

ROYAL BOTANIC
GARDENS
BOARD VICTORIA
ANNUAL REPORT
2010–11

The Gorge

Rusted steel cubes depict chunks of rock and cascading water demonstrates the importance of water as a source of life.

The Fire Pit

Fire is also a provider of life and sustenance in outback Australia. The wood used in the fireplace is reclaimed eucalypts burnt in the Black Saturday bushfires.

Sand Dune Wall Sculpture

This three-dimensional sculpture is designed to cast shadows from the Sun.

The Pavilion

Modern timber-clad structure epitomises the populated margins of the continent and reflects the Visitor Centre at RBG Cranbourne.

Rabbit-Proof Fence

Stained timber upright blades surround the garden and reinforce a sense of isolation.

Boomerang Water Feature

The traditional hunting boomerang is a strong symbol of Australia's indigenous history and culture. The bright blue water reflects the blue sky of outback Australia and contrasts vividly with the red sand.

Salt Sculpture

The white granite forms within the red sand are inspired by the salt encrusted lake beds of arid Australia.

Waterhole

Each band represents a different sedimentary layer, symbolic of an outback waterhole.

Photography: Jay Watson.

Front cover: Elements of the Royal Botanic Gardens' Gold Medal-winning Australian Garden Show Garden at the Royal Horticultural Society Chelsea Flower Show in May 2011, designed by Jim Fogarty. The circular bands of the Waterhole feature are highlighted against the red sand and Salt sculpture. **Inside front cover:** One of Jim Fogarty's early sketches of the Show Garden design. **Inside back cover:** The Chelsea journey – construction and planting of the Garden; show time and the Gold Medal.

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Our Vision
Our Mission
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Chairman's foreword

Our Vision

To connect people with our natural world by advancing knowledge and understanding of the value of plants.

Our Mission

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

Our Values

In all our dealings with Government, our sponsors, staff, supporters and volunteers, 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.

Connect people with
our natural world by
advancing knowledge
and understanding
of the value of plants

INTRODUCTION

Chairman's Foreword

As an organisation that prides itself on its achievements and values, performance in delivering plans and projects, and the credibility of the expert knowledge of its staff, it is fair to say that the Royal Botanic Gardens' greatest asset is its reputation.

Our success at the Royal Horticultural Society's Chelsea Flower Show in May 2011 saw this reputation enhanced on the world stage. The gold medal-winning Show Garden, inspired by the Australian Garden at RBG Cranbourne, showcased the beauty and diversity of Australian flora to visitors from all over the world and marked the Australian Garden as a 'must-see' on Australian travel itineraries for many years to come.

As we work towards the opening of the second and final stage of the Australian Garden in mid-2012, this recognition becomes invaluable. Extensive progress was made on this landmark project during the year, with progressive handover of completed construction areas allowing for planting to follow swiftly behind. As a result, planting was completed in two-thirds of the Forest Garden, the Gondwana Garden, and in the Gibson Hill and Howson Hill precincts. In addition, refurbishment of the Red Sand Garden was completed. The development and acceptance of the Royal Botanic Gardens' business case to permanently remove the entry fees to the Australian Garden was a highlight. Thanks to increased funding from the Victorian Government, free entry to the Australian Garden will become effective at the beginning of the 2011–12 financial year.

Work continued on the Working Wetlands project, with commencement of the construction of wetlands in the RBG Melbourne lake system and the completion of one of two stormwater diversion systems. Funding from the Commonwealth Government was secured for Working Wetlands Part B, which will see RBG Melbourne move significantly closer to its goal of using lake water, rather than potable water, for irrigation.

Horticultural practices continued to focus on clever use of resources as we face uncertain climate patterns. Horticulture staff developed the innovative concept of 'banking' water in deeper levels of the soil, which will improve the health of trees in drought and maximise water-uptake efficiency, and a Melbourne Gardens Division staff member was invited to share the Royal Botanic Gardens' expertise at an Urban Irrigation Masterclass run by the Co-operative Research Centre (CRC) for Irrigation Futures.

The specialised knowledge of ARCUE continued to be highly sought after, with ARCUE earning over \$897,000 for 24 commercial projects and nearing its specified goal of generating half of its income from commercial sources.

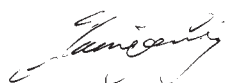
The completion of the Herbarium Discovery Walk encouraged visitors to engage with the vital work of the Herbarium. In conjunction with Information Services branch staff, Herbarium staff completed the changeover from its existing database, MELISR, to Specify, a new platform. The Herbarium is the first in Australia to implement Specify and Royal Botanic Gardens' staff have shared their expert knowledge at workshops with kindred organisations since successfully completing its implementation.

Community engagement continued to be a focus, with Public Programs branches at both sites managing successful community events in conjunction with the City of Casey, South East Water Limited., and Playgroup Victoria.

At a corporate level, the last year of the Corporate Plan for 2008–2011 saw many major goals achieved. The new four-year Corporate Plan for 2011–2015 brings the Royal Botanic Gardens into line with the new four-year terms of government in Victoria. A new Enterprise Agreement was agreed and will come into effect from August 2011. The new Environmental Stewardship Policy replaced the 2002 Policy for Conservation of Plant Biodiversity, recognising the growth in the Royal Botanic Gardens' capacity to contribute to a sustainable future.

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 2011.



Elaine Canty
Chairman
Royal Botanic Gardens Board Victoria
16 August 2011

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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 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. Patron of the Royal Botanic Gardens is Dame Elisabeth Murdoch AC DBE. The responsible Ministers during the 2010–11 reporting period were Gavin Jennings MLC, Minister for Environment and Climate Change for the period from 1 July 2010 to 1 December 2010 and Ryan Smith MP, Minister for Environment and Climate Change for the period from 2 December 2010 to 30 June 2011.

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.



Dame Elisabeth Murdoch AC DBE
Patron of the Royal Botanic Gardens

OUR ORGANISATION

Board committees

Most Board members also participate in one or more Board committees, which include:

- Australian Garden Fundraising Committee (concluded 12 April 2011)
- Australian Garden Project Control Group
- Australian Research Centre for Urban Ecology Board of Management
- Chelsea Flower Show Working Group (concluded 20 June 2011)
- 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

Members of the Finance and Audit Committee in 2010–11 were Mr Michael Hamson (1 July 2010 – 30 June 2011; Committee Chairman 1 July 2010 – 12 April 2011), Ms Elaine Canty (1 July 2010 – 30 June 2011), Mrs Jay Bonnington (1 July 2010 – 31 May 2011), Mr Rodger Elliot (1 July 2010 – 30 June 2011), Mr Graham Cunningham (12 April 2011 – 30 June 2011; Committee Chairman 13 April 2011 – 30 June 2011) and Mr Ken Harrison (12 April 2011 – 30 June 2011).

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 2010–11 were Mr Michael Hamson (1 July 2010 – 30 June 2011; Committee Chairman 1 July 2010 – 20 June 2011), Ms Elaine Canty (1 July 2010 – 30 June 2011), Mrs Jay Bonnington (1 July 2010 – 31 May 2011), Mr Rodger Elliot (1 July 2010 – 30 June 2011), Mr Graham Cunningham (Committee Chairman 21 June 2011 – 30 June 2011) and Mr Ken Harrison (21 June 2011 – 30 June 2011). Refer to the financial statements for further information regarding remuneration.

Royal Botanic Gardens Board Victoria Members as at 30 June 2011

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.

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 and 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.

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 1 July 2010 to 30 June 2011**

Board member	Board meetings eligible to attend	Board meetings attended
Ms E Canty	9	9
Mr M Hamson	9	7
Mrs J Bonnington	8	7
Prof M Burgman	9	7
Mr R Elliot	9	8
Ms L White	9	6
Ms J Wolcott	9	8

OUR ORGANISATION

The organisation

The Royal Botanic Gardens Board Victoria administers RBG Cranbourne, RBG Melbourne, the National Herbarium of Victoria and the Australian 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 is 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 was made on the suite of elements of the Australian Garden Stage 2 project, which includes an additional nine hectares of landscaped gardens. Construction has continued, with planting of Stage 2 taking place as completed areas are handed over by the contractor. It is expected that the Australian Garden Stage 2 will be completed and opened to the public in mid 2012; the masterplan was completed for the final project element, the depot upgrade, which will provide improved office and amenity facilities for operation of RBG Cranbourne; construction was delayed while aspects of siting within the Depot were investigated and is expected to commence early in 2012.

In 2010–11, 84,087 people visited RBG Cranbourne, including 31,221 visitors to the Australian Garden; 10,154 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.

The Australian Garden celebrates the beauty and diversity of Australian landscapes and features nearly 100,000 plants in the first nine hectares

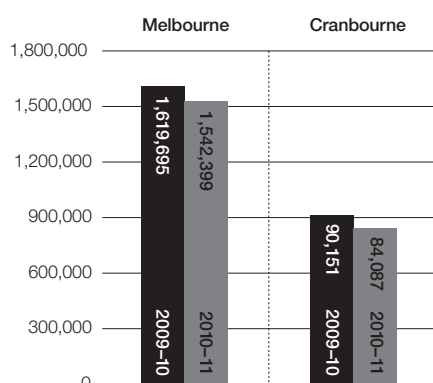
Visitor numbers

Table 2: Visitor numbers

RBG Cranbourne	
General visitors	52,866
Australian Garden visitors*	31,221
	84,087
RBG Melbourne	1,542,399

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

Figure 1: RBG Melbourne & RBG Cranbourne



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 recently-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 Working Wetlands project has continued with construction of Working Wetlands Part A and achievement of funding for Working Wetlands Part B from the Commonwealth Department of Sustainability, Environment, Water, Population and Communities. 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, 1,542,399 visitors enjoyed RBG Melbourne in 2010–11. 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 remains popular with children and attracted an estimated 184,814 visitors, including over 25,000 students, representing a 1.15 per cent increase over the previous year.

The new Herbarium Discovery Walk was completed and opened in July 2010, and has proved a popular interpretive display, explaining to visitors the working life of the Herbarium and providing 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.

OUR ORGANISATION

Director & Chief Executive
 Dr Philip Moors

Administration Development

ORGANISATION CHART
**Plant Sciences
& Biodiversity**
Chief Botanist
& Director
**Prof David
Cantrill**
Collections
Library
Plant Sciences
**Melbourne
Gardens**

Director

Chris Cole
Horticulture
Infrastructure
Public Programs
Landscape
Planning
**Cranbourne
Gardens**

Director

Chris Russell
Australian
Garden
Horticulture
Land management
& Infrastructure
Planning &
Development
Public Programs
**Corporate
Resources**

Director

Jenny Steinicke
Australian Garden
Project Stage 2
Business
& Finance
Human Resources
Information
Services
Legal & Policy
Marketing &
Communications
ARCUE

Director

**Assoc Prof
Mark McDonnell**
Ecology
Research

Corporate Management Group – as at 30 June 2011

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 of Victoria 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 trustee of the Helen Macpherson Smith Trust and 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.

OUR ORGANISATION

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 Stage 2 project at RBG Cranbourne and the Working Wetlands project at RBG Melbourne.

Director, Melbourne Gardens (2010)

Chris Cole Dip Hort (Kew)

Responsible for horticultural planning and operations, including landscape planning, management and development of living plant collections, arboriculture, environmental horticulture and research, 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 and is also responsible for managing the development and implementation of the Working Wetlands project.

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. Mr Russell is also responsible for the 'on-ground' delivery of capital works projects, including the Australian Garden Stage 2 project.

Environmental performance

The Royal Botanic Gardens remained committed to delivering effective and sustainable environmental management throughout 2010–11. Responsible use of resources, sustainable water management practices, and ecologically sustainable development (ESD) underpinned its operations and projects. Central to this was the Royal Botanic Gardens' commitment to the principles of the ResourceSmart Government Strategy and Action Plan 2009–11.

Active recycling and re-use programs are in place at both sites. At RBG Cranbourne, 104 cubic metres of green waste, 22.5 cubic metres of co-mingled waste, and 67.5 cubic metres of paper and cardboard were recycled. At RBG Melbourne, 5,400 cubic metres of green waste, 1,144 cubic metres of co-mingled waste, and 27 cubic metres of paper and cardboard were recycled.

The Royal Botanic Gardens was registered as a Waste Wise organisation until February 2011. In collaboration with South East Water Limited, RBG Cranbourne continued to follow the WaterMAP system to set annual consumption targets, identify initiatives and report on outcomes. In accordance with legislation, an Environmental Resource Efficiency Plan (EREP) was completed and a new plan for 2011–12 was developed by RBG Melbourne and accepted by the Environment Protection Authority (EPA) Victoria.

An interdivisional working group reviewed the 2002 *Policy for Conservation of Plant Biodiversity*. The Royal Botanic Gardens' capacity to contribute to a sustainable future has expanded over the past decade, and the replacement *Policy for Environmental Stewardship* reflects this, along with the organisation's increase in environmental auditing and government compliance. The policy identifies the key areas of activity where the Royal Botanic Gardens will strive to influence society toward a more sustainable future and highlights the key operational considerations and commitments that will minimise the Royal Botanic Gardens' impact on the environment.

Water and irrigation

Implementation of the Strategic Water Management Plan 2007–2011 continued and is due for completion in December 2011. A new plan will be developed by December 2011 for the period 2012–2016.

As part of this plan, installation of the automatic irrigation system, water meter, and site controller in the RBG Melbourne Nursery was completed in July 2010.

At RBG Melbourne, irrigation was a key focus of the Strategic Water Plan, delivering outstanding results against set targets including the calibration of 150 solenoid valves (30 more than the target), labelling of 360 solenoid valve boxes with permanent tags to reduce maintenance time (240 more than the target), and fitting of 40 pressure regulators.

Specialist irrigation staff worked to optimise the hydraulic modelling of the irrigation system by improving flow performance and reducing run times. The overall flow rate was increased from 60 to 70 litres per second, which provides greater flexibility to make better use of rainfall and conserve water.

Professional development in the field of environmental management continued, with a particular focus on sustainable irrigation practices and industry outreach.

In September 2010, a representative from Melbourne Gardens Division was invited to be a presenter at a pilot Urban Irrigation Masterclass run in Sydney by the Co-operative Research Centre (CRC) for Irrigation Futures. Case studies were presented in managing hydrophobic soils and scheduling irrigation based on landscape

At RBG Melbourne, irrigation was a key focus of the Strategic Water Plan, delivering outstanding results

OUR ORGANISATION

coefficients. The Masterclass was attended by a cross-section of irrigation researchers, local government and irrigation officers, thus providing many opportunities to learn from the experiences of other organisations.

The Working Wetlands Part A project continued to progress, with commencement of the construction of wetlands in the lake system and completion of one of two stormwater diversion systems. Funding was secured for Working Wetlands Part B and the design and performance specifications for the treatment of lake water and pumping into the irrigation system were completed.

In collaboration with research partners from The University of Melbourne and Sentek Pty Ltd, RBG Melbourne developed an innovative concept of ‘banking’ water – Subsoil Storage and Recovery (SSR) – in the subsoil to improve the health of trees in drought and maximise water efficiency. The SSR is the result of gathering and analysing soil moisture data from over 80 sites at RBG Melbourne to fine-tune irrigation scheduling. Due to improved rainfall in 2010–11, measurements showed a marked recharge of deep subsoil moisture and re-use by trees for probably the first time in over a decade of drought conditions.

Liaison continued with the Water Studies Centre at Monash University, including co-supervision of student projects. This included a research project into the health of the Ornamental Lake which provided encouraging results. Further evidence as to the health of the lake system at RBG Melbourne was uncovered when an Honours student undertaking a study of turtle populations discovered that the lakes are home to two species of turtle – the Common Long-necked Turtle *Chelodina longicollis* and the Murray River Turtle *Emydura macquarii*. Prior to this research, it was believed that only the Common Long-necked Turtle was present. In total, 32 turtles (16 Common Long-necked and 16 Murray River) were captured, measured and provided with a microchip to assist with future studies.

Operationally, careful management of domestic water use continued. Water consumption across all sites during 2010–11 totalled 9,657 kL, an 11 per cent increase in consumption compared to 2009–10. Some of this increase was due to losses from breakages in old domestic water mains (now repaired). In co-ordination with the City of Melbourne, one long section of the old water main was replaced as part of The Tan Track improvement works. Total annual water use (domestic and irrigation) equated to only 32 litres per visitor per annum, compared to the performance target of <90 litres per visitor per annum.

Biodiversity conservation and management

At RBG Cranbourne, weed management continued to be a focus, as did prescribed burns and the Feral Animal Control Program. An integrated control program for grassy weeds within the highly significant and diverse Grassy Woodland Ecological Vegetation Class continued. Other priorities included the control of disturbance-loving taxa such as Inkweed, thistles and Nightshade within sites of recent prescribed burns and of highly invasive species site-wide including Blackberry, Sallow Wattle, Sweet Pittosporum, Sweet Vernal Grass and Kikuyu.

