.

However, superannuation contributions paid or payable for the reporting period are included as part of the employee benefits in the Operating Statement of the Board.

The name and details of the major employee superannuation funds and contributions made by the Board are as follows:

Fund Name	Number of employees		Contribution rate % ⁽ⁱ⁾		Contribution amount \$ ⁽ⁱⁱ⁾	
	2010	2009	2010	2009	2010	2009
Defined benefit plans						
State Superannuation Fund						
Revised Scheme	2	2	17	17	26,161	25,103
New Scheme	20	21	7.3 - 10.2	7.3 - 10.2	107,031	105,945
Defined contribution plans						
MLC Superannuation Fund	37	39	9	9	158,007	158,006
VicSuper P/L	146	170	9	9	477,044	483,633
Uni Super Management P/L	6	3	9	9	12,216	9,676
Superwrap	1	1	9	9	23,077	93,557
Vision Super	3	2	9	9	10,152	7,998
Host Plus Super	3	2	9	9	10,992	5,016
Australian Super	3	3	9	9	11,086	6,824
Other	12	11	9	9	45,247	16,806
Total paid contributions for the year					881,013	912,564
Contributions outstanding at year end					-	-

Notes:

(i) The bases for contributions are determined by the various schemes.

(ii) The amounts were measured as at 30 June of each year or, in the case of employer contributions, they relate to the years ended 30 June.

Note 14. Leases

(a) Finance leases

Leasing arrangements

Finance leases relate to motor vehicles with lease terms of between 1 and 3 years. The Board has the option to purchase the vehicles for a nominal amount at the conclusion of the lease agreements.

	Minimum lease payments (i)		Present value of minimum future lease payments	
	2010 \$	2009 \$	2010 \$	2009 \$
Not longer than 1 year	201,511	291,162	182,916	270,726
Longer than 1 year and not longer than 5 years	241,469	141,736	226,837	133,557
Minimum lease payments	442,980	432,898	409,753	404,283
Less: future finance charges	(33,227)	(28,615)	-	-
Present value of minimum lease payments	409,753	404,283	409,753	404,283
Included in the financial statements as:				
Current borrowings lease liabilities (Note 11)			182,916	270,726
Non-current borrowings lease liabilities (Note 11)			226,837	133,557
			409,753	404,283

Note (i) Minimum future finance lease payments include the aggregate of all lease payments and any guaranteed residual.

For maturity analysis and nature and extent of risks arising from finance lease liabilities, refer to Note 17.

(b) Operating leases

Leasing arrangements - Board as Lessee

Operating leases mainly relate to office equipment with a lease term of 5 years. All operating lease contracts contain market review clauses in the event that the Board exercises its option to renew. The Board does not have an option to purchase the leased asset at the expiry of the lease period.

	2010 \$	2009 \$
Not longer than 1 year	91,359	77,175
Longer than 1 year and not longer than 5 years	25,574	112,286
	116,933	189,461

Leasing arrangements - Board as Lessor

Operating leases mainly relate to the provision of catering and function and event management in the Gardens with lease terms of between 3 and 10 years and options to extend for a further 0 to 10 years. All operating lease contracts contain market review clauses in the event that the lessee exercises its option to renew. The lessees do not have an option to purchase the leased asset at the expiry of the lease period.

	2010 \$	2009 \$
Not longer than 1 year	807,099	802,198
Longer than 1 year and not longer than 5 years	2,695,423	2,777,306
Longer than 5 years	-	827,104
	3,502,522	4,406,608

Note 15. Commitments for expenditure

The following capital commitments have not been recognised as liabilities in the financial statements:

	2010 \$	2009 \$
Capital Commitments		
Within 1 year	9,893,820	1,198,597
Later than 1 year but not later than 5 years	141,334	-
	10,035,154	1,198,597

Note 16. Contingent assets and contingent liabilities

	2010 \$	2009 \$
Contingent assets		
Contract claim ⁽ⁱ⁾	-	750,000
	-	750,000
Contingent liabilities		
Contract claim ⁽ⁱ⁾	-	200,000
	-	200,000

Note (i) During the 2009-10 reporting period the Board settled the contractual dispute with a supplier in relation to the adequacy of the design work performed and associated contingent asset and liability by mutual agreement.

Unquantifiable contingent asset and liability

A dispute has arisen between the Board and one of its tenants in relation to a rental valuation effective 11 March 2009 which, under the terms of the lease agreement, requires a second independent valuation to be undertaken in order to resolve the issue. The financial impact of the second valuation, which may result in either the Board having to repay the tenant (in the case of a lower valuation) or the tenant having to repay the Board (in the case of a higher valuation) the amount equal to the difference between the two rental valuations, cannot be reliably estimated at the reporting date.

Note 17. Financial instruments

(a) Financial risk management objectives and policies

The Board's principal financial instruments comprise:

- cash assets;
- term deposits;
- receivables (excluding statutory receivables);
- debt securities;
- payables (excluding statutory payables); and
- borrowings.

Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement, and the basis on which income and expenses are recognised, with respect to each class of financial asset, financial liability and equity instrument, are disclosed in Note 1 to the financial statements.

Note 17. Financial instruments (continued)

The main purpose in holding financial instruments is to prudentially manage the Board's financial risks within the requirements of the *Royal Botanic Gardens Act 1991* and the Government's policy parameters.

The carrying amounts of the Board's contractual financial assets and financial liabilities by category are as follows:

	Carrying Amount	
	2010 \$	2009 \$
Contractual financial assets		
<u>Loans and receivables</u>		
Cash and deposits	19,332,253	12,113,309
Trade receivables	436,889	303,720
Financial receivables	84,335	670,471
<u>Available-for-sale</u>		
Investments - debt securities	930,110	1,028,050
Total contractual financial assets ⁽ⁱ⁾	20,783,587	14,115,550
Financial liabilities		
<u>At amortised cost</u>		
Trade creditors	894,022	626,738
Lease liabilities	409,753	404,283
Total contractual financial liabilities ⁽ⁱ⁾	1,303,775	1,031,021

Note (i): The total amounts disclosed here exclude statutory receivables (i.e. GST input tax credit recoverable and taxes payable).

The Board's net holding gains on contractual financial assets and liabilities by category are as follows:

	2010 \$	2009 \$
Contractual financial assets		
Loans and receivables - cash and deposits	768,104	737,040
Available-for-sale investments - debt securities	23,793	45,307
Total contractual financial assets	791,897	782,347
Financial liabilities		
Lease liabilities at amortised cost	(30,417)	(32,703)
Total contractual financial liabilities	(30,417)	(32,703)

The net holding gains or losses disclosed above are determined as follows:

- for cash and cash equivalents, loans or receivables and available-for-sale financial assets, the net gain or loss is calculated by taking the interest revenue, plus or minus losses arising from revaluation of the financial assets and minus any impairment recognised in the net result; and
- for financial liabilities measured at amortised cost, the net gain or loss is equal to the interest expense incurred during the reporting period.

(b) Credit Risk

Credit risk arises from the contractual financial assets of the Board, which comprise cash and cash equivalents, non-statutory receivables and available-for-sale contractual financial assets. The Board's exposure to credit risk arises from the potential default of counter parties on their contractual obligations resulting in financial loss to the Board. Credit risk is measured at fair value and is monitored on a regular basis.

Note 17. Financial instruments (continued)

Credit risk associated with the Board's contractual financial assets is minimal because it is the Board's policy to only deal with entities with high credit ratings. In addition, the Board does not engage in hedging for its contractual financial assets and mainly obtains financial assets that are on fixed interest.

Provision of impairment for contractual financial assets is calculated based on past experience, and current and expected changes in client credit ratings.

The carrying amount of contractual financial assets recorded in the financial statements, net of any allowances for losses, represents the Board's maximum exposure to credit risk without taking account of the value of any collateral obtained.