As part of the Remnant Vegetation Management Program, staff prepared three sites for prescribed burns and burn plans were completed and approved. Two prescribed burns were conducted on approximately 17 hectares located to the south-west of the site entrance and to the north-east of the Australian Garden Stage 2. Upgrade of the perimeter feral-proof fence at RBG Cranbourne was successfully completed in late 2010. This is a key action of the Feral Animal Control Program, which aims to control foxes and rabbits and assist with biodiversity management.

Other priorities included the control of disturbance-loving taxa

One hundred orchids were planted across two sites at RBG Cranbourne, bringing the total number of orchids planted during the program to 167. Orchids planted during the 2008 and 2009 programs had successful pollination, with 57 per cent producing seed capsules.

A new multi-disciplinary rabbit control team was established and developed rabbit control strategies for the Australian Garden. There were continued low numbers of foxes on site, with a 14 per cent decrease in poison bait takes and 37 per cent decrease in free-feed bait takes compared with 2009–10.

Staff at RBG Cranbourne continued to implement and develop ecological research projects as part of a five-year research plan, including assessing the impact of management of Sweet Vernal Grass in the grassy woodland block, monitoring bird-borne seed movement from the Australian Garden, surveying and analysing Southern Brown Bandicoot distribution and the distribution and abundance of *Thelymitra circumsepta* orchids, assisting the *ex situ* conservation of *Caladenia robinsonii* orchids, monitoring the population growth and impacts of *Wallabia bicolor*; managing exotic bird and mammal populations, and monitoring long-term trends in avifauna.

Plant conservation and biodiversity continued to be a key focus during the year, with Royal Botanic Gardens' staff at both sites leading recovery programs that saw a total of 25 threatened species successfully propagated.

In partnership with the Department of Sustainability and Environment (DSE) and the Australasian Native Orchid Society, staff at both RBG Melbourne and RBG Cranbourne continued to implement the *Caladenia robinsonii* (Frankston Spider Orchid) translocation project. Plant Sciences branch staff propagated *Caladenia robinsonii*, and these plants were grown-on at RBG Melbourne's Nursery before being transferred to RBG Cranbourne's Nursery for re-introduction into selected sites at RBG Cranbourne. One hundred orchids were planted across two sites at RBG Cranbourne, bringing the total number of orchids planted during the program to 167. Orchids planted during the 2008 and 2009 programs had successful pollination, with 57 per cent producing seed capsules.

The Victorian Conservation Seedbank (VCS) continued the successful collaboration with the Royal Botanic Gardens, Kew, as part of its Millennium Seed Bank project, with support from DSE. In addition, through the VCS and RBG Melbourne Nursery, a project has been agreed to supply plants and seed of Volcanic Plains Grassland flora for translocation into the proposed Western Grassland Reserve between Werribee and Little River. However, at 30 June 2011 funding for continuation of the VCS had not been secured, putting at risk the future of this important conservation program.

Collaborative projects also involved Weed Sciences at the Department of Primary Industries Victoria, DSE, Museum Victoria, and all Australian State Herbaria.

Plant Sciences branch staff collaborated with DSE in undertaking post-fire surveys of vegetation on Mt Buffalo. Along with staff assistance from the RBG Melbourne Nursery, plants of several threatened species have been provided to regional DSE and Parks Victoria offices for translocation to the wild to improve the conservation status of these species, particularly those affected by the Black Saturday bushfires and vegetation clearing associated with the North-South Pipeline works. Species provided include *Nematolepis wilsonii*, *Pomaderris vacciniifolia* and *Swainsona recta*.

ARCUE was engaged to provide expert advice to a number of government agencies including the Roads and Traffic Authority (NSW) about maintaining connectivity for wildlife during road projects, DSE and the Botanic Gardens and Domain Trust in Sydney on management of their respective Grey-Headed Flying-Fox populations, the National Parks Board of Singapore on land fragmentation, and the Linking Melbourne Authority on the Southern Brown Bandicoot.

OUR ORGANISATION

Risk Management

Risk Management Attestation

I, Elaine Canty, certify that the Royal Botanic Gardens Board has risk management processes in place consistent with the International Risk Management Standard ISO 31000:2009 Risk management – Principles and guidelines and an internal control system is in place that enables the executive to understand, manage and satisfactorily control risk exposures. 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 Victoria

19 July 2011

Risk Management Plan

During 2010–11, the Risk Committee and the Royal Botanic Gardens Board Victoria approved an update of the organisation's Risk Management Plan. The approved Risk Management Plan is in accordance with the requirements of *ISO 31000:2009 Risk management – Principles and guidelines*.

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.

Management continued to mitigate, to the extent possible, the ongoing effects of climate change and operational costs that continue to rise by amounts greater than CPI on an annual basis.

Critical Incident Planning Group

The purpose of the Royal Botanic Gardens' Critical Incident Planning Group (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, effective and meet the requirements of relevant legislation and policies. The framework for CIPG integrates Risk Management, Emergency Procedures, OHS, Business Continuity Planning and Communications. The inaugural meeting of the CIPG was held in September 2009. The committee meets on at least a quarterly basis.

During 2010–11, Business Continuity Plans were updated for both RBG Melbourne and RBG Cranbourne. Scenario testing of emergency procedures and Business Continuity Plans was undertaken.

The following critical incidents occurred and were managed effectively, with Business Continuity Plans implemented as required, returning the Royal Botanic Gardens to normal operations as quickly as possible and minimising disruption to business operations:

- On 20 August 2010, the Separation Tree at RBG Melbourne was vandalised
- On 13 October 2010 and 13 January 2011, there were major power outages at RBG Cranbourne. These outages resulted in loss of IT services, power and potable water availability
- On 21 October 2010, unpredictable wind conditions caused the Prescribed Burn at RBG Cranbourne to cross the primary control line. The burn spread to an area that was scheduled for a burn at a future time and was contained within the secondary control line
- On 11 February 2011, heavy rain over the preceding days resulted in damage to the RBG Melbourne site. This damage included minor rain damage to the Herbarium and Library, Domain House, the Observatory Building, Works Yard buildings and F-Gate Lodge, and washed out paths around Guilfoyle's Volcano. It also contributed to the Ornamental Lake rising to a level that partially restricted access to The Terrace.

OUR ORGANISATION

Statements of compliance with government policy**Contributing to cultural diversity, youth and Indigenous affairs**

The Royal Botanic Gardens Board Victoria demonstrated its commitment to cultural diversity, youth and Indigenous affairs by providing programs accessible to all people to introduce and promote the history, culture, horticulture and scientific endeavours of the organisation. In 2010–11, the Royal Botanic Gardens supported programs (as described below) that contributed to meeting these objectives.

Community development

RBG Melbourne, in partnership with Playgroup Victoria, hosted its first Nature Play Day on 15 March 2011. This event, at The Ian Potter Foundation Children's Garden, aimed to introduce parents and young children to the joys of engaging with nature. A total of 471 visitors enjoyed a wide range of free activities hosted by Public Programs branch staff and Playgroup Victoria.

RBG Cranbourne worked closely with South East Water Limited and the City of Casey to plan and implement the inaugural Family Fun Day at the Australian Garden on 19 January 2011. Thanks to a grant from South East Water Limited, visitors enjoyed free entry to the Australian Garden. A total of 1,214 people enjoyed free activities organised by both Public Programs branch staff and South East Water Limited, with education materials about water use provided by staff from the City of Casey.

RBG Cranbourne also collaborated with the City of Casey to run Woodlands Walk, an Early Childhood family day held on 23 March 2011 at the Woodland Picnic Area. A total of 246 participants took part in a range of free activities and learnt more about services offered by the City of Casey.

The relationship between RBG Cranbourne and the City of Casey was further strengthened when Visitor Programs staff attended two City of Casey People in the Parks events, at Lyndhurst estate in January 2011 and Botanic Ridge in February 2011.

Indigenous public programs

The local Indigenous community played an integral part in the NAIDOC Celebration at RBG Melbourne on 7 July 2010. More than 150 visitors experienced traditional Aboriginal dance, addresses by respected Elder Herb Patten and NAIDOC Chair Phil Cooper, and a taste of bush foods prepared by a local Indigenous restaurant.

Through the Aboriginal Heritage Walk, our Indigenous guides have made contact with Indigenous people from other organisations such as the Bunerong Health Service and the Indigenous Youth Leadership Program (Jobs Australia). Our Indigenous Programs Officer attended quarterly meetings of the Northern Health Aboriginal Advisory Committee and provided input into a planning workshop conducted by Tourism Victoria on Aboriginal tourism development. This forum was attended by 120 Indigenous community members.

At RBG Cranbourne, a total of 679 students attended Indigenous-based programs in 2010–11, compared with 794 students in 2009–10.

RBG Cranbourne staff continued to liaise with the City of Casey, the Inter-Council Aboriginal Consultative Committee (ICACC), and other traditional owners in regard to Indigenous matters on-site.

The local Indigenous community played an integral part in the NAIDOC Celebration at RBG Melbourne

Schools across the state can experience the benefits of sustainable gardening, biodiversity and indigenous education

Education programs

The Royal Botanic Gardens continued to diversify support for schools across both sites catering to metropolitan and regional schools and their communities.

Teacher professional development workshops and the Growing School Community Gardens short course delivered learning outcomes to over 500 teachers across both sites, ensuring that schools across the state can experience the benefits of sustainable gardening, biodiversity and indigenous education.

Schools were also supported in achieving long-term outcomes through the School Partnership Program. A total of 75 Grade One students from Bialik College managed plots in the Kitchen Garden section of The Ian Potter Foundation Children's Garden, while 50 students from Melbourne Girls Grammar were involved in a year-long program to identify birds at RBG Melbourne and contribute to data collection.

The Royal Botanic Gardens continued to work with the Lord Mayor's Charitable Foundation to deliver the Marginalised Schools Social Inclusion Program. This program has been delivered at RBG Melbourne for a number of years and was piloted at RBG Cranbourne in 2010–11.

The Portland Outreach Program delivered workshops to four schools and community groups, which enabled 80 children and 40 adults from the Portland community to build on their sustainable gardening skills.

Four regional schools participated in outreach visits to their new garden beds, which were developed as part of the Rare and Threatened Plant Species program. A total of 82 students, 11 teachers and 10 community members participated in these visits. In addition, six factsheets about rare and threatened plant species were developed and made available on the Royal Botanic Gardens' website.

A suite of new education programs, two of which focussed on Guilfoyle's Volcano and water conservation, are now available to schools. A teachers' kit has also been developed for inclusion on the Royal Botanic Gardens website.

During 2010–11, 25,000 students at RBG Melbourne and 10,154 students at RBG Cranbourne participated in education programs.

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 2010–11, 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.

OUR ORGANISATION

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 *Competition and Consumer Act 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 2010–11, no tenders for projects at the Royal Botanic Gardens were of sufficient value to require the inclusion of 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 *Freedom of Information Act 1982*.

Legislation

No amendments were made to the *Royal Botanic Gardens Act 1991* in 2010–11.

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 Statements' and in the Disclosure Index on page 184.

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 2011, no requests were received.

Freedom of Information (FOI) requests are made in writing describing all documents requested and including payment of the \$24.40 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 the Royal Botanic Gardens' website, 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.

OUR ORGANISATION

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, there were no new buildings constructed during 2010–11; however minor upgrade works in the Nursery were undertaken to create a new propagation area and additional office space.

The design of two shelters and three buildings in the Australian Garden Stage 2 was undertaken by Registered Building Practitioners and reviewed by an independent Building Surveyor.

Maintenance

At RBG Cranbourne, major works were undertaken on the security system including mapping and zoning of the system, upgrading of movement sensors and the introduction of an annual compliance audit to ensure all movement sensors, Passive Infra-red Sensors (PIRs) and smoke alarms are operational.

Annual maintenance and improvement works were undertaken including painting, replacement of faulty fittings, and replacement and repairs to the control panels of the lift, the pump house irrigation system and the automatic entry doors to the Boonerwurrung Café, after a power brown-out had caused them to fail.

Three replacement drivers were installed into the Rockpool Waterway pump house and major servicing of two of the four sewer pumps on site was undertaken.

Programmed maintenance and regular servicing of HVAC systems, exit and emergency lighting, portable fire equipment, automatic doors and moveable walls and the visitor centre lift was carried out to ensure that they were kept in a safe and serviceable condition. An annual program of thermographic scanning of all switchboards and distribution boards was introduced and there was regular servicing and maintenance of the three septic tank systems on site.

An annual Essential Safety Measure Compliance Audit was undertaken, which included quarterly access and egress inspections.

At RBG Melbourne, the recovery work on buildings affected by the severe hail storm on 6 March 2010 was completed and the affected buildings brought back up to standard.

In addition, a five-year plan commenced to rectify building defects identified in a comprehensive defects report prepared in 2009–10 for all RBG Melbourne buildings. The defects were prioritised from one through to five, with one being the most urgent. To date, 85 per cent of Priority One and Two items has been rectified.

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 2010–11, 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.

OUR ORGANISATION

Financial overview

Revenue Generation and Budgetary Objectives

The Royal Botanic Gardens Board Victoria's income is primarily annual recurrent funding from the Victorian Government, 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 2010–11, annual funding provided by the Department of Sustainability and Environment (DSE) enabled the repair or replacement of the most urgent of those assets requiring attention, rectification of building defects, path, kerb and water main replacements, installation of water tanks for office use and repair of the Herbarium lift. Work was also undertaken on replacement of part of the RBG Melbourne perimeter fence, which was required as a result of the City of Melbourne's activities relating to the upgrade of The Tan Track.

In relation to major capital works, construction of the Working Wetlands Part A project in RBG Melbourne, which aims to revitalise the RBG Melbourne lake system, is near completion and significant progress was made on the landscape construction works for the Australian Garden Stage 2 project, which are expected to be completed by mid-2012.

Table 3: Financial results for 2010–11

	2010–11 \$
Government funding	
State Government	
– Parks and Reserve Trust Account grants	11,798,744
– Other grants	676,537
Commonwealth Government	367,132
Sponsorship	4,004,471
General Revenue	6,239,663
Total Expenses	(19,552,693)
Operating Surplus/(Deficit)	3,533,854

Comparison of financial performance and position

For the financial year ended 30 June 2011, the Royal Botanic Gardens Board Victoria's operating result was higher than the previous year, mainly due to an increase in the level of revenue received for a number of large capital projects, including the Australian Garden Stage 2 project and the Working Wetlands project. The corresponding expenditure on these projects is predominantly reflected as an increase in the Royal Botanic Gardens Board Victoria's total assets and not as operating expenses. In addition, grant income is higher in the current year due to receipt of additional funds from the Government to assist in meeting the costs associated with staging a major show garden in May 2011 at the Royal Horticultural Society Chelsea Flower Show and a higher level of grant income for Plant Sciences and Biodiversity Division projects and the Working Wetlands project.

In relation to the Royal Botanic Gardens Board Victoria's financial position, the decrease in cash and deposits balances as at 30 June 2011 was mainly due to the use of unspent revenue from previous reporting periods for the Australian Garden Stage 2 project, the corresponding costs for which will be further incurred over the 2011–12 financial year.

The Royal Botanic Gardens Board Victoria's non-financial physical asset balance has increased significantly due to the independent revaluation of land, buildings, infrastructure and cultural assets (the latter of which includes the State Botanical Collection), resulting in a corresponding increment in the Physical Asset revaluation surplus equity balance. The total equity balance has also increased as a result of the 2010–11 Government funding for the Australian Garden Stage 2 project, which was received as contributed capital.

Table 4: Five-year comparison of financial results

	2010–11	2009–10	2008–09	2007–08	2006–07
	\$	\$	\$	\$	\$
Government Funding					
State Government					
Parks and Reserve Trust Account grants	11,798,744	11,106,698	10,647,000	10,219,000	9,689,000
Other grants	676,537	116,051	177,600	155,299	422,940
Commonwealth Government	367,132	187,157	143,697	356,753	158,817
Sponsorship	4,004,471	3,749,484	4,638,694	3,976,510	2,847,718
General Revenue	6,239,663	6,333,463	5,629,437	5,102,561	4,007,596
Total Expenses	(19,552,693)	(18,376,834)	(17,553,313)	(17,856,205)	(16,324,161)
Operating Surplus	(3,533,854)	3,116,019	3,683,115	1,953,918	801,910
Net cash flow from operating activities	4,541,927	5,094,955	4,294,533	3,011,652	1,835,828
Total assets	425,853,534	273,739,752	260,206,038	225,999,403	153,671,997
Total liabilities	4,733,852	4,065,026	3,649,391	3,493,337	3,380,336

OUR ORGANISATION

Consultancies

Consultancies during the year are summarised as follows:

Table 5: Consultancies

	No. of Engagements	Operating Expenses	Costs Capitalised	Total
	\$	\$	\$	\$
Consultancies less than \$100,000 (excluding GST)	22	98,656	63,461	162,117
Consultancies more than \$100,000 (excluding GST)	Nil	Nil	Nil	Nil
	22	98,656	63,461	162,117

Employee profile
Employee support
and development
Employee relations
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 2010–11, 52 appointments were made to Royal Botanic Gardens' positions. The average time taken to fill each vacancy was 39 calendar days.