The credit quality of the Board's contractual financial assets at reporting date is as follows:

	Financial Institutions (AAA credit rating)	Government Agencies (AAA rating)	Other	Total
2010	\$	\$	\$	\$
Cash and deposits	19,332,253	-	-	19,332,253
Trade receivables	-	355,442	81,447	436,889
Financial receivables	84,335	-	-	84,335
Investments - debt securities	-	-	930,110	930,110
Total	19,416,588	355,442	1,011,557	20,783,587

	Financial Institutions (AAA credit rating)	Government Agencies (AAA rating)	Other	Total
2009	\$	\$	\$	\$
Cash and deposits	12,113,309	-	-	12,113,309
Trade receivables	-	180,567	123,153	303,720
Financial receivables	670,471	-	-	670,471
Investments - debt securities	-	-	1,028,050	1,028,050
Total	12,783,780	180,567	1,151,203	14,115,550

Contractual financial assets that are either past due or impaired

Currently, the Board does not hold any collateral as security nor credit enhancements relating to any of its contractual financial assets.

As at reporting date, there are no events to indicate that a provision for impairment is required on the Board's financial assets. An impairment loss on loans and receivables of \$2,430 (2009 - \$1,669) has been recognised in the Board's operating statement (refer to Note 4).

There are no financial assets that have had their terms renegotiated so as to prevent them from being past due or impaired, and they are stated at the carrying amounts as indicated. The only financial assets held by the Board at reporting date that are past due but not impaired are trade receivables.

Note 17. Financial instruments (continued)

The ageing analysis of the trade receivable balances which are past due but not impaired is as follows:

	2010 \$	2009 \$
Past due but not impaired		
Less than one month	39,649	46,529
More than 1 but less than 3 months	2,352	8,825
More than 3 months but less than 1 year	5,746	3,464
More than 1 year but less than 5 years	618	733
	48,365	59,551
Not past due and not impaired	388,524	244,168
Total carrying amount ⁽ⁱ⁾	436,889	303,719

Note (i): The carrying amounts disclosed here exclude statutory amounts (e.g. GST input taxes recoverable).

(c) Liquidity risk

Liquidity risk arises when the Board is unable to meet its financial obligations as they fall due. The Board continuously manages risk through monitoring future cash flows and maturities planning to ensure adequate holding of high quality liquid assets and dealing in highly liquid markets.

The Board's exposure to liquidity risk is deemed insignificant based on prior periods' data and current assessment of risk. Cash for unexpected events is generally sourced from its cash and cash equivalents balance.

Maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed in the balance sheet.

The maturity analysis for the Board's contractual financial liabilities is as follows:

2010	Carrying amount ⁽ⁱ⁾	Nominal amount ⁽ⁱⁱ⁾	Maturity dates			
			Less than 1 month	1- 3 months	3 months - 1 year	1 - 5 years
	\$	\$	\$	\$	\$	\$
Trade creditors	894,022	894,022	854,089	36,235	3,698	-
Lease liabilities	409,753	442,980	95,545	29,839	76,127	241,469
	1,303,775	1,337,002	949,634	66,074	79,825	241,469

2009	Carrying amount ⁽ⁱ⁾	Nominal amount ⁽ⁱⁱ⁾	Maturity dates			
			Less than 1 month	1- 3 months	3 months - 1 year	1 - 5 years
	\$	\$	\$	\$	\$	\$
Trade creditors	626,738	626,738	616,475	-	10,263	-
Lease liabilities	404,283	447,636	68,359	21,552	215,989	141,736
	1,031,021	1,074,374	684,834	21,552	226,252	141,736

Notes:

(i) The carrying amounts disclosed exclude statutory amounts (e.g. GST payable).

(ii) Maturity analysis is presented using the contractual undiscounted cash flows (i.e. nominal amount).

Note 17. Financial instruments (continued)

(d) Market risk

The Board's exposures to market risk are primarily through interest rate risk.

Fair value interest rate risk is the risk that the fair value of a financial instrument will fluctuate because of changes in market interest rates. The Board does not hold any interest bearing financial instruments that are measured at fair value, therefore has nil exposure to fair value interest rate risk.

Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

The Board has minimal exposure to cash flow interest rate risk through its floating rate bank deposits, floating rate notes that are available-for-sale and floating rate lease liabilities.

The Board manages this risk by mainly undertaking fixed rate or non-interest bearing financial instruments with relatively even maturity profiles, with only insignificant amounts of financial instruments at a floating rate. Management has concluded that cash at bank financial assets can be left at floating rate without necessarily exposing the Board to significant bad risk. Movements in interest rates are monitored on a daily basis by Management.

The carrying amounts of financial assets and financial liabilities that are exposed to interest rates are as follows:

2010	Weighted average effective interest rate %	Carrying amount ⁽ⁱ⁾ \$	Interest rate exposure		
			Fixed interest rate \$	Variable interest rate \$	Non-interest bearing \$
Financial assets					
Cash and deposits	4.83	19,332,253	16,858,939	2,462,619	10,695
Trade receivables	-	436,889	-	-	436,889
Financial receivables	-	84,335	-	-	84,335
Investments - debt securities	-	930,110	-	930,110	-
		20,783,587	16,858,939	3,392,729	531,919
Financial liabilities					
Trade creditors	-	894,022	-	-	894,022
Lease liabilities	6.96	409,753	409,753	-	-
		1,303,775	409,753	-	894,022

2009	Weighted average effective interest rate %	Carrying amount ⁽ⁱ⁾ \$	Interest rate exposure		
			Fixed interest rate \$	Variable interest rate \$	Non-interest bearing \$
Financial assets					
Cash and deposits	3.19	12,113,309	9,319,101	2,778,726	15,482
Trade receivables	-	303,720	-	-	303,720
Financial receivables	-	670,471	-	-	670,471
Investments - debt securities	0.70	1,028,050	-	1,028,050	-
		14,115,550	9,319,101	3,806,776	989,673
Financial liabilities					
Trade creditors	-	626,738	-	-	626,738
Lease liabilities	7.04	404,283	404,283	-	-
		1,031,021	404,283	-	626,738

Note (i): The carrying amounts disclosed here exclude statutory amounts (e.g. GST input tax credit recoverable and GST payable).

Note 17. Financial instruments (continued)

Sensitivity disclosure analysis and assumptions

The Board's sensitivity to market risk is determined based on past performance, future expectations and economic forecasts.

The Board believes that a parallel shift of +1 per cent and -1 per cent in market interest rates is 'reasonably possible' over the next 12 months.

The impact on net result and equity for each category of financial instrument held by the Board at year end if the above movements were to occur is as follows:

2010	Carrying amount	Interest rate risk			
		+ 100 basis points		-100 basis points	
		1%		-1%	
	Net result	Available-for-sale reserve	Net result	Available-for-sale reserve	
	\$	\$	\$	\$	\$
Contractual financial assets					
Cash and deposits ⁽ⁱ⁾	19,332,253	193,323	-	(193,323)	-
Investments ⁽ⁱⁱ⁾	930,110	-	9,301	-	(9,301)
	20,262,363	193,323	9,301	(193,323)	(9,301)
Contractual financial liabilities					
Borrowings ⁽ⁱⁱⁱ⁾	409,753	4,098	-	(4,098)	-
	409,753	4,098	-	(4,098)	-

2009	Carrying amount	Interest rate risk			
		+ 100 basis points		-100 basis points	
		1%		-1%	
	Net result	Available-for-sale reserve	Net result	Available-for-sale reserve	
	\$	\$	\$	\$	\$
Contractual financial assets					
Cash and deposits ⁽ⁱ⁾	12,113,309	121,133	-	(121,133)	-
Investments ⁽ⁱⁱ⁾	1,028,050	-	10,281	-	(10,281)
	13,141,359	121,133	10,281	(121,133)	(10,281)
Contractual financial liabilities					
Borrowings ⁽ⁱⁱⁱ⁾	404,283	4,043	-	(4,043)	-
	404,283	4,043	-	(4,043)	-

Notes:

(i) Cash and deposits includes a deposit of \$19,332,253 (2009 - \$12,113,309) that is exposed to floating rate movements. Sensitivities to these movements are calculated as follows:

- 2010 - $\$19,330,253 \times -0.01 = -\$193,323$; and $\$19,330,253 \times 0.01 = \$193,323$; and
- 2009 - $\$12,113,309 \times -0.01 = -\$121,133$; and $\$12,113,309 \times 0.01 = 121,133$.

(ii) Investments includes debt securities to the value of \$930,110 (2009 - \$1,028,050) that are exposed to movements in interest rates. Sensitivities to these movements are calculated as follows:

- 2010 - $\$930,110 \times -0.01 = -\$9,301$; and $\$930,110 \times 0.01 = \$9,301$; and
- 2009 - $\$1,028,050 \times -0.01 = -\$10,281$; and $\$1,028,080 \times 0.01 = \$10,281$.

(iii) Borrowings include lease liabilities to the value of \$409,753 (2009 - \$404,283) that are exposed to movements in interest rates. Sensitivities to these movements are calculated as follows:

- 2010 - $\$409,753 \times -0.01 = -\$4,098$; and $\$409,753 \times 0.01 = \$4,098$; and
- 2009 - $\$404,283 \times -0.01 = -\$4,043$; and $\$404,403 \times 0.01 = \$4,043$.

Note 17. Financial instruments (continued)

(e) Fair value

The fair values and net fair values of financial assets and financial liabilities are determined as follows:

- the fair value of financial assets and financial liabilities with standard terms and conditions and traded in active liquid markets is determined with reference to quoted market prices; and
- the fair value of other financial assets and financial liabilities is determined in accordance with generally accepted pricing models based on discounted cash flow analysis.

The Board considers the carrying amount of financial assets and financial liabilities recorded in the financial statements to be a fair approximation of their fair values, because of the short-term nature of the financial instruments and the expectation that they will be paid in full.

The following table shows that the fair values of the contractual financial assets and liabilities are the same as the carrying amounts:

	Carrying Amount	Fair Value	Carrying Amount	Fair Value
	2010	2010	2009	2009
	\$	\$	\$	\$
Contractual financial assets				
Cash and deposits	19,332,253	19,332,253	12,113,309	12,113,309
Trade receivables	436,889	436,889	303,720	303,720
Financial receivables	84,335	84,335	670,471	670,471
Investments - debt securities	930,110	930,110	1,028,050	1,028,050
Total contractual financial assets ⁽ⁱ⁾	20,783,587	20,783,587	14,115,550	14,115,550
Contractual financial liabilities				
Trade creditors	894,022	894,022	626,738	626,738
Lease liabilities	409,753	409,753	404,283	404,283
Total contractual financial liabilities ⁽ⁱ⁾	1,303,775	1,303,775	1,031,021	1,031,021

Note (i): The total amounts disclosed here exclude statutory receivables (i.e. GST input tax credit recoverable and GST payable).

Note 18. Cash flow information

(a) Reconciliation of cash and deposits

	2010	2009
	\$	\$
Cash at bank and on hand	2,473,314	2,794,208
Term deposits	16,858,939	9,319,101
	19,332,253	12,113,309

Note 18. Cash flow information (continued)**(b) Reconciliation of the net result for the period to net cash flows from operating**

	2010 \$	2009 \$
Net result for the period	3,116,019	3,683,114
Non-cash movements		
(Gain)/loss on sale of property, plant and equipment	(21,900)	(5,593)
(Gain)/loss on financial instruments	226,680	-
Depreciation and amortisation	831,530	867,321
Movements in assets and liabilities		
(Increase)/decrease in receivables	511,236	(543,120)
(Increase)/decrease in inventories	22,599	72,297
(Increase)/decrease in other assets	(4,453)	(2,446)
Increase/(decrease) in payables	272,875	15,822
Increase/(decrease) in provisions	140,369	207,140
Net cash from/(used in) operating activities	5,094,955	4,294,535

Note 19. Reserves

	2010 \$	2009 \$
(a) Physical asset revaluation reserve ⁽ⁱ⁾		
Balance at beginning of financial year	166,344,098	143,684,681
Revaluation increments/(decrements)	-	22,659,417
Balance at end of financial year	166,344,098	166,344,098
(b) Financial assets available-for-sale reserve ⁽ⁱⁱ⁾		
Balance at beginning of financial year	(471,950)	-
Valuation gain/(loss) recognised	52,560	(471,950)
Disposal or transferred out	349,500	-
Balance at end of financial year	(69,890)	(471,950)
Net change in reserves	166,274,208	165,872,148

Notes:

- (i) *The asset revaluation reserve arises on the revaluation of land, buildings, infrastructure and cultural assets.*
- (ii) *The financial assets available-for-sale revaluation reserve arises on the revaluation of available-for-sale financial assets. Where a revalued financial asset is sold, that portion of the reserve which relates to that financial asset, and is effectively realised, is recognised in profit and loss. Where a revalued financial asset is impaired, that proportion of the reserve which relates to that financial asset is recognised in profit and loss.*

Note 20. Responsible persons

In accordance with the Ministerial Directions issued by the Minister for Finance under the *Financial Management Act 1994*, the following disclosures are made regarding responsible persons for the reporting period.

Names

The persons who held the positions of Minister, Governing Board and Accountable Officers in the Royal Botanic Gardens Board are as follows:

Minister

Minister for Environment and Climate Change Gavin Jennings MLC 1 July 2009 to 30 June 2010

Governing Board

Chairman	Ms Elaine Canty	1 July 2009 to 30 June 2010
Deputy Chairman	Mr Michael Hamson	1 July 2009 to 30 June 2010
Member	Mr Rodger Elliot	1 July 2009 to 30 June 2010
Member	Ms Judy Backhouse	1 July 2009 to 10 October 2009
Member	Prof Mark Burgman	1 July 2009 to 30 June 2010
Member	Ms Linda White	1 July 2009 to 30 June 2010
Member	Mrs Jay Bonnington	1 July 2009 to 30 June 2010
Member	Ms Jennifer Wolcott	15 December 2009 to 30 June 2010

Accountable Officer

Director and Chief Executive Dr Philip Moors 1 July 2009 to 30 June 2010

Remuneration

The number of responsible persons, other than Ministers, and their total remuneration in connection with the management of the Royal Botanic Gardens during the reporting period are shown in the first two columns in the table below in their relevant income bands. The base remuneration of responsible persons is shown in the third and fourth columns. Base remuneration is exclusive of bonus payments, long-service leave payments, redundancy payments and retirement benefits.

The Accountable Officer received a bonus payment during the year. This bonus payment was based on the terms of the individual employment contract, which provides for an annual bonus payment.

Income Band	Total Remuneration		Base Remuneration	
	2010 No.	2009 No.	2010 No.	2009 No.
\$0 – 9,999	6	7	6	7
\$220,000 – 229,999	0	0	0	1
\$230,000 – 239,999	0	1	1	0
\$240,000 – 249,999	0	0	0	0
\$250,000 – 259,999	0	0	0	0
\$260,000 – 269,999	1	0	0	0
Total numbers	7	8	7	8
Total amount	\$310,644	\$291,063	\$283,303	\$277,791

Amounts relating to Ministers are reported in the financial statements of the Department of Premier and Cabinet.

Other Transactions

Other related transactions and loans requiring disclosure under the Ministerial Directions issued by the Minister for Finance have been considered and there are no matters to report.

Note 21. Remuneration of executives

The number of executive officers, other than Ministers and Accountable Officers, and their total remuneration during the reporting period are shown in the first two columns in the table below in their relevant income bands. The base remuneration of executive officers is shown in the third and fourth columns. Base remuneration is exclusive of bonus payments, long-service leave payments, redundancy payments and retirement benefits.

Several factors have affected total remuneration payable to executive officers over the year. One executive resigned and was replaced during the year and a number of executive officers received bonus payments during the year. These bonus payments are based on the terms of individual employment contracts, which provide for an annual bonus payment.