As at 30 June 2011, employee numbers totalled 237. 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 2011	30 June 2010	30 June 2009	30 June 2008
Full-time	133	124	122	128
Part-time	47	45	48	43
Casual	57	53	58	55
Total employees	237	222	228	226

Detailed employee data as at 30 June 2011, including numbers of full-time, part-time and casual employees by gender and Division is provided below.

Table 7: Employee numbers as at 30 June 2011

	Full-time			Part-time			Casual			Total			FTE		
	M	F	S/T	M	F	S/T	M	F	S/T	M	F	Total	M	F	Total
Directorate	3	1	4	0	3	3	0	0	0	3	4	7	3	2.5	5.5
Corporate Resources	14	11	25	3	10	13	1	3	4	18	24	42	16	17.5	33.5
Melbourne Gardens	26	10	36	4	7	11	16	26	42	46	43	89	36	26.5	62.5
Plant Sciences & Biodiversity	11	14	25	5	5	10	0	2	2	16	21	37	13.5	17.5	31
Cranbourne Gardens	18	17	35	0	8	8	1	8	9	19	33	52	18.5	25	43.5
ARCUE	4	4	8	0	2	2	0	0	0	4	6	10	4	5	9
TOTAL	76	57	133	12	35	47	18	39	57	106	131	237	91	94	185

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 Board Victoria now employs contract apprentices through Apprenticeships Plus at RBG Melbourne, and Link Employment and Training at RBG Cranbourne.

As at 30 June 2011, this involved two female apprentices. However, as contractors, it is not appropriate to include them in this table.

OUR EMPLOYEES

As at 30 June 2011, the Royal Botanic Gardens' workforce comprised approximately 56.1 per cent full-time, 19.8 per cent part-time and 24.1 per cent casual staff, the Full Time Equivalent (FTE) number being 185. The workforce gender ratio was 44.7 per cent male to 55.3 per cent female.

A table representing the age profile of employees for the last four years, expressed as a percentage of Royal Botanic Gardens' employees, is provided below:

Table 8: Age profile of Royal Botanic Gardens' employees for the past four years by per cent

Age bracket (years)	As at 30 June 2011	As at 30 June 2010	As at 30 June 2009	As at 30 June 2008
<25	1.6	1.4	0.9	1.8
25–34	15.6	20.3	25.3	24.8
35–44	31.4	29.7	25.7	27.4
45–54	27.6	27.9	28.8	27.4
55–64	19.1	17.1	16.4	15.0
>64	4.7	3.6	2.9	3.6

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 aligns with the Royal Botanic Gardens Corporate Plan 2008–11. The HR strategy for 2008–2011 was Preparing for Future Challenges. During 2010–11, the final initiative 'Developing a Workforce Plan that will assist with planning for future workforce and business needs' as identified in the HR Strategic Plan was the focus of attention, with the following work undertaken:

- The project brief was developed and approved. Collation of relevant Royal Botanic Gardens' information was undertaken. A workforce report was completed and considered by the Corporate Management Group.
- Development of the new HR Strategic Plan 2011–2015 to align with the new Corporate Plan 2011–2015 commenced with the project brief being developed and approved. Due to other priorities, the project was then deferred until August 2011.

People Matter Survey 2011

In May 2011, the Royal Botanic Gardens Board Victoria participated in the People Matter Survey, a biennial requirement. 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 workplaces' culture'. The employee participation rate in the survey was 55 per cent, an increase over the 51 per cent participation in 2009. Survey results are due in December 2011.

Equal Employment Opportunity (EEO)

The Royal Botanic Gardens Board Victoria has an Equal Employment Opportunity Committee that arranges EEO training sessions, acts as Contact Officers for any EEO issues and monitors compliance with the Victorian *Equal Opportunity Act 2010* and the Royal Botanic Gardens' EEO policy. The training 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. During 2010–11 some of the Contact Officers changed over and two new Contact Officers attended appropriate training.

Key staff attended training conducted by the Victorian Equal Opportunity and Human Rights Commission on the Victorian *Equal Opportunity Act 2010* and Charter of Human Rights and Responsibilities 2006. The Royal Botanic Gardens Board Victoria participated in the Department of Sustainability and Environment's production of a video on Indigenous matters, relevant to the Charter of Human Rights. A Royal Botanic Gardens' employee appeared on the video promoting the Indigenous programs at the Royal Botanic Gardens.

In order to meet the Royal Botanic Gardens Board Victoria's obligations under the Victorian *Disability Act 2006*, section 38, work commenced on the development of a Disability Action Plan 2011–2015 with formation of a Reference Group and engagement of consultants, who have expertise in 'access issues', to work with the Reference Group.

Occupational Health and Safety (OHS)

All employees were offered the opportunity to receive free influenza vaccinations. This health and productivity initiative of the Royal Botanic Gardens Board Victoria was provided with the generous assistance of CSL Limited; 46 employees were vaccinated as part of this program.

The annual SunSmart program was conducted by the Cancer Council Victoria and held at both RBG Melbourne and RBG Cranbourne. Given the high number of employees who work outdoors, this is an important OHS program for the Royal Botanic Gardens. In February 2011, '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.

An OHS Training calendar covering a five-year period, and incorporating manual handling, OHS awareness, Health and Safety Representatives' training and refresher training, Manager OHS training, Sunsmart training and First Aid training, was developed.

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 2010–11 are reported in Table 9 below, along with comparable data for the preceding three years.

As at 30 June 2011, 18 new WorkCover claims had been received.

Table 9: WorkCover Claims and First Aid Incidents

	2010–11	2009–10	2008–09	2007–08
First Aid Claims and Incidents	34	41	32	51
WorkCover Claims (new)	18	20	13	23

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

Work commenced on the development of a Disability Action Plan

OUR EMPLOYEES

During 2010–11, the Return to Work Co-ordinator (RTWC), assisted with visits by Victorian Worksafe Inspectors, who were reviewing muscular skeletal injuries across a number of workplaces. Matters identified for rectification were attended to promptly. The RTWC also reviewed the Alternate Duties Register to ensure that the Royal Botanic Gardens Board Victoria had current work to offer injured workers and to support their return to work. The Royal Botanic Gardens Board Victoria reviewed its obligations under the Victorian *Accident Compensation Act 1985* and the relevant Compliance Code requirements due for implementation by 31 March 2011. This review resulted in all employees being provided with Return to Work Obligations information sheets, and updated Worksafe posters being put up on notice boards. The RTWC also attended employee Divisional meetings to provide information to employees on Return to Work matters.

Professional development

The 2010–11 Professional Development program included workshops such as EEO, 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 2010 four mentor pairs completed their program and in February 2011, three new mentor pairs commenced their program.

In partnership with Zoos Victoria, Deakin Prime (Deakin University's business arm) was contracted to conduct a Diploma of Management program for eligible employees. Two employees have participated in this program, which is due for completion during 2011–12.

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 2010–11, Royal Botanic Gardens' employees continued to make use of this confidential counselling service that is available seven days a week, 24 hours a day. New products were launched by IPS to enhance the current program, being online counselling and WebEAP® (a secure portal with self-help articles). These new products were promoted to Royal Botanic Gardens' employees through employee bulletins and IPS attending Awareness Sessions.

Employee relations

Royal Botanic Gardens Enterprise Agreement 2010–2013

The Royal Botanic Gardens Workplace Agreement 2008 had a nominal expiry date of 19 November 2010. A team comprising Royal Botanic Gardens Board Victoria representatives and Community and Public Sector Union representatives commenced negotiations for the new Royal Botanic Gardens Enterprise Agreement 2010–2013 in June 2010. Agreement in principle was achieved on 21 December 2010. An employee ballot was held on 27 June 2011, with a convincing majority of those who voted (approximately 95.5 per cent) agreeing to the Enterprise Agreement being sent to Fair Work Australia for approval. The Royal Botanic Gardens Board Victoria is currently waiting on the Fair Work Commission's approval prior to implementation of the agreement.

Employees also attended conferences, seminars, field-trips and technical training appropriate to their respective roles

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 2010–11, awards were presented to the following employees:

Individual Awards

Catherine Gallagher

In recognition of outstanding performance in managing and successfully delivering the Herbarium Discovery Walk project.

Dermot Molloy

In recognition of outstanding performance in raising the profile of the RBG Melbourne Nursery through international workshop participation, industry networking, securing contract growing opportunities and the successful refurbishment of the public Tropical Glasshouse.

Team Awards

Retail Strategy Development and Implementation Team

Natasha Bowman, Veneta Braybon, Jenny Church, Jonathan Goh, Tiffany Hall, Vikram Kote, Josephine Lozina, Dominique Macclou, Murray Newman, Tracy Pennington, Kylie Regester, Michael Ryan and Ben Wood

In recognition of outstanding team performance in planning, developing and implementing the new strategic direction for the Royal Botanic Gardens' retail operations.

Website Redevelopment Project Team

Niels Klazenga, Upul Molligoda and Sam Vukanovic

In recognition of outstanding team performance in planning, developing and successfully implementing the Royal Botanic Gardens' Website redevelopment.

2011 Chelsea Flower Show Project Team

John Arnott, Philip Bowyer-Smyth, Eleanor Bridger, Ting Ding, Jonathan Goh, Helen Goulter, Sandra Hodge, Matt Jones, Lola Makdissi, Dallas Martin, Chris McDonald, Katie O'Brien, Rob Packer, Patricia Quinn, Kylie Regester, Chris Russell, Alexandra Schall, Helen Vaughan and Warren Worboys

In recognition of outstanding team performance in planning and implementing the Gold Medal winning Australian Garden at the 2011 Chelsea Flower Show.

MELISR Migration Project Team

Niels Klazenga and Alison Vaughan

In recognition of outstanding team performance in planning and delivering the MELISR migration project.

Goal 1
Goal 2
Goal 3



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

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

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 Business Plan 2010–11 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 2010–11 Business Plan and further reports against ongoing work that relates to the Corporate Plan Strategic Priorities and Actions. This financial year was the third year of the current three-year corporate planning cycle.

The 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 2010–11 appears at the end of each strategic goal.

Strategic 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
Specific Outcome 1	
Implement the Market Research Plan 2010–11 and use the research findings to plan services.	No research was conducted during 2010–11 due to the Marketing and Communications branch focussing most of its resources on the RHS Chelsea Flower Show project.
Specific Outcome 2	
<i>(Relating to Corporate Plan Action 2)</i>	
Continue to enhance the quality of the Royal Botanic Gardens' online information systems and visitor experience by:	The Information Services branch continued to work closely with staff to improve online information and services. Work included:
a. developing and implementing PRONTO solutions to support the processing and reporting of e-commerce transactions and tourism packages	a. Research into the development of processing and reporting on e-commerce and tourism package capabilities in PRONTO, resulting in the development, testing and implementation of a procedure that enables easy identification, measurement and correct recording of e-commerce transactions and cross-Divisional tourism packages.
b. facilitating the development, integration and launch of significant tree information on the Royal Botanic Gardens' website	b. The addition of a list of Significant Trees, including commemorative plantings that celebrate past important historical occasions, to the Royal Botanic Gardens' website. The online information provides details about the historical significance of these occasions, the dignitaries who planted the trees, and what types of trees were planted. Significant Trees are often outstanding or unique examples of certain species, which have been registered with Heritage Victoria.

OUR ACHIEVEMENTS – STRATEGIC PRIORITY 1A

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
Specific Outcome 2 cont	
c. facilitating the scoping, development, integration and launch of online tourism packages	c. A scoping and project identification meeting was scheduled to initiate a review of visitor data collection; however, due to staff illness and lack of availability (consequent to the Chelsea Flower Show project), this did not proceed. When this project is re-established in 2011–12 it will support development of some online tourism activities.
d. assessing the suitability of technology solutions including podcasts, short message service (SMS) and online systems for the Australian Garden Stage 2	d. A working group consisting of staff from Public Programs branches at both sites and Marketing and Communications branch staff developed a brief to establish a mobile application (App) for use in the Australian Garden Stage 2. This App will enhance the visitor experience by providing detailed maps of the Australian Garden, details about the plant collections, and general support for community sharing of information about the Australian Garden. These features aim to provide rich learning experiences.
e. developing the website written-content for the Australian Garden Stage 2	e. RBG Cranbourne Public Programs branch staff drafted and developed a range of web content for the Australian Garden Stage 2. This content describes the various precincts within Stage 2 and is now available for the public to view on the Royal Botanic Gardens' website. Staff at RBG Cranbourne also contributed content to the Australian Garden blog and other social media platforms.
f. developing new factsheets for the Royal Botanic Gardens' website	f. A total of six Rare and Threatened Species factsheets were developed and are available on the Royal Botanic Gardens' website as additional support for participating schools and other community members in the Rare and Threatened plant regions. A project commenced to update existing factsheets and make them available on the website.
g. delivering a range of interpretive initiatives related to Working Wetlands Part A. This includes the development of factsheets, interpretive signage, podcast and web content.	g. A range of communication and interpretation activities has been completed as part of Working Wetlands Part A, including a dedicated Working Wetlands blog that links to the Royal Botanic Gardens' website, a range of factsheets, and on-site information signs which incorporate a detailed project map. This was accompanied by an internet kiosk where visitors could access the Working Wetlands blog and Royal Botanic Gardens' website. However, due to technical problems, the internet kiosk was removed in December 2010.

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
Specific Outcome 3 <i>(Relating to Corporate Plan Action 1)</i>	
<p>Deliver diverse, high quality educational programs throughout RBG Melbourne and RBG Cranbourne. New programs will engage students in water conservation issues, climate change, protecting biodiversity and sustainable gardening practices. In particular:</p> <p>a. launch two new education programs as part of the Guilfoyle's Volcano project, and</p> <p>b. develop the Schools Education Programs for the Australian Garden Stage 2.</p>	<p>Education Services continued to deliver high quality learning experiences to students visiting both sites. Activities included the following initiatives:</p> <p>a. The launch of four new educational programs, one for primary students and three for secondary students, in August 2010:</p> <ul style="list-style-type: none"> – The 'Water Plants Life!' program for primary students links with the Guilfoyle's Volcano project and investigates the inter-relationship of water and plants and how people can grow more plants with less water – The 'Plant Power' program for secondary students looks at the many aspects of plant growth – The 'Water Management' program for secondary students also links with the Guilfoyle's Volcano project and aims to give students a full understanding of the history of water use at RBG Melbourne and suggest ways that water-saving techniques can be used in the wider community – The 'Science of Soil' program for secondary students investigates various aspects of soil and aims to develop an understanding of the important role of soil in sustaining life on Earth. <p>b. Development of programs for the Australian Garden Stage 2 commenced. Programs developed included 'How to Garden', which supports student understanding of gardening practice in an Australian context, and 'Carbon Cycle', which looks at the role of humans and plants in mitigating the impacts of climate change. These programs will be delivered in the Australian Garden Stage 2 when it opens in mid-2012.</p>

OUR ACHIEVEMENTS – STRATEGIC PRIORITY 1A

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
Specific Outcome 4	
<p><i>(Relating to Corporate Plan Action 3)</i></p> <p>Review the Education Service programs in light of the new Victorian Early Years Learning and Development Framework and the Catholic Education Office Learning Centre Schools – Learning and Teaching Framework.</p>	<p>All programs delivered by the Education Services at both RBG Melbourne and RBG Cranbourne were reviewed against the new Victorian Early Years Learning and Development Framework. The Royal Botanic Gardens Early Childhood Program has been developed and is delivered by trained early childhood specialists and is driven by child-centred, holistic and integrated pedagogies. The content of programs is contemporary and relevant, covering topics from gardening to sustainability, environment and learning for life. Programs engage parents and families in the learning process as active participants. Information on the Royal Botanic Gardens' performance against the Victorian Early Years and Development Framework is available from the education pages on the website at www.rbg.vic.gov.au or alternatively by contacting the Education Service.</p>
Specific Outcome 5	
<p><i>(Relating to Corporate Plan Action 1)</i></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 by:</p> <p>a. providing subsidised education programs and travel for low socio-economic schools using funding from the Lord Mayor's Charitable Foundation (LMCF)</p>	<p>Efforts were made at both sites to provide opportunities to meet the needs of under-represented groups:</p> <p>a. The Marginalised Schools Social Inclusion Program (MSSIP) was supported financially by the Lord Mayor's Charitable Foundation (LMCF) and provided subsidised transport and education programs through RBG Melbourne's Public Programs branch. This assisted students from marginalised schools to participate in educational programs and services within RBG Melbourne. Thanks to this program, a total of 133 school groups and 3,004 students has been able to visit RBG Melbourne and participate in education programs since the program began in February 2010. This represents an increase of more than 47 per cent for school groups and 33 per cent for students from the original target of 90 school groups and 2,250 students.</p> <p>After a progress report to the Foundation on the success of the MSSIP, the Royal Botanic Gardens was invited to lodge a submission in the 2011 funding round to extend the program into 2012.</p>

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
Specific Outcome 5 cont	
<p>b. developing a trial version of RBG Melbourne's Marginalised Schools Social Inclusion Program for RBG Cranbourne with funding from the Lord Mayor's Charitable Foundation, and</p> <p>c. providing follow-up visits to five regional schools participating in the Rare and Threatened Species education program.</p>	<p>b. The RBG Cranbourne Public Programs and Development branches worked together to develop a trial version of the MSSIP for RBG Cranbourne, again with funding from the LMCF. The program design and content was completed, along with criteria for the selection of schools to be targeted for participation in the pilot program. Initial communications established strong interest in the program among teaching staff and student groups, with three schools so far accepting the invitation to participate in the program at RBG Cranbourne. Trial visits are expected to commence in late 2011, once times can be confirmed within busy school schedules.</p> <p>c. Education and Horticulture staff from RBG Melbourne completed follow-up visits to four of the five regional schools which participated in the Rare and Threatened Species education program. The team visited students at Two River College in Mildura, Beechworth Secondary College, Damascus College in Ballarat, and Camperdown College. Due to illness and time constraints for the school, Nagle College in Bairnsdale was unable to participate in the follow-up visits, but was provided with support over the phone and via email. A total of 82 students, 11 teachers and ten communities participated in the visits.</p>
Specific Outcome 6	
<p><i>(Relating to Corporate Plan Action 4)</i></p> <p>Continue to make a significant contribution to the development and improvement of home gardening practices through programs which focus on efficient water usage, sustainable resource management and climate change by:</p> <p>a. developing the Visitor Programs for the Australian Garden Stage 2, and</p>	<p>Public programs at both sites continued to promote sustainable gardening practices:</p> <p>a. The Public Programs branch at RBG Cranbourne worked on the delivery of the Information, Interpretation, Art and Education plan for the Australian Garden Stage 2. To date, 90 per cent of the signage for Stage 2 has been completed. Programs for the How To Garden, which will focus on home gardening and water usage, are currently in development.</p>

OUR ACHIEVEMENTS – STRATEGIC PRIORITY 1A

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
Specific Outcome 6 cont	
b. implementing the Garden Ambassador Program at RBG Melbourne.	b. Implemented in September 2010, The Garden Ambassador Program at RBG Melbourne consists of over 25 trained volunteers whose primary goal is to enhance the visitor experience through the provision of visitor information and interpretation activities that engage visitors, and to convey key messages about the Gardens. A mobile information booth was designed and constructed as part of the program and will assist Garden Ambassadors in delivering their messages throughout RBG Melbourne.
Specific Outcome 7	
Sponsor the Victoria in Bloom Gardening Awards in May 2011.	The Victoria in Bloom Gardening Awards were held at Domain House on 13 April 2011. The event was well attended, with guests including the Minister for Housing, the Hon. Wendy Lovell MLC. Positive feedback was received from attendees, as well as from event organisers from the Department of Human Services.
Action 1	
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 new avenues of communicating with new generations about plants.	In 2011, RBG Cranbourne established a partnership with Peninsula Special Development School (Peninsula SDS). This partnership aims to support Peninsula SDS in the integration of their school garden into their science curriculum and provide mentoring and professional development for Public Programs branch staff working with special needs visitors.
Action 2	
Enhance the content, relevance, quality and consistency of our online information services to promote our work and broaden our appeal to those who access our services using the internet.	The Royal Botanic Gardens established a social media presence, using the RHS Chelsea Flower Show as a pilot project. Dedicated Royal Botanic Gardens' accounts were established on Facebook, Twitter, Flickr and YouTube, enabling the Royal Botanic Gardens to interact with an ever-increasing online audience.
Action 4	
Make a significant contribution to the development and improvement of home gardening practices by delivering relevant, informative and environmentally focussed programs, demonstrations and products. Continue developing and delivering programs with a focus on efficient water usage, sustainable resource management and climate change.	In partnership with South East Water Limited and the City of Casey, RBG Cranbourne presented its first free Family Fun Day for City of Casey residents on 19 January 2011 at the Australian Garden. With the Australian Garden entry fee generously subsidised by South East Water Limited, local families were able to enjoy a day of free activities and entertainment while learning more about the wise use of water in home gardens. Positive feedback was received from a wide range of attendees, with more than 1,200 local residents enjoying a free day out in the Australian Garden.

Key Performance Measures: Strategic Priority 1a

Specific Outcome	Measure	Result
1 (Market Research)	Market Research Plan implemented	Deferred due to other priorities.
2a (PRONTO solutions & e-commerce)	Basic cost benefit analysis undertaken Most profitable packages identified and delivery process defined Product and process evaluated	By 31 December 2010, a new process had been developed which aimed to process and report on e-commerce and tourism packages.
2b (Online tree information')	Significant tree information prepared for online delivery Processes in place to ensure information is up-to-date and regularly maintained Positive user feedback	Significant tree information was incorporated into the online plant census. Information update is ongoing, and is expected to be publicly available in early 2011–12.
2c (Online tourism packages)	Basic cost benefit analysis undertaken Most profitable packages identified and delivery process defined Basic online setup of tourism package(s) completed Product and process evaluated	Deferred due to other priorities.
2d (Podcasts, SMS and online systems)	New technology options are assessed and a recommendation put forward to the Landscape Planning Group (Australian Garden Stage 2) for implementation in the 2011–12 financial year	In April 2011, new technology options were assessed and a recommendation put to the Landscape Planning Group.
2e (Australian Garden Stage 2 web content)	Web page text written by end 2011	Web content was drafted for the Australian Garden Stage 2 and is available online at www.rbg.vic.gov.au .
2f (Online fact sheets)	Minimum of five new factsheets developed and accessible on the Royal Botanic Gardens' website	Six Rare and Threatened Species factsheets were developed, including information on each of the five biospheres in the Collection: Gippsland, Grampians, Grasslands, Mallee and Victorian Alps.
2g (Working Wetlands communications)	Interpretive components of the Working Wetlands Project are delivered on time and within budget	Interpretive components of the Working Wetlands project were developed and updated as needed, including a blog – http://rbgworkingwetlands.wordpress.com/ . Interpretive and communication activities will be implemented over the duration of the Working Wetlands project.

OUR ACHIEVEMENTS – STRATEGIC PRIORITY 1A

Specific Outcome	Measure	Result
3a (Guilfoyle's Volcano education programs)	Two programs launched in August 2010	Two education programs – Water Plants Life and Water Management – were launched in August 2010 targeting primary and secondary students respectively.
3b (Australian Garden Stage 2 visitor programs)	<p>Programs ready for delivery in the 2011–12 financial year</p> <p>High visitor satisfaction with educational experience of the Australian Garden Stage 2 as measured in exit surveys</p>	This measure will be reported on in 2012 after the Australian Garden Stage 2 opens.
4 (Education Service programs)	Numbers of programs booked by Early Childhood and Catholic Education Sector continue to grow	<p>At RBG Melbourne, 171 participants took part in Early Childhood professional development programs, compared with 112 participants in the previous year, an increase of 52 per cent. In addition, a total of 5,204 students from the Catholic Education sector booked programs, compared with 3,921 students in the previous year, an increase of 32 per cent.</p> <p>At RBG Cranbourne, participants in Early Childhood programs increased from 608 in 2009–10 to 797 in 2010–11. The number of students attending from the Catholic Education sector dropped from 1,133 in 2009–10 to 791 in 2010–11. This is in line with a general decrease in visitation to RBG Cranbourne, likely due to the impact of Australian Garden Stage 2 construction works.</p>
5a (Schools access program)	At least 15 schools visit the Royal Botanic Gardens as part of this access program	Thirty-two schools visited RBG Melbourne as part of the access program, more than doubling the target and highlighting the popularity of the program.
5b (Marginalised schools program)	<p>Test program successfully developed and trialled according to the agreed program goals</p> <p>Demonstrable increase in access to RBG Cranbourne programs for marginalised schools</p> <p>Application for roll-out funding invited from Lord Mayor's Charitable Foundation (LMCF)</p>	<p>A test program was developed and will be trialled in 2011–12.</p> <p>Initial communications established strong interest among target schools.</p> <p>The Royal Botanic Gardens was invited to apply to the LMCF for the 2012 funding round.</p>

Specific Outcome	Measure	Result
5c (Rare and Threatened species schools program)	Positive participant feedback received via evaluation forms completed after each school visit	RBG Melbourne staff completed follow-up visits to four of the five regional schools from the Rare and Threatened Species education program. Formal evaluation forms were not completed; however, informal positive feedback on the program was received.
6a (Australian Garden Stage 2 visitor programs)	Programs ready for delivery in the 2011–12 financial year High visitor satisfaction with the educational experience of the Australian Garden Stage 2 as measured in exit surveys	Work progressed on the Information, Interpretation, Art and Education Plan for Australian Garden Stage 2. This measure will be reported on in 2012 after the Australian Garden Stage 2 opens.
6b (RBG Melbourne Garden Ambassadors)	Garden Ambassadors (GA) are operating on-site by 30 September 2010	Twenty-five trained GA volunteers commenced work on-site in September 2010.
7 (Victoria in Bloom)	Successful awards ceremony Good feedback from participants	Victoria in Bloom Gardening Awards ceremony held at RBG Melbourne on 13 April 2011, with 100 participants from across Victoria. Feedback gathered from participants for the Department of Human Services Evaluation Report was generally positive, with some participants describing the awards ceremony as 'excellent'.

OUR ACHIEVEMENTS – STRATEGIC PRIORITY 1B

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 8 <i>(Relating to Corporate Plan Action 5)</i>	
<p>Assist the broader community to achieve understanding of the role of the Royal Botanic Gardens in the conservation of biodiversity in an environment of climate change, with publications, education, visitor and tourism programs by:</p> <p>a. implementing the Royal Botanic Gardens' Public Relations (PR) Plan</p> <p>b. delivering the Eucalypt and Wildflower Festivals at RBG Cranbourne</p> <p>c. delivering the Spring Open Day on 3 October 2010 at RBG Melbourne</p>	<p>A number of programs at both sites fostered community understanding of conservation biodiversity. These were promoted through PR initiatives and publications.</p> <p>a. PR activities focussed on the Royal Horticultural Society Chelsea Flower Show project (which showcased the diversity of Australian plants to an international audience); however, efforts were made to promote visitor programs on offer at both sites, in particular Spring Open Day at RBG Melbourne, the Wildflower Festival and the Eucalypt Festival at RBG Cranbourne, the Working Wetlands project, iPhone developments, and ARCUE's microbat research project, which provided an opportunity for members of the broader community to participate in field work at RBG Melbourne. These activities secured mostly positive or neutral coverage. The Chelsea Flower Show project secured a significant amount of national and international exposure for the Royal Botanic Gardens.</p> <p>b. The Wildflower Festival was held from 18 September to 13 October 2010 (during the school holiday period). A total of 4,976 visitors attended RBG Cranbourne over this period, compared with 3,265 in 2009. The Eucalypt Festival was held over the 2011 Easter weekend, from 23 to 25 April. A total of 1,552 visitors attended the Festival, compared with 1,355 in 2010.</p> <p>c. Spring Open Day (SOD) is the biggest event on RBG Melbourne's calendar, drawing thousands of visitors each year for a range of free tours, activities and entertainment. Building on the success of previous years, over 11,809 people attended the event in 2010, an increase of more than 7 per cent on the 10,960 visitors in 2009. SOD also resulted in a 35.5 per cent increase in visitors to the Royal Botanic Gardens' website, numerous newspaper and magazine articles and several radio interviews.</p>

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
Specific Outcome 8 cont	
d. reviewing the Behind the Scenes education program to improve and update the content related to Plant Sciences and Biodiversity and the RBG Melbourne Nursery	d. The Behind the Scenes education program content was updated in collaboration with the Plant Sciences and Biodiversity Division and RBG Melbourne Nursery staff. The Herbarium element of the program was updated with the latest statistics and resources available, details about the specimens used, and the inclusion of notes for the Herbarium Discovery Walk. In addition, notes were developed for the Nursery component of the program, for use when Nursery staff are unavailable to deliver programs and as a way of managing unusually high demands on their time.
e. delivering a range of interpretive initiatives related to Working Wetlands Part A. This includes the development of factsheets, interpretive signage, podcast and web content	e. In addition to a range of communication and interpretation activities (including a blog, factsheets, and on-site signage, as outlined in Specific Outcome 2g), ongoing engagement was conducted with internal stakeholders including Friends' groups, Plant Craft Cottage, staff and volunteers at RBG Melbourne and external stakeholders such as the City of Melbourne, Government House and the Shrine of Remembrance.
f. replacing the weather-worn interpretive signs for the Water Conservation Garden, the Southern China Collection, the Species Rose Collection and the Weather Station, and	f. The original signs for the Water Conservation Garden and the Southern China Collection were updated and replaced. Where necessary, signs were updated with information intended to engage visitors' interest in both the natural and cultural features of RBG Melbourne. New interpretation signs for the Species Rose Collection were postponed pending the outcome of a review of the Interpretation Strategy for RBG Melbourne. This review is due to be completed in December 2011. A number of plant labels for both RBG Melbourne and RBG Cranbourne collections were checked by staff from the Plant Sciences branch. This involved authenticating the names of plants and confirming their geographic distributions using data from Australia's Virtual Herbarium (AVH).
g. replacing up to 1,000 plant labels at RBG Melbourne. This includes ensuring the labels are taxonomically correct.	g. A total of 925 taxonomically correct replacement plant labels was produced and reinstated with the help of a grant from the Friends of RBG Melbourne. A further 600 plant labels have since been produced and placed in RBG Melbourne.

OUR ACHIEVEMENTS – STRATEGIC PRIORITY 1B

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
Specific Outcome 9	
<p><i>(Relating to Corporate Plan Action 6)</i></p> <p>Improve accessibility to the unique collections, research and expertise of the Royal Botanic Gardens by:</p> <ul style="list-style-type: none"> a. promoting the use of the Online Plant Census of the RBG Melbourne and RBG Cranbourne living collections database of plants, with additional links and tags to other information sources b. 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 c. supporting digital visitor information systems, such as interpretive signs and plant labels, through the utilisation of current data and technology, and d. representing the technical interests of the Royal Botanic Gardens in the Herbarium Information Standards Committee (HISCOM), the Biodiversity Information Standards Working Group (TDWG), Australia's Virtual Herbarium (AVH) and the Atlas of Living Australia (ALA) forums. 	<p>Initiatives to improve accessibility to the unique collections, research and expertise included:</p> <ul style="list-style-type: none"> a. The Online Plant Census, which is hosted on the Royal Botanic Gardens' website, was successfully linked to 'Trust Trees', an iPhone application of the National Trust of Victoria. This application now includes details about the Royal Botanic Gardens' significant trees. Additional links have been placed in numerous places throughout the Royal Botanic Gardens' website to facilitate traffic to the Online Plant Census. b. and c. <p>The Living Plant Collection Database was significantly updated to improve its ease of use. Updates included new reports and maps, in particular to manage the threat from a new pathogen, Myrtle Rust (see Specific Outcome 6b). Exporting of data from the Living Plant Collection Database to the Geographic Information System (GIS) was further developed. Continuing expansion and updating of content, with the creation of additional links, is expected to result in more visitors to both the Living Plant Collection Database and the GIS sections of the Royal Botanic Gardens' website.</p> <ul style="list-style-type: none"> d. Staff from the Information Services branch attended the HISCOM meeting in Christchurch, New Zealand, in November 2010. The ALA sponsored meetings about the future of AVH in March and May 2011 and, since October 2010, the Royal Botanic Gardens has run and hosted the entire AVH. In October 2010, Royal Botanic Gardens' staff organised two Specify (the new Herbarium database software) workshops in Perth and Canberra for members of the ALA. A geo-referencing workshop for members of the ALA was held in February 2011. Information Services branch staff are also involved in the ALA National Species List project, of which the moss and fungi names project that runs at RBG Melbourne is part.