Income Band	Total Remuneration		Base Remuneration	
	2010 No.	2009 No.	2010 No.	2009 No.
\$120,000 – 129,999	0	0	1	1
\$130,000 – 139,999	1	1	1	2
\$140,000 – 149,999	0	1	0	0
\$150,000 – 159,999	1	1	2	2
\$160,000 – 169,999	2	1	1	0
\$170,000 – 179,999	0	0	0	0
\$180,000 – 189,999	1	1	0	0
Total numbers	5	5	5	5
Total amount	\$808,059	\$770,902	\$743,662	\$708,852

Note 22. Remuneration of auditors

	2010 \$	2009 \$
Victorian Auditor-General's Office		
Audit of the financial statements	18,500	16,200
	18,500	16,200

Note 23. Subsequent events

On 30 July 2010, the Board entered into an agreement with a contractor to undertake the construction of the Working Wetlands Part A Project, which aims to revitalise the existing lake system within RBG Melbourne. The total value of the contract works is \$2.2 million, and the Project is expected to be completed by 31 December 2011.

Note 24. Glossary of terms

Comprehensive result

Total comprehensive result is the change in equity for the period other than changes arising from transactions with owners. It is the aggregate of net result and other non-owner changes in equity.

Commitments

Commitments include those operating, capital and other outsourcing commitments arising from non-cancellable contractual or statutory sources.

Note 24. Glossary of terms (*continued*)

Employee benefits expense

Employee benefits expenses include all costs related to employment including wages and salaries, leave entitlements, redundancy payments and superannuation contributions.

Financial asset

A financial asset is any asset that is:

- (a) cash;
- (b) an equity instrument of another entity;
- (c) a contractual right:
 - to receive cash or another financial asset from another entity; or
 - to exchange financial assets or financial liabilities with another entity under conditions that are potentially favourable to the entity; or
- (d) a contract that will or may be settled in the entity's own equity instruments and is:
 - a non-derivative for which the entity is or may be obliged to receive a variable number of the entity's own equity instruments; or
 - a derivative that will or may be settled other than by the exchange of a fixed amount of cash or another financial asset for a fixed number of the entity's own equity instruments.

Financial instrument

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity. Financial assets or liabilities that are not contractual (such as statutory receivables or payables that arise as a result of statutory requirements imposed by governments) are not financial instruments.

Financial liability

A financial liability is any liability that is a contractual obligation:

- to deliver cash or another financial asset to another entity; or
- to exchange financial assets or financial liabilities with another entity under conditions that are potentially unfavourable to the entity.

Financial statements

Depending on the context of the sentence where the term 'financial statements' is used, it may include only the main financial statements (i.e. comprehensive operating statement, balance sheet, cash flow statements, and statement of changes in equity); or it may also be used to replace the old term 'financial report' under the revised AASB 101 (Sept 2007), which means it may include the main financial statements and the notes.

Interest expense

Costs incurred in connection with the borrowing of funds. Interest expenses include interest on bank overdrafts and short term and long term borrowings, amortisation of discounts or premiums relating to borrowings, the interest component of finance lease repayments, and the increase in financial liabilities and non-employee provisions due to the unwinding of discounts to reflect the passage of time.

Interest revenue

Interest revenue includes interest received on bank term deposits, interest from investments, and other interest received.

Net acquisition of non-financial assets (from transactions)

Purchases (and other acquisitions) of non-financial assets less sales (or disposals) of non-financial assets less depreciation plus changes in inventories and other movements in non-financial assets. Includes only those increases or decreases in non-financial assets resulting from transactions and therefore excludes write offs, impairment write downs and revaluations.

Net result

Net result is a measure of financial performance of the operations for the period. It is the net result of items of revenue, gains and expenses (including losses) recognised for the period, excluding those that are classified as 'other non-owner changes in equity'.

Note 24. Glossary of terms (continued)**Net result from transactions/net operating balance**

Net result from transactions or net operating balance is a key fiscal aggregate and is revenue from transactions minus expenses from transactions. It is a summary measure of the ongoing sustainability of operations. It excludes gains and losses resulting from changes in price levels and other changes in the volume of assets. It is the component of the change in net worth that is due to transactions and can be attributed directly to government policies.

Non-financial assets

Non-financial assets are all assets that are not 'financial assets'.

Other economic flows

Other economic flows are changes in the volume or value of an asset or liability that do not result from transactions. They include gains and losses from disposals, revaluations and impairments of non-current physical and intangible assets; actuarial gains and losses arising from defined benefit superannuation plans; fair value changes of financial instruments and agricultural assets; and depletion of natural assets (non-produced) from their use or removal. In simple terms, other economic flows are changes arising from market re-measurements.

Payables

Includes short and long term trade debt and accounts payable, grants, taxes and interest payable.

Receivables

Includes short and long term trade credit and accounts receivable, grants, taxes and interest receivable.

Sales of goods and services

Refers to revenue from the direct provision of goods and services and includes fees and charges for services rendered, sales of goods and services, fees from regulatory services and work done as an agent for private enterprises. It also includes rental income under operating leases and on produced assets such as buildings and entertainment, but excludes rent income from the use of non-produced assets such as land. User charges includes sale of goods and services revenue.

Supplies and services

Supplies and services generally represent cost of goods sold and the day-to-day running costs, including maintenance costs, incurred in the normal operations of the Board.

Transactions

Transactions are those economic flows that are considered to arise as a result of policy decisions, usually an interaction between two entities by mutual agreement. They also include flows within an entity such as depreciation where the owner is simultaneously acting as the owner of the depreciating asset and as the consumer of the service provided by the asset. Taxation is regarded as mutually agreed interactions between the government and taxpayers. Transactions can be in kind (e.g. assets provided/given free of charge or for nominal consideration) or where the final consideration is cash. In simple terms, transactions arise from the policy decisions of the government.

APPENDIX ONE

Whistleblowers Protection Act 2001

STATEMENT OF SUPPORT TO WHISTLEBLOWERS

The Royal Botanic Gardens is committed to the aims and objectives of the *Whistleblowers Protection Act 2001* (Vic) (the Act). The Royal Botanic Gardens will not tolerate improper conduct by its employees, executives, officers or members nor the taking of reprisals against those who come forward to disclose such conduct.

The Royal Botanic Gardens recognises the value of transparency and accountability in its administrative and management practices, and supports the making of disclosures that reveal corrupt conduct, conduct involving a substantial mismanagement of public resources, or conduct involving a substantial risk to public health and safety or the environment.

The Royal Botanic Gardens is committed to taking all reasonable steps to protect people who make such disclosures from any detrimental action or reprisal for making a disclosure of improper conduct. It will also afford natural justice to the person who is the subject of the disclosure.

The Royal Botanic Gardens will thoroughly investigate any disclosure of improper conduct and take appropriate remedial action should the allegation be found proven.

PROCEDURE

1. Background and Objectives

The *Whistleblowers Protection Act 2001* (the Act) commenced operation on 1 January 2002. The objective of the Act is to encourage and facilitate the making of disclosures of improper conduct by public officers and public bodies. The Act provides protection for whistleblowers that make disclosures in accordance with the Act and establishes a system for the matters disclosed to be investigated and for rectifying action to be taken.

The purpose of this Procedure is to establish a system for reporting disclosures of improper conduct or detrimental action by the Royal Botanic Gardens or its employees or officers. The Royal Botanic Gardens is required by the Act to establish whistleblowers procedures and to make available a copy of those procedures to each employee, officer and member. This document establishes a procedure for handling disclosures, facilitates the making of disclosures of improper conduct and protects whistleblowers from reprisals or detrimental action due to the making of a protected disclosure.

2. Definitions

Key concepts in the reporting system are protected disclosures, public interest disclosures, improper conduct, corrupt conduct and detrimental action.