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
Specific Outcome 10	
<i>(Relating to Corporate Plan Action 7)</i>	
Expand visitor information systems for the Australian Garden Stage 2 by planning the project to assess technology solutions including podcasts, short message service (SMS) and online systems.	Preliminary investigations were conducted into technology solutions for delivering visitor information systems. (See Specific Outcome 2a above for further details.)
Action 5	
Tailor our publications and education/visitor programs to educate the community about the particular role of the Royal Botanic Gardens, and botanic gardens in general, in conserving biodiversity in the face of accelerating global climate change.	The text and images used in the Royal Botanic Gardens' printed and online communications are designed to support the Royal Botanic Gardens brand, and support the Royal Botanic Gardens' charter. Printed materials usually include a message about the conservation values of the paper stock used.
Action 6	
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.	RBG Melbourne Horticulture branch staff provided walks and talks regarding living plant collections for members of the general public, industry colleagues and international delegations. They also provided horticultural updates and training sessions for Garden Ambassadors, Children's Garden volunteers and Voluntary Guides, to enable them to communicate key landscape and collections management issues to members of the public.

OUR ACHIEVEMENTS – STRATEGIC PRIORITY 1B

Key Performance Measures: Strategic Priority 1b

Specific Outcome	Measure	Result
8a (Media coverage)	Favourable media coverage gained for planned PR projects	Favourable or neutral media coverage was gained for the Royal Botanic Gardens. In particular, the 'Australian Garden at the Royal Horticultural Society Chelsea Flower Show' received a significant amount of coverage, nationally and internationally. It is estimated that the campaign reached 229 million people and generated an equivalent advertising value of around \$3.44 million.
8b (RBG Cranbourne Eucalypt and Wildflower festivals)	Visitor satisfaction and take-up of key messages from the festivals as measured via exit surveys	Of the 1,552 attendees at the Eucalypt Festival at RBG Cranbourne, 1,257 (81 per cent) rated the Eucalypt Festival as very good to excellent. Anecdotal feedback received by staff at the RBG Cranbourne Wildflower Festival was positive.
8c (RBG Melbourne Spring Open Day)	Successful delivery of the event High participation in tours Above average feedback from tour participants and visitors via feedback forms	Spring Open Day on Sunday, 3 October 2010 drew 11,809 visitors, making it the most successful Spring Open Day to date. A total of 369 visitors took part in free tours. While surveys were not distributed, anecdotal feedback received by RBG Melbourne staff was positive.
8d (Behind the Scenes program review)	New content is developed by December 2010 Positive feedback from students and teachers who participated in the program	The education program was reviewed in consultation with the Plant Sciences and Biodiversity Division and RBG Melbourne Nursery staff and new content was updated by December 2010.
8e (Working Wetlands interpretive elements)	Interpretive components of the Working Wetlands Project are delivered on time and within budget	A dedicated Working Wetlands blog, factsheets, on-site signs and new education programs were developed and rolled out. These interpretive components will be continually updated as the Working Wetlands project progresses.
8f (Interpretive plant collection signs)	Signs have up-to-date information based on latest knowledge Signs are professionally presented	Signs for the Water Conservation Garden were completed on time and within budget. Signs for the Southern China Collection and the Weather Station were completed within scope and budget and will be delivered in late 2011. Interpretive signs for the Species Rose Collection were deferred.

Specific Outcome	Measure	Result
8g (RBG Melbourne plant label replacement)	Labels are taxonomically correct Labels are professionally presented	Plant Sciences branch botanists verified that correct and current names were used on the production of over 1,500 plant labels.
9a (RBG Melbourne online plant census and RBG Cranbourne living collections database)	Increased usage of online resource Positive user feedback	The Information Services branch made significant structural changes to the Royal Botanic Gardens living collection database with the aim of integrating and centralising core data between RBG Melbourne and RBG Cranbourne. Usage of the Online Plant Census recorded 2,388 visits, 49.9 per cent being new visits, and 23,866 hits from the beginning of statistical recording in May 2011.
9b (Online promotion)	Increased usage of online resource Positive user feedback	The Information Services branch assisted in publishing information on the Royal Botanic Gardens' website. The RBG website recorded 314,459 visits, 57.6 per cent new visits, and 1,071,604 hits in 2010–11, compared with 199,452 visits, 73.9 per cent new visits, and 651,670 hits in 2009–10.
9d (Contribute to technical standards for national databases)	Royal Botanic Gardens professionally represented	Information Services branch staff attended conferences and workshops of HISCOM, Biodiversity Information Standards Working Group (TDWG), and the ALA. The AVH is hosted on the Royal Botanic Gardens' servers.
10 (Visitor information systems for Australian Garden Stage 2)	New technology options are assessed and a recommendation put forward to the Landscape Planning Group for implementation in the 2011–12 financial year	Refer to Specific Outcome measure 2d above.

OUR ACHIEVEMENTS – STRATEGIC PRIORITY 1C

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
Specific Outcome 11	
<i>(Relating to Corporate Plan Action 9)</i>	
Foster and enhance existing relationships with Government, community organisations, educational institutions and industry bodies by:	The Royal Botanic Gardens continued to work with a range of external stakeholders to promote its commitment to plant conservation and biodiversity, and sustainable horticultural and resource management. Initiatives included:
a. delivering the pilot partnership project with Eden Gardens (in Mt Eliza) which aims to expand access to horticultural visitor programs	a. Development and delivery of a new program called Continuous Colour by RBG Cranbourne Public Programs branch in conjunction with Eden Gardens. The pilot program drew five participants on its debut in spring 2010.
b. developing and delivering a series of brochures on the sustainable use of Australian native plants in Casey home gardens in partnership with the City of Casey Botanic Development Officer	b. Development of the content for a joint publication that will describe the top 100 plants for home gardens in the City of Casey was undertaken by the Horticulture and Public Programs branches in conjunction with the City of Casey Botanic Development Officer. This print or web-based publication will be available to City of Casey residents from 2012.
c. developing an application to seek funding from the Department of Education and Early Childhood Development (DEECD) for the next Strategic Partnership Program triennium 2012–2014	c. In March 2011, the Public Programs branches at RBG Melbourne and RBG Cranbourne developed and lodged a joint application for the DEECD's <i>Strategic Partnership Program triennium 2012–2014</i> .
d. developing an application to seek funding continuation from the Catholic Education Office	d. RBG Cranbourne was successful in receiving ongoing support from the Catholic Education Office for a part-time Catholic Education Office Placed Teacher.

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
Specific Outcome 11 cont	
<p>e. continuing to develop relationships with Philanthropy Australia and its member Trusts and Foundations</p> <p>f. attending Philanthropy Australia functions</p> <p>g. working with philanthropic organisations to include the Royal Botanic Gardens' projects on Philanthropy Australia's register of available projects</p> <p>h. promoting the Royal Botanic Gardens' work in biodiversity, conservation and sustainable resource management via Philanthropy Australia's register of available projects and the websites of partner support organisations, and</p> <p>i. expanding the involvement of individual donors especially through the Director's Circle.</p>	<p>e. to i.</p> <p>The Development branch continued to develop its relationship with Philanthropy Australia and its member Trusts and Foundations. The branch promoted the Royal Botanic Gardens' work in biodiversity, conservation and sustainable resource management in its interactions with members, which included the provision of comprehensive progress reports on funded projects, guided inspection tours for trustees and governors, and provision of project information for annual reports, websites and publications.</p> <p>The involvement and commitment of individual donors, including supporters of the Director's Circle regular giving program, were encouraged during the year through regular personal contact and special events. The latter included the annual Director's Dinner, the Christmas 'thank-you' function, and a special preview inspection tour of the construction of the Australian Garden Stage 2 at RBG Cranbourne.</p>
Specific Outcome 12	
<p><i>(Relating to Corporate Plan Action 10)</i></p> <p>Foster our relationships with, and support the activities of, our Friends and other support groups by:</p> <p>a. continuing to provide server space, data and voice connections and basic Helpdesk support to the Friends and the Garden Plant Conservation Association of Australia (GPCAA)</p> <p>b. continuing to host the GPCAA and RBG Friends websites and assisting the Plant Craft Cottage in obtaining digital map information</p>	<p>The Royal Botanic Gardens benefits from a number of active support groups and, in turn, supported these groups in a number of ways including:</p> <p>a. Provision of server space, voice connections and basic Helpdesk support by the Information Services branch to Friends' groups at both sites and the GPCAA.</p> <p>b. Hosting of the GPCAA and RBG Friends' websites and provision of training by Information Services branch staff to members of the support groups in the Content Management System, MySource Matrix. Members of the support groups were supplied with digital maps to support Horticulture branch staff in the management of the Camellia Collection.</p>

OUR ACHIEVEMENTS – STRATEGIC PRIORITY 1C

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
Specific Outcome 12 cont	
c. providing support and assistance to the Growing Friends Nursery at RBG Melbourne with propagation throughout the year and support for sale days	c. RBG Melbourne Nursery staff continued to provide assistance to the Growing Friends by co-ordinating collection of selected species for propagation, making space available in Nursery glasshouses, and managing propagules awaiting collection by the Growing Friends. Horticulture branch staff also provided assistance to bump-in and bump-out plant material for two annual plant sales, and assisted the Growing Friends at these sales by providing expert advice on plant material.
d. providing support and assistance to the Plant Craft Cottage with general horticultural advice and some minor maintenance tasks	d. RBG Melbourne Horticulture branch staff assisted the Plant Craft Cottage with landscape works in preparation for their 30-year celebrations, which will coincide with Spring Open Day on 25 September 2011. Landscape works were undertaken as part of a joint pilot venture with North Melbourne Institute of TAFE. RBG Melbourne staff also worked with Plant Craft Cottage volunteers to provide information and implement restrictions on plant species that are susceptible to Myrtle Rust (see also Specific Outcome 66).
e. representing RBG Melbourne on the GPCAA management committee and attending regular meetings	e. The Manager, Horticulture at RBG Melbourne is a member of the GPCAA and actively represents the Royal Botanic Gardens on the GPCAA Committee of Management.
f. supporting the GPCAA to promote and encourage the establishment and maintenance of cultivated garden plants	f. Royal Botanic Gardens' staff are involved in a joint venture with Botanic Gardens Australia New Zealand Inc. (BGANZ) to achieve duplication of GPCAA-registered plant collections. Successful duplication of suitable species from GPCAA-registered <i>Lavandula</i> , <i>Correa</i> and <i>Hebe</i> collections was undertaken as part of this venture.

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
Specific Outcome 12 cont	
<p>g. attending Friends of RBG Melbourne (FRBGM) Operations Committee Meetings, and</p> <p>h. developing proposals for FRBGM project grants.</p>	<p>g. and h.</p> <p>The Development branch regularly attended Friends of RBG Melbourne Operations Committee Meetings, providing status reports on development activities in support of priority Royal Botanic Gardens' projects to each meeting, with an emphasis on projects receiving funding assistance from the Friends. A highlight of the relationship was a grant from the Friends towards the Working Wetlands stormwater harvesting and treatment project, a project of high priority for the future resilience of RBG Melbourne. The grant of \$210,000 over a three-year period is one of the most significant yet received by the Royal Botanic Gardens from the Friends.</p>
Specific Outcome 13	
<p><i>(Relating to Corporate Plan Action 11)</i></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> <p>a. providing executive support to the Victorian Branch of Botanic Gardens Australia and New Zealand (BGANZ) for their quarterly meetings and regional workshops</p>	<p>The Royal Botanic Gardens continued to support the work of BGANZ Victoria. Staff from both RBG Melbourne and RBG Cranbourne actively participated in workshops involving regional botanic gardens and also contributed to the development of the BGANZ Victoria Action Plan 2010–2011.</p> <p>a. The Curator, Environmental Horticulture at RBG Melbourne and Manager, Horticulture at RBG Cranbourne are both members of the BGANZ Victoria Executive Committee. The latter also holds the role of Deputy Chair and contributes to a number of BGANZ Victoria sub-committees.</p> <p>In July 2010, RBG Cranbourne hosted a BGANZ Victoria Network Meeting, which attracted 80 participants from across Victoria.</p> <p>In November 2010, representatives from both RBG Melbourne and RBG Cranbourne attended the BGANZ Plant Forum in Sale, Victoria, where a paper was presented by the Co-ordinator, Nursery from RBG Cranbourne.</p> <p>In May 2011, a BGANZ Victoria Plant Collections Planning Workshop held at The University of Melbourne was supported by RBG Cranbourne through the co-writing and preparation of the BGANZ Victoria Collections Planning handbook/ workbook and facilitation of workshop sessions.</p>

OUR ACHIEVEMENTS – STRATEGIC PRIORITY 1C

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
Specific Outcome 13 cont	
b. providing opportunities for employees to attend and participate in BGANZ meetings and facilitate site visits and networking opportunities as they arise with regional BGANZ members.	b. The Information Services branch hosted a number of information sessions for regional botanic gardens and provided expert advice on developing and maintaining a Botanic Garden Plant Database (in particular, for the Geelong Botanic Gardens and the National Rhododendron Garden).
Specific Outcome 14	
<p><i>(Relating to Corporate Plan Action 12)</i></p> <p>Continue to expand our collaborative relationships with indigenous communities by:</p> <p>a. engaging with the local Indigenous community through regular consultation and events such as National Aboriginal and Islander Day Observance Committee (NAIDOC) celebrations, and</p> <p>b. continuing to work with the City of Casey to host the Inter-council Aboriginal Consultative Committee (ICACC) Forum for the Casey region.</p>	<p>The Royal Botanic Gardens continued to support Indigenous programs and community engagement at both sites.</p> <p>a. The local Indigenous community played an integral part in the NAIDOC Celebration at RBG Melbourne on 7 July 2010. More than 150 visitors enjoyed traditional Aboriginal dance, bush food, and addresses by NAIDOC Chair, Phil Cooper, and respected Elder, Herb Patten.</p> <p>b. The RBG Cranbourne Public Programs branch continued to liaise with the City of Casey, the ICACC and other traditional owners on Indigenous matters on-site.</p>
Specific Outcome 15	
<p><i>(Relating to Corporate Plan Action 13)</i></p> <p>Develop and diversify the volunteer program and continue to increase volunteer opportunities at both RBG Melbourne and RBG Cranbourne, including:</p> <p>a. recruiting and training an additional 40 Volunteer Master Gardeners to provide home gardening advice at RBG Cranbourne for Stage 2 of the Australian Garden and fostering opportunities for visitors to interact informally with knowledgeable and passionate gardeners</p> <p>b. 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</p>	<p>Volunteers continued to play an active role at both sites. Initiatives undertaken included:</p> <p>a. Changing the name of the volunteer program at RBG Cranbourne from Volunteer Master Gardeners to Garden Ambassadors to broaden the appeal of the program. An additional 32 Garden Ambassadors were recruited and trained between May and June 2011.</p> <p>b. Completion of approximately 100 hours of volunteer work by dedicated members of ANOS, who provided hands-on assistance and valuable advice on maintaining the orchid collection. The display in the Orchid Undercroft at the RBG Cranbourne Visitor Centre showcased 60 plants over spring, 40 of which were epiphytic orchid taxa. From May to November 2010, 16 different terrestrial orchid taxa were on display including <i>Pterostylis baptistii</i>, <i>Pterostylis conoglossa</i> and <i>Acianthus pusillus</i>.</p>

OUR ACHIEVEMENTS – STRATEGIC PRIORITY 1C

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
Specific Outcome 15 cont	
<p>c. implementing the Garden Ambassador Program at RBG Melbourne, and</p> <p>d. 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>	<p>c. Implementation of the GA program at RBG Melbourne in September 2010, following an earlier recruitment and training program, of approximately 25 volunteers, whose primary goal is to enhance the visitor experience through provision of visitor information and interpretation activities. (See also Specific Outcome 6b.)</p> <p>d. RBG Melbourne Horticulture branch worked closely with volunteers from the Helping Hands program to maintain plants and complete development works at Eastern Lodge, Gate Lodge and E Gate Lodge. The landscape aesthetics of these lodges have been improved by the planting of hardy species that will cope with prolonged dry periods.</p>
Specific Outcome 16	
<p><i>(Relating to Corporate Plan Action 14)</i></p> <p>Review the retail operations structure and commence the development and implementation of the new retail strategy to enhance the Royal Botanic Gardens' retail position.</p>	<p>During 2010–11, many of the recommendations associated with the Royal Botanic Gardens' Retail Strategy and corresponding visual merchandising initiatives, products and product mixes were successfully implemented. The recommendations aimed to create a unique selling identity for The Gardens Shops at both sites and re-align the shops' operations with the objectives of the Royal Botanic Gardens. Some of the outcomes achieved included integration of retail operations with Royal Botanic Gardens' activities and objectives, implementation of clearly defined retail objectives and performance measures, significant improvements in visual merchandising processes and practices (including the use of external space to attract customers), new product purchasing guidelines, transition into new products and product mixes in a timely manner, and implementation of forward product and promotion planning.</p>
Action 9	
<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>On 23 March 2011, the RBG Cranbourne Public Programs branch, in partnership with the City of Casey and its Linking Early Years Department, successfully staged a Woodlands Walk at the Woodland Picnic Area. This program focused on early childhood literacy and was attended by 246 children and their families.</p>

OUR ACHIEVEMENTS – STRATEGIC PRIORITY 1C

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
Action 9 cont	<p>In conjunction with Playgroup Victoria, the Marketing and Communications and RBG Melbourne Public Programs branches organised a Nature Play Day at The Ian Potter Foundation Children's Garden on 15 March 2011. This inaugural event was attended by 471 parents and children. The event showcased the Children's Garden to one of our key audiences – parents of young children – with many attendees visiting the Children's Garden for the first time.</p> <p>In February 2011, the Marketing and Communications branch and the RBG Cranbourne Horticulture branch organised a special event for the Horticultural Media Association (HMA) to provide an on-site update about the Australian Garden Stage 2. The event was attended by 65 HMA members and included presentations by the Royal Botanic Gardens' Director and Chief Executive and the Manager, Horticulture, at RBG Cranbourne.</p> <p>Two Horticulture Technicians from RBG Cranbourne attended the International Plant Propagators Society (IPPS) conference in Sydney where ideas were shared about propagation, industry products and Myrtle Rust.</p> <p>Staff continued to work with Conservation Volunteers Australia to undertake educational conservation works, such as island restoration, at RBG Melbourne.</p> <p>RBG Melbourne hosted a French student for an industry work placement with the Horticulture branch from 28 March to 20 May 2011. The student was from the National School of Higher Studies in Nature and Landscape Architecture in Blois, France. The aim of her placement was to work with and learn about Australian plants as a core element in her curriculum.</p>
Action 11	<p>Continue to provide mentoring support to Victorian regional botanic gardens and play a leading role in the development and activities of Botanic Gardens Australia and New Zealand Inc.</p> <p>The Public Programs branch contributed to development of a new national professional development network for botanic gardens staff engaged in public programs, education, visitor services and volunteers. The Botanic Gardens Education Network (Australia and New Zealand) (BGEN) was launched in October 2010.</p>

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
Action 14	
Expand the promotion and sale of Royal Botanic Gardens-branded merchandise, through our strategic partnerships, our on-site retail outlets and our online services.	Further work was undertaken on the development of the Australian Garden Collection of plants suitable for home gardens. Seven taxa were selected, propagated and grown by the Royal Botanic Gardens' commercial partners for a spring 2011 release. Labels and pots were generated and approved for use. Further plant material has been selected for release at a later date.