A “**protected disclosure**” is a disclosure about improper conduct or detrimental action made to the Ombudsman or to the correct public body. It may be made orally, in writing, electronically or anonymously. It must be made by an individual and must relate to the conduct of a public body or officer acting in their official capacity. The person making the disclosure must have reasonable grounds for believing the alleged conduct has occurred. When all of these grounds are satisfied, the person making the disclosure is protected from detrimental action or reprisals due to the making of the disclosure.

A “**public interest disclosure**” is a protected disclosure which shows or tends to show that the public officer to whom the disclosure relates:

- has engaged, is engaging or proposes to engage in improper conduct in his or her capacity as a public officer; or
- has taken, is taking or proposes to take detrimental action in reprisal for the making of a protected disclosure.

“**Improper conduct**” means:

- corrupt conduct;
- a substantial mismanagement of public resources;
- conduct involving substantial risk to public health or safety; or
- conduct involving substantial risk to the environment.

Examples of improper conduct:

- *To avoid closure of a town’s only industry, an environmental health officer ignores or conceals evidence of illegal dumping of waste.*
- *An agricultural officer delays or declines to impose a quarantine to allow a financially distressed farmer to sell diseased stock.*
- *A building inspector tolerates practices and structural defects in the work of a leading local builder.*

“**Corrupt conduct**” means:

- conduct of any person (whether or not a public officer) that adversely affects the honest performance of a public officer’s or public body’s functions;
- the performance of a public officer’s functions dishonestly or with inappropriate partiality;
- conduct of a public officer, former public officer or a public body that amounts to a breach of public trust;
- conduct of a public officer, former public officer or a public body that amounts to the misuse of information or material acquired in the course of the performance of their official functions; or
- a conspiracy or attempt to engage in the above conduct.

The definition of “corrupt conduct” contemplates dishonesty, a lack of probity, a disposition to deceive, defraud or steal.

Examples of corrupt conduct:

- *A public officer takes a bribe or receives a payment other than his or her wages or salary in exchange for the discharge of a public duty.*
- *A public officer favours unmeritorious applications for jobs or permits by friends and relatives.*
- *A public officer sells confidential information.*

“**Detrimental Action**” includes:

- action causing injury, loss or damage;
- intimidation or harassment; and
- discrimination, disadvantage or adverse treatment in relation to a person’s employment, career, profession, trade or business, including the taking of disciplinary action.

The Act creates an offence for a person to take detrimental action against a person who has made a protected disclosure.

Examples of detrimental action:

- *A public body refuses a deserved promotion of a person who has made a disclosure.*
- *A public body demotes, transfers, isolates in the workplace or changes the duties of a whistleblower due to the making of a disclosure.*
- *A person threatens, abuses or carries out other forms of harassment directly or indirectly against the whistleblower, his or her family or friends.*
- *A public body discriminates against the whistleblower or his or her family and associates in subsequent applications for jobs, permits or tenders.*

3. Outline and Detail of Procedure

3.1 Purpose of Procedure

This Procedure establishes a system for reporting disclosures of improper conduct or detrimental action by the Royal Botanic Gardens or its employees, officers, members or executives. The system enables such disclosures to be made to a Protected Disclosure Officer or the Protected Disclosure Co-ordinator. Disclosures may be made by employees or by members of the public.

This Procedure is designed to complement normal communication channels between supervisors and employees. Employees are encouraged to continue to raise appropriate matters at any time with their supervisors. As an alternative, employees may make a disclosure of improper conduct or detrimental action under the Act in accordance with this Procedure.

3.2 Reporting a Disclosure

Disclosures of improper conduct or detrimental action by the Royal Botanic Gardens or its employees may be made to the following **Protected Disclosure Officers**:

- Catherine Gallagher
Protected Disclosure Officer
Royal Botanic Gardens Melbourne
Birdwood Avenue
Private Bag 2000
SOUTH YARRA VIC 3141
Ph: 9252 2300
- Lynn Klavins
Protected Disclosure Officer
Royal Botanic Gardens Cranbourne
1000 Ballarto Road
CRANBOURNE VIC 3977
Ph: 5990 2200

The **Protected Disclosure Co-ordinator** for the Royal Botanic Gardens is:

- Dr Philip Moors
Director and Chief Executive
Royal Botanic Gardens
Birdwood Avenue
Private Bag 2000
SOUTH YARRA VIC 3141
Ph: (03) 9252 2304

3.3 How to Make a Disclosure

An oral disclosure under the Act to a public body must be made by telephone or in person in private to a Protected Disclosure Officer. A written disclosure under the Act to a public body must be made by addressing the disclosure to a Protected Disclosure Officer, and sending or delivering the disclosure to or leaving the disclosure at the office of the Protected Disclosure Officer.

A person may make an anonymous disclosure.

All correspondence, phone calls and emails from internal or external whistleblowers will be referred to the Protected Disclosure Co-ordinator. Where a person is contemplating making a disclosure and is concerned about approaching a Protected Disclosure Officer in the workplace, he or she can call the relevant officer and request a meeting in a discreet location away from the workplace.

3.4 Alternative Contact Persons

A disclosure about improper conduct or detrimental action by the Royal Botanic Gardens or its employees may also be made directly to the Ombudsman:

- The Ombudsman Victoria
North Tower, Level 9
459 Collins Street
MELBOURNE VIC 3000
(DX 210174)
Internet: www.ombudsman.vic.gov.au
Email: ombudvic@ombudsman.vic.gov.au
Ph: (03) 9613 6222
Toll Free (regional only): 1800 806 314
Ombudsman: Mr George Brouwer
Ph: (03) 9613 6222

The following table sets out where disclosures about persons other than employees of the Royal Botanic Gardens should be made:

Person who is the subject of the disclosure	Person/body to whom the disclosure must be made
Employee of a public body	That public body or the Ombudsman
Member of Parliament (Legislative Assembly)	Speaker of the Legislative Assembly
Member of Parliament (Legislative Council)	President of the Legislative Council
Councillor	The Ombudsman
Chief Commissioner of Police	The Ombudsman or Deputy Ombudsman
Member of the police force	The Ombudsman, Deputy Ombudsman or Chief Commissioner of Police

3.5 Roles and Responsibilities

Employees

Employees are encouraged to report known or suspected incidences of improper conduct or detrimental action in accordance with this Procedure.

All employees of the Royal Botanic Gardens have an important role to play in supporting those who have made a legitimate disclosure. They must refrain from any activity that is, or could be perceived to be, victimisation or harassment of a person who makes a disclosure. Furthermore, they should protect and maintain the confidentiality of a person they know or suspect to have made a disclosure.

Protected Disclosure Officers

Protected Disclosure Officers will:

- be a contact point for employees and members of the public for general advice on whistleblower matters;
- give general advice about the making of disclosures under the Act;
- make arrangements for a disclosure to be made privately and discreetly and, if necessary, away from the workplace;
- receive any disclosure made orally or in writing (from internal and external whistleblowers);
- commit to writing any disclosure made orally;
- impartially assess the allegation and determine whether it is a disclosure made in accordance with Part 2 of the Act (that is, 'a protected disclosure');
- take all necessary steps to ensure the identity of the whistleblower and the identity of the person who is the subject of the disclosure are kept confidential;
- forward all disclosures and supporting evidence to the Protected Disclosure Co-ordinator.

Protected Disclosure Co-ordinator

The Protected Disclosure Co-ordinator has a central 'clearinghouse' role in the internal reporting system. He or she will:

- receive all disclosures forwarded from the Protected Disclosure Officers;
- receive all phone calls, emails and letters from members of the public or employees seeking to make a disclosure;
- impartially assess each disclosure to determine whether it is a protected disclosure or a public interest disclosure;
- refer all public interest disclosures to the Ombudsman;
- be responsible for carrying out, or appointing an Investigator to carry out, an investigation referred to the public body by the Ombudsman;
- be responsible for overseeing and co-ordinating an investigation where an investigator has been appointed;
- appoint a Welfare Manager to support the whistleblower and to protect him or her from any reprisals or detrimental action;
- keep the whistleblower informed on the progress of an investigation into the disclosed matter;
- establish and manage a confidential filing system;
- collate and publish statistics on disclosures made;
- take all necessary steps to ensure the identity of the whistleblower and the identity of the person who is the subject of the disclosure are kept confidential.

Investigator

The Investigator is responsible for carrying out an internal investigation into a disclosure where the Ombudsman has referred a matter to the public body. An investigator may be a person from within an organisation or a consultant engaged for that purpose.

Welfare Manager

The Welfare Manager is responsible for looking after the general welfare of the whistleblower.

The Welfare Manager will:

- examine the immediate welfare and protection needs of a whistleblower and, where that person is an employee, seek to foster a supportive work environment;
- advise the whistleblower of the legislative and administrative protections available to him or her under the Act;
- receive and respond to any disclosures of detrimental action in reprisal for making the disclosure (eg harassment, intimidation or victimisation); and
- ensure that the whistleblower’s expectations of the process and outcomes are realistic.

The Royal Botanic Gardens will appoint a contractor to provide welfare services to a person who makes a protected disclosure.

3.6 Confidentiality

The Act requires that the confidentiality of a whistleblower is protected. This is crucial to ensuring reprisals are not made against a whistleblower. The Royal Botanic Gardens will take all reasonable steps to protect the identity of the whistleblower.

The Act prohibits the disclosure of information received in relation to a protected disclosure except in certain limited circumstances.

Disclosure of information in breach of section 22 of the Act constitutes an offence punishable by a maximum fine of 60 penalty units (\$7,167.00) or six months imprisonment or both.

The circumstances in which a person may disclose information obtained about a protected disclosure include:

- where exercising the functions of the public body under the Act;
- when making a report or recommendation under the Act (reports or recommendations must not disclose particulars likely to identify a whistleblower);

- when publishing statistics in the annual report of a public body; and
- in criminal or disciplinary proceedings for certain offences under the Act.

It is the responsibility of all staff involved in receiving or handling a disclosure, including those who manage hard copy correspondence, to maintain confidentiality in accordance with the Act. It is also the responsibility of whistleblowers to keep their disclosure confidential. If the whistleblower repeats the disclosure to an unauthorised person, he or she will lose the protections that would otherwise be afforded to them under the Act. For example, if a whistleblower repeats a disclosure to the media, he or she will not be protected from actions in defamation for any allegations that are reported.

The Royal Botanic Gardens will ensure that all files, whether paper or electronic, are kept in a secure room and can only be accessed by the Protected Disclosure Co-ordinator, a Protected Disclosure Officer, the Investigator or the Welfare Manager (in relation to welfare matters). All printed material will be kept in files that are clearly marked as a Whistleblowers Protection Act matter, and warn of the criminal penalties that apply to any unauthorised divulging of information concerning a protected disclosure.

All electronic files will be produced and stored on a stand-alone computer and be given password protection. Backup files will be kept on CD-Rom or floppy disc. All materials relevant to an investigation, such as tapes from interviews, will also be stored securely with the whistleblower files.

The Royal Botanic Gardens will not email documents relevant to a whistleblower matter and will ensure all phone calls and meetings are conducted in private. If documents are faxed, they will be sent to a secure area with the recipient standing by. Additionally, hard copy documents for transmission will be placed in two successive windowless envelopes which are sealed and marked “private and confidential” and “to be opened by the addressee only” and personally delivered wherever possible.

3.7 Receiving and Assessing Disclosures

A disclosure must contain the essential elements of a protected disclosure

To be a protected disclosure, it must satisfy the following criteria:

- it is made by a natural person (an individual rather than a corporation);
- it relates to conduct of a public body or public officer acting in their official capacity;
- the alleged conduct is either improper conduct or detrimental action taken against a person in reprisal for making a protected disclosure; and
- the person making a disclosure has reasonable grounds for believing the alleged conduct has occurred.

A disclosure must be made in accordance with Part 2 of the Act

Only 'protected disclosures' made in accordance with the requirements of Part 2 of the Act attract the protections offered to people making disclosures. Where a disclosure has been received, the Protected Disclosure Co-ordinator will assess whether the disclosure has been made in accordance with Part 2 of the Act and is, therefore, a protected disclosure.

Where a disclosure is assessed not to be a protected disclosure, the matter does not need to be dealt with under the Act. The Protected Disclosure Co-ordinator will decide how the matter should be dealt with.

The Protected Disclosure Co-ordinator will determine whether the disclosure is a public interest disclosure which must be referred to the Ombudsman for investigation.

A disclosure must be made to the appropriate person

Disclosures of improper conduct or detrimental action by the Royal Botanic Gardens or its employees may be made to a Protected Disclosure Officer or to the Ombudsman.

The Royal Botanic Gardens cannot respond to disclosures which do not relate to the Royal Botanic Gardens or its officers. However, the table in section 3.4 provides guidance as to the correct person or body to whom a disclosure should be directed. If the disclosure has been made anonymously, it should be referred to the Ombudsman.

A person who is contemplating making a disclosure should be encouraged to make their disclosure to a Protected Disclosure Officer or to the Ombudsman.

Employees who are consulted by a person who wishes to make a disclosure should direct that person to a Protected Disclosure Officer or to the Ombudsman.

It is important to follow this Procedure to ensure that the disclosure is a protected disclosure and that the protections offered to a person who makes a protected disclosure apply.

Is the disclosure a public interest disclosure?

Where a Protected Disclosure Officer or Co-ordinator has received a disclosure that has been assessed to be a protected disclosure, the Protected Disclosure Co-ordinator must determine whether the disclosure amounts to a public interest disclosure. This assessment must be made within 45 days of the receipt of the disclosure.

In determining whether a protected disclosure is a public interest disclosure, the Protected Disclosure Co-ordinator will consider whether the disclosure shows, or tends to show, that the public officer to whom the disclosure relates:

- has engaged, is engaging or proposes to engage in improper conduct in his or her capacity as a public officer; or
- has taken, is taking or proposes to take detrimental action in reprisal for the making of the protected disclosure.

Where the Protected Disclosure Co-ordinator concludes that the disclosure amounts to a public interest disclosure, he or she must, within 14 days:

- notify the person who made the disclosure of that conclusion; and
- refer the disclosure to the Ombudsman for formal determination as to whether it is indeed a public interest disclosure.

Where the Protected Disclosure Co-ordinator concludes that the disclosure is not a public interest disclosure, he or she must, within 14 days:

- notify the person who made the disclosure of that conclusion and the reasons for that decision; and
- advise that person that he or she may request the public body to refer the disclosure to the Ombudsman for a formal determination as to whether the disclosure is a public interest disclosure, and that this request must be made within 28 days of the notification.

If the whistleblower requests this referral, the Royal Botanic Gardens must immediately refer the matter to the Ombudsman for determination of whether the matter is a public interest disclosure. Where appropriate, the Royal Botanic Gardens may also refer a person to an alternate avenue for redress.

Notification to the whistleblower is not possible where the disclosure has been made anonymously.

3.8 Investigations

The Ombudsman may refer a disclosure to a public body to investigate if the disclosure relates to an employee of that public body. If the Ombudsman refers a public interest disclosure to the Royal Botanic Gardens for investigation, the Protected Disclosure Co-ordinator will appoint an Investigator to carry out the investigation.

The objectives of an investigation are to:

- collate information relating to the allegation as quickly as possible. This may involve taking steps to protect or preserve documents, materials and equipment;
- consider the information collected and to draw conclusions objectively and impartially;
- maintain procedural fairness in the treatment of witnesses and the person who is the subject of the disclosure; and
- make recommendations arising from the conclusions drawn concerning remedial or other appropriate action.