Key Performance Measures: Strategic Priority 1c

Specific Outcome	Measure	Result
11a (Eden Gardens pilot project)	Successful delivery of the pilot program in September 2010 Program full Exit survey indicated high participant satisfaction with the program	A new partnership project, entitled Continuous Colour, took place at RBG Cranbourne in September 2010 with five participants.
11b (Brochures on sustainable use of Australian Plants)	Brochures delivered Feedback from City of Casey's surveyed residents indicated a positive response to the new resource	Brochure content completed; however, production deferred due to limited staff resources. Brochures will be available to City of Casey residents in 2012.
11c (DEECD Strategic Partnership funding)	Success in receiving continued funding	In March 2011, the Public Programs branches at both sites developed and lodged a joint application. The outcome of this application is not yet known.
11d (Catholic Education Office funding)	Success in receiving continued funding	In March 2011, the Public Programs branches at both sites developed and lodged a joint application. The outcome of this application is not yet known.
11f (Philanthropy Australia)	Attended the Annual General Meeting (AGM) and other functions	A representative from the Development branch was unable to attend the AGM, but attended the end-of year function and maintained regular contact.
11g (Register projects with Philanthropy Australia)	Royal Botanic Gardens' priority projects included on Philanthropy Australia's register of projects available for funding	The Myer Foundation was asked and has agreed to submit Royal Botanic Gardens' project information. Postponed to 2011–12 due to other priorities.

OUR ACHIEVEMENTS – STRATEGIC PRIORITY 1C

Specific Outcome	Measure	Result
11h (Philanthropy Australia promotion)	Royal Botanic Gardens' sustainability and biodiversity-related projects featured on the websites of donor partner organisations	Several partner websites have included Royal Botanic Gardens' projects with sustainability and biodiversity elements and messages, including Guilfoyle's Volcano, Working Wetlands, the Australian Garden Stage 2, and the Australian Garden at the RHS Chelsea Flower Show.
12a (Helpdesk support to Friends and GPCAA)	Sub-net network user accounts maintained Existing accounts, such as Novell and GroupWise, managed for the Friends Assistance provided for presentations and launches to partners, stakeholders and supporter groups GPCAA supported	The Information Services branch continued to support the Friends and the Garden Plant Conservation Association of Australia Inc (GPCAA) by providing server space, voice connections and basic Helpdesk support.
12b (Website hosting)	Content training provided for the Friends and the GPCAA Positive feedback received	Training was provided to the Friends and GPCAA, with many participants providing positive feedback.
12h (Proposals for Melbourne Friends' grants)	Friends' grants totalling \$100,000 directed to strategic projects in particular need of supplementary funding	Grant commitments from the Friends of RBG Melbourne and the Friends of RBG Cranbourne exceeded \$100,000 during the year, including a three-year commitment of \$210,000 to Working Wetlands and grants to upgrade lighting facilities at Domain House.
13a (Executive support to BGANZ Victoria)	Active participation in executive meetings BGANZ Network meeting hosted Participation in the 2010 Plants Forum	Co-wrote and prepared the BGANZ Victoria Collections Planning handbook/workbook and facilitated workshop sessions. In July 2010, RBG Cranbourne hosted a BGANZ Victoria Network Meeting. Staff attended the BGANZ Victoria Plant Forum hosted by the Shire of Wellington.
13b (Engage with BGANZ regional members)	Site visits facilitated Positive feedback obtained Enquiries answered and assistance provided Boundaries well-managed	Between May and June 2011, staff attended the BGANZ Victoria Collections Workshop convened at The University of Melbourne. The GPCAA-registered <i>Lavandula</i> collection (held by the RBG Melbourne Nursery) was successfully transferred to Bendigo Botanic Gardens, with positive feedback received upon collection of plant species.

OUR ACHIEVEMENTS – STRATEGIC PRIORITY 1C

Specific Outcome	Measure	Result
14a (National Aboriginal and Islander Day Observance Committee celebration)	High participation from the Indigenous community in NAIDOC event Indigenous elders consulted in relation to programs Tours occurred at least quarterly	The local Indigenous community played an integral part in the NAIDOC event at RBG Melbourne on 7 July 2010.
14b (Inter-council Aboriginal Community Forum liaison)	City of Casey and community satisfaction with the event as measured by the project debrief	RBG Cranbourne continued to build the relationship with the Inter-Council Aboriginal Community Forum and City of Casey. On-site event hosting was not required in 2010–11.
15a (Volunteer programs at RBG Cranbourne)	Successful recruitment of an additional 40 Volunteer Master Gardeners ready to deliver programs in the Australian Garden Stage 2	Thirty-two Garden Ambassadors (previously known as Volunteer Master Gardeners) were recruited and trained between May and June 2011.
15b (Australasian Native Orchid Society [ANOS])	A consistent, high quality display of native orchids in the Australian Garden Orchid Undercroft	ANOS members provided 100 volunteer hours in support of displaying a range of epiphytic and terrestrial orchids in the Orchid Undercroft at RBG Cranbourne.
15c (RBG Melbourne Garden Ambassadors)	Garden Ambassadors operating on-site by 30 September 2010	The Garden Ambassador Program was implemented at RBG Melbourne in September 2010 and currently comprises 25 trained volunteers.
16 (Retail operations review)	Objectives of the Royal Botanic Gardens' retail operations clarified and redefined Retail focus realigned to education and enhancing the visitor experience of the Gardens	The Gardens Shop implemented new visual merchandising initiatives and shifted towards products that reinforce the Royal Botanic Gardens' unique selling point. Shop operations at both sites were realigned with the Royal Botanic Gardens' objectives.

NB: No performance measures listed in Business Plan for: 11e; 12 c, d, e, f, & g; 15d in 2010–11.

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
Specific Outcome 17 <i>(Relating to Corporate Plan Action 15)</i> 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' research programs.	Three main research themes are identified in the Master Plan: 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. Work undertaken for these themes resulted in publication of peer-reviewed research on systematics, biogeography and conservation botany of <i>Acacia</i> , <i>Fabaceae</i> , eucalypts, orchids, daisies, <i>Lobelia</i> , <i>Proteaceae</i> , macrofungi, truffles and mycorrhizal fungi, fossil floras, alien floras of mountain regions, and rare and threatened Victorian plants. In addition, MELISR the Herbarium database was successfully migrated to Specify, a new platform. The Herbarium Discovery Walk, an interpretive pathway alongside the Herbarium, and the Foreign <i>Fabaceae</i> project, focusing on the databasing of foreign-collected <i>Fabaceae</i> specimens, were completed.

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
<p>Specific Outcome 18</p> <p><i>(Relating to Corporate Plan Action 17)</i></p> <p>Continue to implement the ARCUE Strategic Plan 2008–2011 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>ARCUE continued to implement its Strategic Plan and develop its high quality research program. In line with the goals of the ARCUE Strategic Plan, the Centre is nearing half of its income from commercial sources (48 per cent), with the remainder coming from a Baker Foundation grant (41 per cent) and non-commercial work (11 per cent). Income from commercial work increased by 40 per cent from 2009–10 and accounted for over \$897,000 in 2010–11.</p> <p>Research progress has been made on areas such as road ecology of the Hume Highway, surveying of the endangered Leadbeater's Possum and Southern Brown Bandicoot, fox control methods, and research on strategic fuel breaks in managing wildfires.</p> <p>ARCUE continues to produce a high number of publications, with 21 peer-reviewed articles published, mainly in Institute for Scientific Information (ISI) journals.</p>
<p>Specific Outcome 19</p> <p><i>(Relating to Corporate Plan Action 18)</i></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 2010–11.</p> <p>Research was completed 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'). Plant Sciences branch staff continued to collaborate with Swinburne University on the ARC Linkage project 'Biochemical fingerprints' for Australian plants (Acacia and Chenopodiaceae) used for sustainable farm forestry, and a Linkage project with the Queensland Department of Primary Industries and Fisheries, University of Sussex and the Australian National University to research and understand the evolution of salt-tolerance by generating a phylogenetic framework for all known salt-tolerant plants.</p>

OUR ACHIEVEMENTS – STRATEGIC PRIORITY 2A

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
Specific Outcome 19 cont	<p>Partnerships in relation to the ARC Linkage Grant 'Creating fauna-friendly cities and towns – the ecology and conservation of insectivorous bats' were developed with the following agencies and organisations: the Department of Sustainability and Environment (DSE) (Arthur Rylah Institute), Parks Victoria, Melbourne Water, Earthwatch, Australian Geographic, Bayside City Council, Monash City Council, City of Melbourne, Cardinia Shire Council and The University of Melbourne. A second PhD candidate was appointed in 2010–11 to assist with the research for this grant.</p> <p>Linkage partners for the ARC Linkage Grant 'Optimal management of threatened amphibian metapopulations in urbanising landscapes' included DSE, Melbourne Water, Parks Victoria, Growling Grass Frog Trust Fund and the Trust for Nature. In relation to this ARC Linkage Grant, the ARCUE Ecologist supervised research by a PhD student from The University of Melbourne's School of Botany on the 'Conservation genetics of the Growling Grass Frog, <i>Litoria raniformis</i>, in an urban landscape'.</p> <p>An ARC Linkage grant entitled 'A critical examination of urbanisation measures is required to advance the science of urban ecology' was awarded to ARCUE for research in collaboration with researchers from The University of Melbourne's Department of Forest and Ecosystem Science and the Melbourne School of Land and Environment, Burnley Campus, and the US Department of Agriculture Forest Service.</p>
Specific Outcome 20	<p>Generate funding to build the endowment fund for the joint School of Botany/RBG Melbourne Fellowship in Plant Systematics and Evolution.</p> <p>The fundraising total for the Royal Botanic Gardens and The University of Melbourne School of Botany Fellowship in Plant Systematics and Evolution project grew from \$252,000 to \$462,000 during the year. Major contributions were received from the highly committed Director's Circle donors, the Maud Gibson Trust, and two individual donors. The new Fellowship position will provide a greatly-needed contribution to Australia's dwindling reserve of experts in this field, which is a scientific cornerstone to the advancement of biodiversity conservation.</p>

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
Specific Outcome 21 <i>(Relating to Corporate Plan Action 18)</i>	
<p>Expand horticultural research programs which demonstrate sustainable practices which can be applied as adaptations to climate change by:</p> <p>a. continuing to undertake scientific research in landscape water use in partnership with The University of Melbourne and Sentek Pty Ltd. This will be achieved through the use of soil moisture sensing technology and comparison with existing irrigation scheduling techniques</p> <p>b. continuing to undertake scientific research to monitor RBG Melbourne rainfall and vegetation throughfall (rain amount reaching ground surface) in partnership with the School of Geographic and Environmental Sciences (SGES), Monash University</p> <p>c. completing and implementing the Royal Botanic Gardens Biosecurity Plan, a framework for the strategic management of biosecurity, in order to reduce the risk of exotic pest¹ incursions and to adopt a common approach to border quarantine for the Royal Botanic Gardens</p>	<p>Research programs and collaborations continued into sustainable horticultural practices to support the Royal Botanic Gardens' endeavours to meet the challenge of climate change. These included:</p> <p>a. Gathering soil moisture data from over 80 locations across RBG Melbourne for the purpose of fine tuning irrigation scheduling. Due to improved rainfall in 2010–11, measurements showed a marked recharge of deep subsoil moisture and re-use by trees for probably the first time after a decade of drought conditions. The project team developed an innovative concept of 'banking' water – Subsoil Water Storage and Recovery (SWSR) – in the subsoil to improve the health of trees in drought and maximise water efficiency. This concept is expected to be more broadly implemented to maximise non-potable water use as part of Working Wetlands Part B. (See also Goal 3, Specific Outcome 42a.)</p> <p>b. Research was initiated into relative humidity and temperatures across four sites at RBG Melbourne using data-logging. The study helped identify more suitable microclimates for specific plants in the Living Collections and improved the efficiency of irrigation cooling systems; this work will continue into 2011–12.</p> <p>A paper entitled 'Interception rates and processes on vegetation in a major urban area: metropolitan Melbourne, Australia' was presented by SGES at the European Geosciences Union General Assembly, Vienna, in May 2011. The study focussed on RBG Melbourne as an urban site for the research. To date, the findings of rainfall losses from canopy interception have implications for water management planning across the Royal Botanic Gardens and for urban environments more generally.</p> <p>c. The Royal Botanic Gardens' Biosecurity Policy was developed and approved and a Biosecurity Procedure drafted. (See also Goal 3, Specific Outcome 42c.)</p>

¹Pest is a generic term used internationally to denote plant-deleterious organisms such as insects, fungi, nematodes, viruses, etc.

OUR ACHIEVEMENTS – STRATEGIC PRIORITY 2A

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
Specific Outcome 21 cont	
<p>d. initiating field trials to identify sustainable management of water-repellent landscape soils at RBG Melbourne</p> <p>e. continuing to progress the native grass turf research project for the establishment of an indigenous lawn in selected areas of The Ian Potter Lakeside Precinct in Stage 2 of the Australian Garden, and</p> <p>f. establishing horticultural research plots in Stage 2 of the Australian Garden.</p>	<p>d. Field trials on the sustainable management of water-repellent soils continued, but with limited success from the treatments applied. RBG Melbourne is committed to continuing this research because water repellency is a significant management problem, and may be exacerbated further by climate change. (See also Goal 3, Specific Outcome 42d.)</p> <p>e. and f. The 300 square metre native grass trial being undertaken at a commercial turf farm continued with the over-sowing of the <i>Hemarthria uncinata</i> Mat Grass sward with <i>Austrodanthonia</i> sp. and <i>Microlaena stipoides</i> in autumn. Monitoring of the trial continued. The trial of <i>Zoysia macrantha</i> in the Home Garden of the Australian Garden (Stage 1) continued. The research plots in the Australian Garden Stage 2, as part of the larger construction project, were not completed for planting.</p> <p>Preliminary themes for research plots in the Australian Garden Stage 2 were developed and the RBG Cranbourne Nursery commenced propagation and sourcing of material.</p>
Specific Outcome 22	
<p>(Relating to Corporate Plan Action 19)</p> <p>Implement year four of the five-year research plan for RBG Cranbourne.</p>	<p>Staff at RBG Cranbourne continued to implement and develop ecological research projects as part of a five-year research plan, including assessing the impact of management of Sweet Vernal Grass in the grassy woodland block, monitoring bird-borne seed movement from the Australian Garden into surrounding habitats, surveying and analysing Southern Brown Bandicoot distribution, surveying the distribution and abundance of the orchid <i>Thelymitra circumsepta</i>, <i>ex situ</i> conservation of the orchid <i>Caladenia robinsoni</i>, monitoring population growth and impacts of Black Wallabies <i>Wallabia bicolor</i>, management of exotic bird and mammal populations, and analysing long-term trends in avifauna.</p>

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
Specific Outcome 23 <i>(Relating to Corporate Plan Action 20)</i>	
<p>Undertake scientific research projects in partnership with tertiary institutions and other research organisations (e.g. DSE, Birds Australia, Mornington Peninsula Biosphere, Chisholm Institute).</p>	<p>Land Management and Infrastructure branch staff continued monthly monitoring of bird communities at defined survey sites with the Birds Australia Team, and Bandicoot habitat and movement studies in the Koo Wee Rup region with a PhD student and staff from Deakin University. Bandicoot distribution surveys were conducted using remote cameras in collaboration with the Mornington Peninsula Biosphere Reserve Research Committee and DSE's Southern Brown Bandicoot Technical Reference Group. Recording the dispersal of frog species was conducted in collaboration with Melbourne Museum and The University of Melbourne.</p>
Action 16	
<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 research in line with the <i>ARCUE Strategic Plan 2008–2011</i>. Research collaborations with government organisations and academic institutions, both in Australia and overseas, have continued to fulfil the research and business goals of the Strategic Plan.</p>
Action 17	
<p>Maximise the research capacity of the Royal Botanic Gardens by attracting high-quality research staff and students, and by strengthening collaboration with other key scientific and academic institutions.</p>	<p>A Post-doctoral Fellow and a PhD student were appointed from competitive fields of candidates. ARCUE continued to work with a number of key scientific and academic institutions. This work included organising a workshop for grasslands research for DSE, which brought together experts from Parks Victoria, Charles Sturt University, La Trobe University, National Trust, Native Seeds, and Bioscience Research (Department of Primary Industries [DPI]).</p> <p>Melbourne Gardens Division co-supervised an Honours student in collaboration with the School of Biological Sciences, Monash University on a project entitled: <i>Can Artificial Macrophytes Provide Refugia for Zooplankton in a Shallow, Eutrophic; Freshwater Lake</i>. Research findings in 2010–11 revealed an unprecedented absence of cyanobacterial (blue-green algae) blooms in the Ornamental Lake. A vigorous growth of macrophytes (water plants) may have had some suppressive influence and offers promise that even in this nutrient-rich lake system macrophytes can be significant in mitigating cyanobacterial blooms.</p>

OUR ACHIEVEMENTS – STRATEGIC PRIORITY 2A

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
Action 17 cont	<p>In November 2010, another Honours student undertook a study of turtle populations in the Ornamental Lake at RBG Melbourne as a baseline site for comparing with turtle numbers and health in constructed wetlands in Melbourne. The interesting discovery was that the Lake is home to two species: the Common Long-necked Turtle <i>Chelodina longicollis</i> and the Murray River Turtle <i>Emydura macquarii</i>. In total, 32 turtles (16 Common Long-necked and 16 Murray River) were captured, measured and fitted with microchips to assist with future studies.</p> <p>Liaison continued with the Water Studies Centre, Monash University, including co-supervision of student projects. RBG Melbourne staff co-authored a paper with the Water Studies Centre titled <i>Biogeochemistry and cyanobacterial blooms: investigating the relationship in a shallow, polymictic, temperate lake</i>, which was published in <i>Environmental Chemistry</i>.</p> <p>A visiting PhD student from Notre Dame University, Indiana, USA studied the ability of two indigenous plants <i>Typha domingensis</i> and <i>Phragmites australis</i> growing at Long Island to remove nitrogen in their root zones. This work is expected to inform the future design of treatment wetlands.</p>
Action 19	<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>A total of 24 income-producing projects on the ecology and conservation of plant and animal biodiversity in urban areas was carried out by ARCUE, including research on frog metrics, landscape fragmentation in Singapore, and Squirrel Glider and Grey-Headed Flying-Fox surveying.</p> <p>Twenty-one publications resulted from ARCUE's research projects (including non-income-producing projects).</p>

Key Performance Measures: Strategic Priority 2a

Specific Outcome	Measure	Result
17 (Plant Sciences and Biodiversity Division Masterplan implementation)	Delivery of specified goals and outcomes in the Plant Sciences and Biodiversity Division Master Plan 2008–12	<p>Goals achieved included:</p> <ul style="list-style-type: none"> – Provision of an identification and information service – Peer-reviewed systematics research published on systematics, biogeography and conservation of Acacia, Fabaceae, eucalypts, orchids, daisies, Lobelia, Proteaceae, macrofungi, truffles and mycorrhizal fungi, fossil floras, alien floras of mountain regions, and rare and threatened Victorian plants – Herbarium database successfully migrated to new Specify platform – Herbarium Discovery Walk completed – Foreign Fabaceae project completed.
18 (ARCUE Strategic Plan implementation)	Delivery of specified goals and outcomes in the ARCUE Strategic Plan 2008–2011	<p>The ARCUE Strategic Plan continued to be implemented with a variety of high quality research carried out in all three areas as identified within the plan: academic, commercial and non-commercial. (See Specific Outcome 18 for further details.)</p>

OUR ACHIEVEMENTS – STRATEGIC PRIORITY 2A

Specific Outcome	Measure	Result
19 (Foster scientific research partnerships)	Research partnerships formed through Australian Research Council (ARC) Linkage Grants	<p>The Plant Sciences and Biodiversity Division completed ARC Linkage projects with Monash University and The University of Melbourne.</p> <p>Plant Sciences branch staff also continued ARC Linkage projects with Swinburne University, the Queensland Department of Primary Industries and Fisheries, the University of Sussex and the Australian National University.</p> <p>ARCUE maintained and developed ARC Linkage grant partnerships with a number of organisations including DSE, Parks Victoria, Melbourne Water, and a number of non-government organisations and local councils.</p> <p>Two new ARC Linkage or Discovery grants were awarded to ARCUE, with co-investigators in the Melbourne School of Land and Environment (Burnley campus, The University of Melbourne), the USGS Forest Service, USA and AEDA (Applied Environmental Decision Analysis), School of Botany, The University of Melbourne.</p> <p>(See Specific Outcome 19 for further details.)</p>
20 (Plant systematics and evolution endowment)	Raised \$150,000 in new funding for the endowment fund	Confirmed commitments and donations totalling \$190,000 were generated for the fund during the period.

Specific Outcome	Measure	Result
21a (Landscape water use research)	<p>Progress report(s) published and papers/presentations given at relevant forums</p> <p>Maintained industry awareness of Royal Botanic Gardens as a water management leader through annual Irrigation Efficiency Courses</p> <p>Critical soil moisture limits to maintain plant health identified</p> <p>Progressive improvement in matching seasonal irrigation scheduling to plant water requirements</p>	<p>Research continued and data was used by project partners in presenting at various conferences:</p> <ul style="list-style-type: none"> – BGANZ Victoria Plants Forum in December 2010 – Urban Irrigation Masterclass, Co-operative Research Centre for Irrigation Futures, Sydney – Stormwater Victoria Annual Seminar Program on 25 May 2011 – Clearwater – Creating spaces as part of a Water Sensitive Landscape Seminar on 28 May 2011. <p>One Irrigation Efficiency Course was successfully run in November 2010.</p> <p>Seasonal irrigation scheduling was refined and improved.</p>
21b (Monitor RBG Melbourne rainfall and throughfall)	<p>Progress report(s) published on the Royal Botanic Gardens' website</p> <p>Regular data downloads and analysis maintained</p> <p>Successful organisation of an industry workshop within the period 2010–2012</p>	<p>The progress report on the Royal Botanic Gardens' website was reviewed in January 2011.</p> <p>Data integrity was maintained.</p> <p>An industry workshop is planned for the coming twelve months as more data is collected.</p> <p>(See Specific Outcome 21b for further details.)</p>
21c (Biosecurity Plan)	<p>Reduced risk of pest incursions</p> <p>Early detection of new pests</p> <p>Maximised containment and minimised spread of infestations</p> <p>Biosecurity Plan completed and implemented</p>	<p>Living Collections Biosecurity Policy completed; procedures for the framework were drafted but not completed due to insufficient staff resources.</p> <p>Continued active management of biosecurity risks included management of existing routine pests and development of a response to the emerging risk of Myrtle Rust.</p> <p>(See also Specific Outcome 66.)</p>

OUR ACHIEVEMENTS – STRATEGIC PRIORITY 2A

Specific Outcome	Measure	Result
21d (RBG Melbourne field trials of water-repellent landscape soils)	Field treatments applied according to research design Assessment of treatment performance in improving soil wettability Regular data collection, downloads and analysis maintained	All field treatments were applied according to research design. Treatment success has been very limited to date, so assessment of performance was not completed. However, this is recognised as a long-term project. Over 50 plots within six blocks have been monitored and recorded weekly and/or after each significant rainfall event.
21e (RBG Cranbourne native grass turf research)	A rigorous examination of the viability of a native lawn mix is undertaken and documented	Research continued in collaboration with a commercial turf farm. Native turf was trialled in the Australian Garden (Stage 1) Home Garden. (See Specific Outcome 21e for further details.)
21f (Horticultural research plots in Australian Garden Stage 2)	Research plots are established with active projects/programs	Preliminary research was undertaken and plant propagation commenced. Establishment of research plots will occur as construction of the Australian Garden Stage 2 proceeds.
22 and 23 (RBG Cranbourne research plan)	Outcomes completed as identified in the five-year Research Plan Research projects completed on time	Progress was made on a number of research outcomes, as outlined below. Assessing the impact of management of Sweet Vernal Grass in the grassy woodland block: quadrat data collection began and was entered into a database, but the analysis report has not yet been produced. Monitoring of bird-borne seed movement from the Australian Garden was carried out; an internal report is pending. Survey and analysis of Southern Brown Bandicoot distribution was presented to various groups: – Habitat Modelling was conducted and presented at the Australian Mammal Society conference – A paper was submitted to Pacific Conservation Biology – A presentation was delivered at the Australian Wildlife Management Society conference

OUR ACHIEVEMENTS – STRATEGIC PRIORITY 2A

Specific Outcome	Measure	Result
(cont)		<ul style="list-style-type: none"> – A report on Southern Brown Bandicoot dispersal and habitat around RBG Cranbourne was delivered to the Department of Sustainability and Environment (DSE). <p>Population growth and impacts of <i>Wallabia bicolor</i>: mapping of population growth was completed; a report is pending.</p> <p>Management of exotic bird and long-term trends in avifauna:</p> <ul style="list-style-type: none"> – a report on exotic birds and avifauna was completed and delivered to DSE, in addition to a workshop presentation; a paper will soon be prepared for publication in <i>Environmental Management and Restoration/Australian Mammal</i> – An Indian Myna trapping trial program concluded; a report and recommendations will be delivered to the Royal Botanic Gardens' Corporate Management Group in the coming months. Bird surveys are ongoing.

OUR ACHIEVEMENTS – STRATEGIC PRIORITY 2B

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
Specific Outcome 24	
<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"> a. implementing the Collection Development Policy for herbarium specimens held within the National Herbarium of Victoria b. ensuring that a large file download capability from our webserver is available for our clients c. completing the implementation of Specify as the replacement for the MELISR legacy database system, and d. the scanning, storing and retrieval of digital images, in particular the Royal Botanic Gardens' dried plant specimens. 	<p>The Royal Botanic Gardens continued its important stewardship role of the State Botanical Collection while ensuring access to the collections for research. Work included:</p> <ul style="list-style-type: none"> a. Achievement of acquisition priorities in the Collection Development Policy through the National Herbarium of Victoria's targeted exchange and donation program of herbarium specimens with national and international scientific institutions. Additional specimens came from vouchers acquired through projects conducted by Herbarium staff, Royal Botanic Gardens' associates and students, and through targeted field trips including the Victorian Conservation Seedbank and the Australian Biological Resources Survey-led Bush Blitz Species Discovery Program. b. The Information Services branch provided a facility for Royal Botanic Gardens' staff to store large files on the Royal Botanic Gardens' webserver and provided clients with download links, subject to the constraints of the Royal Botanic Gardens' firewall system. c. The platform of the MELISR legacy database was replaced with Specify. Data was migrated successfully and Herbarium staff have now been trained in using the new software. The Herbarium is the first in Australia to implement Specify and Royal Botanic Gardens' staff have shared their knowledge with kindred organisations since successfully completing its implementation. d. The Information Services branch and the Plant Sciences branch procured the equipment necessary to scan the Royal Botanic Gardens' dried plant specimens. The aim is to scan 30,000 'Type' specimens. (A Type specimen is one selected as the permanent reference for a given scientific plant name.)

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
Specific Outcome 25	
<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 better utilisation of the Royal Botanic Gardens' expertise.</p>	<p>Herbarium staff undertook collaborative projects with, and co-supervised 18 postgraduate students from, Deakin University, La Trobe University, Monash University, Swinburne University, The University of Melbourne and the University of Adelaide. The Victorian Conservation Seedbank continued the successful collaboration with the Royal Botanic Gardens, Kew, as part of its Millennium Seed Bank project, with support from DSE. Collaborative projects also involved Weed Sciences at the Department of Primary Industries Victoria, DSE, Museum Victoria, and all Australian State Herbaria.</p> <p>Continued extensive research work was undertaken by ARCUE for the Roads and Traffic Authority (NSW), Linking Melbourne Authority, and DSE, as well as work with bodies and institutions such as the Botanic Gardens and Domain Trust Sydney, Melbourne Water, Mornington Peninsula Shire, Frankston City Council, Eastern Alliance for Greenhouse Action, Melbourne Water, the Centre for Urban Greenery and Ecology in Singapore, VicRoads, Parks Victoria, Sinclair Knight Merz, the Department of Environment, Climate Change and Water and the Melbourne School of Land and Environment (Burnley campus, The University of Melbourne).</p>
Specific Outcome 26	
<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>Electronic scanning of the existing <i>Flora of Victoria</i> series was completed, so that all volumes are now in digital format. Further funding is required to make the complex information and images available online. Preliminary tagging has been conducted, which involved insertion of formatting to allow future use of the data on the world-wide web. Work has also progressed on standardisation of family names for the electronic flora and the classification has been agreed. Testing has also been conducted for the conversion of dichotomous keys into an electronic form.</p>

OUR ACHIEVEMENTS – STRATEGIC PRIORITY 2B

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
Specific Outcome 27	
Implement the Royal Botanic Gardens' Public Relations Plan.	Public relations activities focussed on: the Royal Horticultural Society (RHS) Chelsea Flower Show project (which showcased the diversity of Australian plants to an international audience); the visitor programs on offer, in particular at RBG Melbourne's Spring Open Day, and the Wildflower Festival and the Eucalypt Festival at RBG Cranbourne; the Working Wetlands project; iphone developments; and ARCUE's microbat research project. These activities secured mostly positive or neutral coverage. The Chelsea Flower Show project secured a significant amount of national and international exposure for the Royal Botanic Gardens. Many of the visitor programs communicated the importance of plant biodiversity.
Action 20	
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>Plant Sciences branch staff collaborated with staff from DSE in undertaking post-fire surveys of vegetation on Mt Buffalo. Along with assistance from RBG Melbourne Nursery, plants of several threatened species have been provided to regional DSE and Parks Victoria offices for translocation to the wild to improve the conservation status of these species, particularly those affected by the Black Saturday bushfires and vegetation clearing associated with the North-South Pipeline works. Species provided include <i>Nematolepis wilsonii</i>, <i>Pomaderris vacciniifolia</i> and <i>Swainsona recta</i>.</p> <p>Through the Victorian Conservation Seedbank and RBG Melbourne Nursery, a project has been agreed to supply plants and seed of Volcanic Plains Grassland flora for translocation into the proposed Western Grassland Reserve between Werribee and Little River.</p>

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
<p>Action 21</p> <p>Enhance and expand ARCUE's environmental business activities by implementing the ARCUE Commercialisation Plan 2006.</p>	<p>In 2010–11, ARCUE increased its revenue received from commercial activities to a total of over \$897,000, with 24 commercial projects being conducted. This is in line with ARCUE's goal of gaining at least 50 per cent of its funding from commercial activities. There were 17 new projects (commercial or non-commercial) started in 2010–11, and projects were carried out for 18 different clients.</p>
<p>Action 22</p> <p>Seek funding for an electronic flora product, featuring an online Census of Vascular Plants of Victoria that provides plant descriptions, distributions, images and the conservation status of Victorian plants, and commence work on building this product.</p>	<p>A funding bid to Multimedia Victoria was unsuccessful.</p>