Terms of Reference

Before commencing an investigation, the Protected Disclosure Co-ordinator will draw up terms of reference for the investigation. The terms of reference will set a date by which the investigation report is to be concluded, and will describe the resources available to the Investigator to complete the investigation within the time set. The Protected Disclosure Co-ordinator may approve, if reasonable, an extension of time requested by the Investigator. The terms of reference will require the Investigator to make regular reports to the Protected Disclosure Co-ordinator who, in turn, is to keep the Ombudsman informed of general progress.

Investigation Plan

The Investigator will prepare an investigation plan for approval by the Protected Disclosure Co-ordinator. The plan will list the issues to be substantiated and describe the avenue of inquiry. It will address the following issues:

- What is being alleged?
- What are the possible findings or offences?
- What are the facts in issue?
- How is the inquiry to be conducted?
- What resources are required?

At the commencement of the investigation, the whistleblower should be:

- notified by the Investigator that he or she has been appointed to conduct the investigation;
- asked to clarify any matters; and
- asked to provide any additional material he or she might have.

The Investigator must be sensitive to the whistleblower's possible fear of reprisals and will be aware of the statutory protections provided to the whistleblower.

Procedural Fairness

The principles of procedural fairness must be followed in any investigation of a public interest disclosure. The principles of procedural fairness ensure that a fair decision is reached by an objective decision maker. Maintaining procedural fairness protects the rights of individuals and enhances public confidence in the process.

The Royal Botanic Gardens will have regard to the following issues in ensuring procedural fairness:

- the person who is the subject of the disclosure is entitled to know the allegations made against him or her and must be given the right to respond. (This does not mean that the person must be advised of the allegation as soon as the disclosure is received or the investigation has commenced);
- if the Investigator is contemplating making a report adverse to the interests of any person, that person should be informed of the substance of the proposed adverse findings and given the opportunity to put forward further material that may influence the outcome of the report and that person's defence should be fairly set out in the report;
- all relevant parties to a matter should be heard (whether in person or by written submission) and all submissions should be considered;
- a decision should not be made until all reasonable inquiries have been made;
- the Investigator or any decision maker should not have a personal or direct interest in the matter being investigated;
- all proceedings must be carried out fairly and without bias. Care should be taken to exclude perceived bias from the process; and
- the Investigator must be impartial in assessing the credibility of the whistleblower and any witnesses. Where appropriate, conclusions as to credibility should be included in the investigation report.

Conduct of the Investigation

The Investigator must make contemporaneous notes of all discussions and phone calls, and all interviews with witnesses will be taped. All information gathered in an investigation will be stored securely. Interviews will be conducted in private and the Investigator will take all reasonable steps to protect the identity of the whistleblower. Where disclosure of the identity of the whistleblower cannot be avoided, due to the nature of the allegations, the Investigator will warn the whistleblower and his or her Welfare Manager.

It is in the discretion of the Investigator to allow any witness to have legal or other representation or support during an interview. If a witness has a special need for legal representation or support, permission should be granted. Costs associated with legal or other representation will be the responsibility of the party engaging that representation.

Referral of an Investigation to the Ombudsman

The Protected Disclosure Co-ordinator will make a decision regarding the referral of an investigation to the Ombudsman where, on the advice of the Investigator the investigation has revealed conduct that may constitute a criminal offence.

If the Protected Disclosure Co-ordinator considers that the investigation is being obstructed, the Royal Botanic Gardens must refer the investigation to the Ombudsman.

Reporting Requirements

The Protected Disclosure Co-ordinator will ensure the whistleblower is kept regularly informed concerning the handling of a protected disclosure and an investigation. The Protected Disclosure Co-ordinator will report to the Ombudsman about the progress of an investigation.

Where the Ombudsman or the whistleblower requests information about the progress of an investigation, that information will be provided within 28 days of the date of the request.

3.9 Action Taken After an Investigation

Investigator's Final Report

At the conclusion of the investigation, the Investigator will submit a written report of his or her findings to the Protected Disclosure Co-ordinator.

The report will contain:

- the allegation/s;
- an account of all relevant information received and, if the Investigator has rejected evidence as being unreliable, the reasons for this opinion being formed;
- the conclusions reached and the basis for them; and
- any recommendations arising from the conclusions.

Where the Investigator has found that the conduct disclosed by the whistleblower has occurred, recommendations made by the Investigator will include:

- the steps that need to be taken by the Royal Botanic Gardens to prevent the conduct from continuing or occurring in the future; and
- any action that should be taken by the Royal Botanic Gardens to remedy any harm or loss arising from the conduct. This action may include bringing disciplinary proceedings against the person responsible for the conduct, and referring the matter to an appropriate authority for further consideration.

The report will be accompanied by:

- the transcript or other record of any oral evidence taken, including tape recordings; and
- all documents, statements or other exhibits received by the Investigator and accepted as evidence during the course of the investigation.

Where the Investigator's report includes an adverse comment against any person, that person will be given the opportunity to respond and his or her defence will be fairly included in the report.

The report will not disclose particulars likely to lead to the identification of the whistleblower.

Action to be Taken

If the Protected Disclosure Co-ordinator is satisfied that the investigation has found that the disclosed conduct has occurred, he or she will recommend to the Royal Botanic Gardens Board Victoria the action that must be taken to prevent the conduct from continuing or occurring in the future.

The Protected Disclosure Co-ordinator may also recommend that action be taken to remedy any harm or loss arising from the conduct.

The Protected Disclosure Co-ordinator will provide a written report to the Ombudsman and the whistleblower setting out the findings of the investigation and any remedial steps to be taken.

Where the investigation concludes that the disclosed conduct did not occur, the Protected Disclosure Co-ordinator will report these findings to the Ombudsman and to the whistleblower.

3.10 Managing the Welfare of the Whistleblower

The Royal Botanic Gardens is committed to the protection of people who make protected disclosures from detrimental action taken in reprisal for the making of that disclosure. The Protected Disclosure Co-ordinator is responsible for ensuring whistleblowers are protected from direct and indirect detrimental action, and that the culture of the workplace is supportive of protected disclosures being made.

The Protected Disclosure Co-ordinator will appoint a Welfare Manager for any whistleblowers who have made a protected disclosure.

It is an offence for a person to take or to threaten to take detrimental action in reprisal for a protected disclosure. The maximum penalty is a fine of 240 penalty units (\$28,668.00) or two years imprisonment or both. The taking of detrimental action in breach of this provision can also be grounds for making a disclosure under the Act and can result in an investigation.

3.11 Keeping the Whistleblower Informed

The Protected Disclosure Co-ordinator will ensure the whistleblower is kept informed of action taken in relation to his or her disclosure, and the timeframes that apply. The whistleblower will be informed of the objectives of an investigation, the findings of an investigation, and the steps taken by the Royal Botanic Gardens to address any improper conduct that has been found to have occurred. The whistleblower will be given reasons for decisions made by the Royal Botanic Gardens in relation to a protected disclosure. All communication with the whistleblower will be in plain English (or other language as appropriate).

3.12 Occurrence of Detrimental Action

If a whistleblower reports an incident of harassment, discrimination or adverse treatment that would amount to detrimental action taken in reprisal for the making of the disclosure, the Welfare Manager will:

- record details of the incident;
- inform the whistleblower of his or her rights under the Act; and
- advise the Protected Disclosure Co-ordinator of the detrimental action.

The taking of detrimental action in reprisal for the making of a disclosure can be an offence under the Act as well as grounds for making a further disclosure. Where such detrimental action is reported, the Protected Disclosure Co-ordinator will assess the report as a new disclosure under the Act. Where the Protected Disclosure Co-ordinator is satisfied that the disclosure is a public interest disclosure, he or she will refer it to the Ombudsman. If the Ombudsman subsequently determines the matter to be a public interest disclosure, the Ombudsman may investigate the matter or refer it to another body for investigation as outlined in the Act.

3.13 Whistleblowers Implicated in Improper Conduct

Where a person who makes a disclosure is implicated in misconduct, the Royal Botanic Gardens will handle the disclosure and protect the whistleblower from reprisals in accordance with the Act, the Ombudsman's guidelines and this Procedure.

The Royal Botanic Gardens acknowledges that the act of whistleblowing should not shield whistleblowers from the reasonable consequences flowing from any involvement in improper conduct. Section 17 of the Act specifically provides that a person's liability for his or her own conduct is not affected by the person's disclosure of that conduct under the Act. However, in some circumstances, an admission may be a mitigating factor when considering disciplinary or other action.

The Director and Chief Executive will make the final decision as to whether disciplinary or other action will be taken against a whistleblower. Where disciplinary or other action relates to conduct that is the subject of the whistleblower's disclosure, the disciplinary or other action will only be taken after the disclosed matter has been appropriately dealt with.

In all cases where disciplinary or other action is being contemplated against a whistleblower in relation to a disclosure, the Director and Chief Executive must be satisfied that it has been clearly demonstrated that:

- the intention to proceed with disciplinary action is not causally connected to the making of the disclosure (as opposed to the content of the disclosure or other available information);

- there are good and sufficient grounds that would fully justify action against any non-whistleblower in the same circumstances; and
- there are good and sufficient grounds that justify exercising any discretion to institute disciplinary or other action.

The Protected Disclosure Co-ordinator will thoroughly document the process including recording the reasons why the disciplinary or other action is being taken, and the reasons why the action is not in retribution for the making of the disclosure. The Protected Disclosure Co-ordinator will advise the whistleblower in writing of the proposed action to be taken, and of any mitigating factors that have been taken into account.

3.14 Management of the Person Against Whom a Disclosure Has Been Made

The Royal Botanic Gardens recognises that employees against whom disclosures are made must also be supported during the handling and investigation of disclosures. The Royal Botanic Gardens will take all reasonable steps to ensure the confidentiality of the person who is the subject of the disclosure during the assessment and investigation process.

Where investigations do not substantiate disclosures, the fact that the investigation has been carried out, the results of the investigation, and the identity of the person who is the subject of the disclosure will remain confidential.

The Protected Disclosure Co-ordinator will ensure the person who is the subject of any disclosure investigated by or on behalf of a public body:

- is informed as to the substance of the allegations;
- is given the opportunity to answer the allegations before a final decision is made;
- is informed as to the substance of any adverse comment that may be included in any report arising from the investigation; and
- has his or her defence set out fairly in any report.

Once the allegations in a disclosure have been investigated, the Protected Disclosure Co-ordinator will formally advise the person who is the subject of the disclosure of the outcome of the investigation.

The Royal Botanic Gardens will give its full support to a person who is the subject of a disclosure where the allegations contained in a disclosure are clearly wrong or unsubstantiated. If the matter has been publicly disclosed, the Director and Chief Executive will consider any request by that person to issue a statement of support setting out that the allegations were clearly wrong or unsubstantiated.

3.15 Criminal Offences

The Royal Botanic Gardens will ensure officers appointed to handle protected disclosures and all other employees are aware of the following offences created by the Act:

- It is an offence for a person to take detrimental action against a person in reprisal for a protected disclosure being made. The Act provides a maximum penalty of a fine of 240 penalty units (\$28,668.00) or two years imprisonment or both.
- It is an offence for a person to divulge information obtained as a result of the handling or investigation of a protected disclosure without legislative authority. The Act provides a maximum penalty of 60 penalty units (\$7,167.00) or six months imprisonment or both.
- It is an offence for a person to obstruct the Ombudsman in performing his responsibilities under the Act. The Act provides a maximum penalty of 240 penalty units (\$28,668.00) or two years imprisonment or both.
- It is an offence for a person to knowingly provide false information under the Act with the intention that it be acted on as a disclosed matter. The Act provides a maximum penalty of 240 penalty units (\$28,668.00) or two years imprisonment or both.

3.16 Collating and Publishing Statistics

The Protected Disclosure Co-ordinator will establish a secure register to record the information required to be published in the annual report, and to keep account of the status of whistleblower disclosures. The register will be confidential and will not include any information which may identify the whistleblower.

The register will contain the following information:

- the number and types of disclosures made to the Royal Botanic Gardens during the year;
- the number of disclosures referred to the Ombudsman for determination as to whether they are public interest disclosures;
- the number and types of disclosed matters referred to the Royal Botanic Gardens by the Ombudsman for investigation;
- the number and types of disclosures referred by the Royal Botanic Gardens to the Ombudsman for investigation;
- the number and types of investigations taken over from the Royal Botanic Gardens by the Ombudsman;
- the number of requests made by a whistleblower to the Ombudsman to take over an investigation by the Royal Botanic Gardens;
- the number and types of disclosed matters that the Royal Botanic Gardens has declined to investigate;
- the number and types of disclosed matters that were substantiated upon investigation and the action taken on completion of the investigation; and
- any recommendations made by the Ombudsman that relate to the Royal Botanic Gardens.

4. Review

This Procedure will be reviewed two years after the approval of the Corporate Management Group to ensure it meets the objectives of the Act and accords with the Ombudsman's guidelines.

DISCLOSURE INDEX

Legislation	Requirement	Page no.
Charter and purpose		
FRD 22B	Manner of establishment and the relevant Ministers	3, 7
FRD 22B	Objectives, functions, powers and duties	3, 7
FRD 22B	Nature and range of services provided	9, 10
<i>Royal Botanic Gardens Act 1991</i>	Statement of changes to Corporate Plan	31
Management and structure		
FRD 22B	Organisational structure, names and functional areas of responsibility of senior officers	11, 12
Financial and other information		
FRD 10	Disclosure Index	144
FRD 22B	Statement of workforce data for current and previous financial year	25
FRD 22B	Statement on the application of merit and equity principles for the current financial year	26
FRD 22B	Five-year summary of the financial results	22
FRD 22B	Significant changes in financial position during the year	22
FRD 22B	Objectives and performance against objectives	21
FRD 22B	Major changes or factors affecting performance	4, 30–82
FRD 22B	Subsequent events which will affect operations in future years	130
FRD 22B	Details of consultancies > \$100,000	23
FRD 22B	Details of consultancies – total number and cost < \$100,000	23
FRD 22B	Disclosure of major contracts	
FRD 22B	Application and operation of <i>Freedom of Information Act 1982</i>	18
FRD 22B	Application and operation of the <i>Whistleblowers Protection Act 2001</i>	20
FRD 22B	Compliance with building and maintenance provisions of <i>Building Act 1993</i>	19
FRD 22B	Statement on National Competition Policy	17
FRD 22B	Occupational Health and Safety Policy	26
FRD 22B	Statement of availability of other information	18
FRD 22B	Summary of environmental performance	13–16
FRD 24C	Office based environmental data	13–16
FRD 25	<i>Statement on Victorian Industry Participation Policy Act 2003</i>	18
FRD 30	Requirements for the design and printing of reports have been followed throughout this document and in the production of this report.	NA
Premier's Circular 2009/2	Statement on Community Inclusiveness	17
Financial statements		
SD 4.2 (f)	Compliance with model Financial Report	93–132
SD 4.2 (b)	Comprehensive operating statement	97
SD 4.2 (b)	Balance sheet	98
SD 4.2 (b)	Cash flow statement	100
SD 4.2 (b)	Statement of Changes in Equity	99
SD 4.2 (c)	Accountable Officer's, Chief Finance Officer's and Board's declaration	96
SD 4.2 (c)	Compliance with Australian accounting standards and other authoritative Pronouncements	101
SD 4.2 (c)	Compliance with Ministerial Directions	101–102
SD 4.2 (d)	Rounding of amounts	111
SD 4.2 (g)	General information about the entity and its activities, operational highlights for the reporting period, future initiatives and other relevant information not included in the financial statement.	4, 30–82
SD 4.2 (j)	Accountable Officer's declaration for the Report of Operations	4
SD 4.5.5	Risk Management Compliance Attestation	5
Other disclosures in notes to the financial statements		
FRD 21A	Responsible person and executive officer disclosures	8, 129–130