OUR ACHIEVEMENTS – STRATEGIC PRIORITY 2B

Key Performance Measures: Specific Outcome 2b

Specific Outcome	Measure	Result
24c (Specify database)	Specify successfully implemented Staff training completed	The Specify database system was successfully implemented and training for Herbarium staff was completed.
25 (Undertake scientific research projects with external bodies)	Scientific partnerships maintained and established with a variety of external organisations Results of research published in peer-reviewed journals, and disseminated via the Royal Botanic Gardens' web pages and media	<p>Plant Sciences branch staff undertook collaborative projects with and co-supervised 18 postgraduate students from Deakin University, La Trobe University, Monash University, Swinburne University, The University of Melbourne and the University of Adelaide.</p> <p>Royal Botanic Gardens' staff continued to participate in the successful Victorian Conservation Seedbank collaboration with the Royal Botanic Gardens, Kew, as part of its Millennium Seed Bank project. This collaboration was supported by DSE.</p> <p>Plant Sciences branch staff also collaborated on Weed Sciences projects with the Department of Primary Industries Victoria, DSE, Museum Victoria, and all Australian State Herbaria.</p> <p>Plant Sciences branch staff published 38 scientific papers in peer-reviewed journals in 2010–11, with key findings included on the Royal Botanic Gardens' website at www.rbg.vic.gov.au.</p> <ul style="list-style-type: none"> – 21 peer-reviewed papers were published. – ARCUE research also generated media interest in road ecology research relating to sugar gliders and urban sprawl and ecology; four radio interviews (ABC national and local), and newspaper articles were conducted (<i>The Age</i> and online ABC news) on the research findings on birds and urban noise, and television coverage of microbat and Grey-Headed Flying-Fox research. <p>See Corporate Plan Action 17 and Specific Outcome 25.</p>

OUR ACHIEVEMENTS – STRATEGIC PRIORITY 2B

Specific Outcome	Measure	Result
26 (Develop and fund electronic flora product)	Project adequately supported once scope and Information Services' input has been clarified and agreed upon	Project scoping commenced; support required will be determined once scoping completed.
	Concept for electronic flora completed	Concept development is in progress and due for completion in December 2011.
	Funding obtained and digitisation of existing Flora of Victoria commenced	Funding was successfully obtained for the scanning and initial mark-up of existing <i>Flora of Victoria</i> , which was completed in July 2010.
27 (Public Relations plan)	Favourable media coverage of planned Public Relations projects	<p>Considerable positive media coverage was gained for the RHS Chelsea Flower Show project, which featured the use of indigenous plants including rare and threatened plant species. This project was a priority for the Marketing and Communications branch during 2010–11.</p> <p>ARCUE microbat fieldwork held at RBG Melbourne over summer generated considerable media interest. Further to this, ARCUE research generated six newspaper articles, one magazine article, one newsletter article, and four radio interviews, and television coverage. See Measure 25 above.</p>

OUR ACHIEVEMENTS – STRATEGIC PRIORITY 2C

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 28</p> <p><i>(Relating to Corporate Plan Action 23)</i></p> <p>Conduct a review and update of the Royal Botanic Gardens' Policy for Conservation of Plant Biodiversity.</p>	<p>An interdivisional working group reviewed the 2002 <i>Policy for Conservation of Plant Biodiversity</i>. The Royal Botanic Gardens' capacity to contribute to a sustainable future has expanded over the past decade, and the replacement policy, <i>Environmental Stewardship Policy</i>, reflects this along with the increase in environmental auditing and government compliance. The Policy identifies the key areas of activity where the Royal Botanic Gardens will strive to influence society toward a more sustainable future and highlights the key operational considerations and commitments that will minimise the Royal Botanic Gardens' impact on the environment. Associated procedural documents will be developed in early 2011–12.</p>
<p>Specific Outcome 29</p> <p>Continue to implement the ARCUE Strategic Plan 2008–2011 focusing on the nature and extent of consultancy services to be offered in expert conservation, scientific advice and other services.</p>	<p>Commercial work has increased for ARCUE over the financial year 2010–11, with an increase in both amount and revenue. This has included expert advice for the Roads and Traffic Authority (NSW) on guidelines for maintaining connectivity for wildlife during road projects, the Department of Sustainability and Environment (DSE) on the Grey-Headed Flying-Fox at Yarra Bend, the Botanic Gardens and Domain Trust Sydney on best management of their Grey-Headed Flying-Fox population, and the National Parks Board of Singapore on land fragmentation.</p>
<p>Specific Outcome 30</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 branch staff participated in the <i>Borya mirabilis</i>, <i>Pimelea spinescens</i>, <i>Asterolasia asteriscophora</i> subsp. <i>albiflora</i>, Southern Wimmera Threatened Species, Grampians Region Threatened Species and Helmeted Honeyeater recovery teams. Material produced by Horticulture branch staff is being used in translocation and population reinforcement projects for some of these and other threatened Victorian species.</p> <p>Plant Sciences branch staff made a presentation to the Australian Network for Plant Conservation's translocation workshop held in May 2011 in Melbourne.</p>

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
<p>Specific Outcome 31</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>Approximately 210 species, mostly rare or threatened in Victoria, were newly added to the Victorian Conservation Seedbank (VSC) in 2010–2011. About 50 per cent of these were tested for viability and germination requirements. This is the largest number of species added to the VCS since the project commenced in 2005, due in part to the excellent growing conditions throughout 2010–11.</p> <p>A project funded by DSE, investigating germination requirements of members of the threatened Alpine Bogs Community, was completed. (See also Specific Outcome 18.)</p>
<p>Specific Outcome 32</p> <p>Continue the management and monitoring of <i>in situ</i> threatened plant species at RBG Cranbourne.</p>	<p>Staff continued vegetation monitoring surveys to locate and document plant taxa across the RBG Cranbourne site, including monitoring of biodiversity-based management actions such as ecologically sustainable fire and weed management. Surveys in the grassy woodland block mapped distribution of threatened taxa such as <i>Thelionemia umbellatum</i> and <i>Austrostipa rudis</i> ssp. <i>australis</i>. The annual survey of wetland areas for <i>Thelymitra circumsepta</i> continued, as did the development of plant databases to inform management of native vegetation.</p>
<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 RBG Cranbourne and RBG Melbourne 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 the ongoing re-introduction into selected sites at RBG Cranbourne.</p> <p>A further 100 orchids were planted across two sites within RBG Cranbourne, bringing the total number of orchids planted to 167. Orchids planted during 2008 and 2009 had successful pollination, with 57 per cent producing seed capsules.</p>

OUR ACHIEVEMENTS – STRATEGIC PRIORITY 2C

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
Specific Outcome 34	
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.	Additional wild-collected Victorian plant species have been introduced into the landscape including additional planting into the Rare and Threatened Species Beds, Australian Forest Walk, Herbarium Bed and Conifer Border.
Specific Outcome 35	
Advance the integrated conservation of plant biodiversity, with an emphasis on management and eradication of, and education about, environmental weeds.	Through collaboration with colleagues in the USA, Switzerland, Chile, and the Canary Islands, a global analysis of invasive species of mountains has been identified and several papers published by the group MIREN (Mountain Invasions Research Network). This work has the potential to identify species likely to become problematic should they establish in Australian montane and alpine vegetation, allowing for sensible targeting of eradication effort.
Specific Outcome 36	
Continue implementation of the RBG Cranbourne remnant vegetation management program, including woody and herbaceous weed management, and prescribed burns covering six hectares annually.	The grassy weed control program continued to be a focus (see Specific Outcome 37 below), as did the control of disturbance-loving taxa such as Inkweed, thistles and Nightshade within sites of recent prescribed burns. Control of highly invasive species site-wide included Blackberry, Sallow Wattle, Sweet Pittosporum, Sweet Vernal Grass and Kikuyu. Three prescribed burn sites were prepared and burn plans completed and approved. Two prescribed burns were conducted, totalling 17 hectares. These burns were located to the south-west of RBG Cranbourne's entrance and north-east of the Australian Garden Stage 2.
Specific Outcome 37	
Implement year four of the Grassy Woodland grassy weed control program.	An integrated control program of grassy weeds, in particular Sweet Vernal Grass, within the highly significant and diverse Grassy Woodland Ecological Vegetation Class continued to be a management focus.

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
Specific Outcome 38	
<p>Work closely with botanic gardens and State, Territory and Federal Governments to make a significant contribution to Australia's achievement of targets set out in the Global Strategy for Plant Conservation, a strategy arising from the International Convention on Biological Diversity.</p>	<p>The Victorian Conservation Seedbank is Victoria's greatest contributor to making threatened species accessible in <i>ex situ</i> collections. The Seedbank holds seedlots of approximately 50 per cent of Victoria's c.700 threatened species in long-term storage. These are available for research and reintroduction projects. To date, over 40 species have been delivered for restoration programs by supplying seeds and plants. Many of these have been through the Threatened Orchid Recovery Team, of which the Plant Sciences branch and RBG Melbourne Nursery are critical partners. Plant Sciences branch has recently agreed to contribute plants and seed to the Western Grasslands Reserve restoration project.</p>
Specific Outcome 39	
<p>Continue our partnership with the Royal Botanic Gardens, Kew in working on the Millennium Seed Bank Project 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 Project for visitors to RBG Melbourne and RBG Cranbourne.</p>	<p>In 2010–11 the Victorian Conservation Seedbank sent 239 seed lots, 74 of them new to the Millennium Seed Bank at the Royal Botanic Gardens, Kew, with duplicate collections held in long-term storage at RBG Melbourne. The Australian Seed Bank Partnership (ASBP) was formally established during the year and partnership-wide projects developed with the intention of gaining funding to keep unfunded chapters of the partnership (as is the case at RBG Melbourne) continuing. Funding from Kew formally ceased on 31 March 2011 and the project is unfunded beyond 30 September 2011. Avenues for further funding are being explored. The Royal Botanic Gardens, Kew is providing the assistance of its Foundation to fundraise on behalf of the ASBP.</p>
Action 24	
<p>Assist State, Territory and Federal Governments to develop and implement management plans for rare and threatened plants and ecosystems, both on the Royal Botanic Gardens' sites and elsewhere.</p>	<p>The RBG Melbourne Nursery produced plant material for reintroduction into natural environments. These plants were produced for a range of Government and private agencies and include <i>Nematolepis wilsonii</i>, <i>Leucopogon virgatus</i> var. <i>brevifolius</i> and <i>Taraxacum cygnorum</i>.</p>

OUR ACHIEVEMENTS – STRATEGIC PRIORITY 2C

Key Performance Measures: Specific Outcome 2c

Specific Outcome	Measure	Result
28 (Plant Conservation policy)	Review and launch of updated <i>Policy for Conservation of Plant Biodiversity</i> completed	An interdivisional working group reviewed the 2002 <i>Policy for Conservation of Plant Biodiversity</i> . The replacement policy, <i>Environmental Stewardship Policy</i> , was approved in April 2011 and will be launched in late 2011.
29 (ARCUE Strategic Plan)	Delivery of specified goals and outcomes in the ARCUE Strategic Plan 2008-2011	Consultancy services carried out by ARCUE increased compared to 2009–10. There were 24 projects producing an income of over \$897,000. (See Specific Outcome 29 for further details.)
30 (Threatened species recovery plans)	Staff participated in relevant working groups and recovery teams	Plant Sciences branch staff participated in the <i>Borya mirabilis</i> , <i>Pimelea spinescens</i> , <i>Asterolasia asteriscophora</i> subsp. <i>albiflora</i> , Southern Wimmera Threatened Species, Grampians Region Threatened Species and Helmeted Honeyeater recovery teams. Translocation and population reinforcement projects for some of these and other threatened Victorian species used plant material produced by Horticulture branch staff. Plant Sciences branch staff made a presentation to the Australian Network for Plant Conservation's translocation workshop held in Melbourne in May 2011.
31 (Germination trials)	Number of species for which germination trials were conducted	Approximately 122 species have been tested for viability and germination requirements.
32 (Monitoring of threatened species)	Species continue to survive and flourish	Conservation management programs and monitoring continued, including monitoring of Naked Sun Orchid <i>Thelymitra circumsepta</i> .
33 (<i>Caledonia robinsonii</i> translocation project)	Project outcomes delivered	Weed management was carried out, as was data collection on leaf emergence, flowering, pollination and capsule production.

Specific Outcome	Measure	Result
34 (Display wild-collected plant species)	<p>Areas planted with indigenous plant species are maintained to high curatorial standards</p> <p>Indigenous plant species are considered and used where appropriate when developing areas of RBG Melbourne</p>	Victorian indigenous plant species were planted into the Rare and Threatened Species Beds, Australian Forest Walk, Herbarium Bed, and Conifer Border.
35 (Environmental weed education, eradication and management)	A collaborative project with the Department of Primary Industries (DPI) for a molecular identification tool for stipoid grasses, which pose a biosecurity threat for Victoria, developed	A molecular identification tool for stipoid grasses was developed and used to identify batches of Mexican Feather grass, thereby thwarting a potential threat to Victoria's biosecurity.
36 (RBG Cranbourne remnant vegetation management program)	Conservation Zone vegetation maintained at 'high quality' status	<p>Management strategies were implemented including a grassy weed control program and prescribed burns conducted.</p> <p>(See Specific Outcome 36 for further details.)</p>
37 (Grassy woodland weed control)	Vegetation survey data shows a reduction in the cover abundance of grassy weed species	Environmental weed control continued; however, due to competing priorities, vegetation survey data collection was insufficient to determine abundance trends.
38 (Global Strategy for Plant Conservation)	Priority plant identifications provided in a collaborative effort with DPI to assess and monitor the spread of new and emerging weed species	The Plant Identification and Information Service provided the DPI with priority identifications of suspected new and emerging weeds.
39 (Millennium Seed Bank and Victorian Conservation Seedbank partnership)	Number of species for which seed has been collected as part of the Victoria Conservation Seedbank initiative (measured against previous years)	In 2010–11, the Victorian Conservation Seedbank sent 239 seed lots (74 of them new) to the Royal Botanic Gardens, Kew. Duplicate collections are held in long-term storage at the Royal Botanic Gardens Melbourne. In 2009–10, 164 seed collections were made, and in 2008–09 165 collections were made.

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
Specific Outcome 40	
Implement the priority actions specified in the RBG Melbourne Strategic Tree Plan.	Limited progress was made on implementation of the Strategic Tree Plan due to staff shortages. Progress was restricted to conducting area assessments; tree removals and maintenance were conducted by external arboricultural contractors.
Specific Outcome 41	
Implement the RBG Melbourne Turf Strategy Plan to improve turf management for visitors.	Efforts to improve turf management included the addition of trace elements and other nutrients to Southern and Princes Lawns; sowing of <i>Microlaena stipoides</i> , an indigenous turf type, in degraded and high-traffic areas on Oak Lawn; and over-sowing of cool-season winter grasses in key focal areas in preparation for the XVIII International Botanical Congress. Remedial turf works were undertaken in areas affected by the Working Wetlands project.
Specific Outcome 42	
Conserve biodiversity, horticultural and heritage values in the face of climate change by:	The Royal Botanic Gardens continued to utilise the most up-to-date research and horticultural practices in managing the biodiversity, horticultural and heritage values of both sites. Initiatives included:
a. continuing to undertake scientific research in landscape water use in partnership with The University of Melbourne and Sentek Pty Ltd. This will be achieved through the use of soil moisture sensing technology and comparison with existing irrigation scheduling techniques	a. The installation of five deep-soil moisture sensors at the site of the heritage-listed Separation Tree (<i>Eucalyptus camaldulensis</i>), to quantify its water use and to monitor its health as part of the management plan put in place after it was vandalised by ring-barking in August 2010.

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
Specific Outcome 42 cont	
<p>b. continuing to undertake scientific research to monitor RBG Melbourne rainfall and vegetation throughfall (rain amount reaching ground surface) in partnership with the School of Geographic and Environmental Sciences, Monash University</p> <p>c. completing and implementing the Royal Botanic Gardens Biosecurity Plan, a framework for the strategic management of biosecurity, in order to reduce the risk of exotic pest incursions and to adopt a common approach to border quarantine for the Royal Botanic Gardens</p> <p>d. initiating field trials to identify sustainable management of water-repellent landscape soils at RBG Melbourne</p> <p>e. developing and implementing a landscape plant selection protocol for landscape transition in an environment of increased temperatures. This will provide a consistent approach in plant selection and maintain the heritage landscape style during rising temperature regimes.</p>	<p>b. More suitable microclimates for specific plants in the Living Collections and improved efficiency of irrigation misting systems were identified as a result of research into relative humidity and temperatures on-site at RBG Melbourne, allowing horticulturists to apply more targeted management of specific collections and plants. (See also Goal 2, Specific Outcome 21b.)</p> <p>c. In line with established biosecurity practices, the advent of a Myrtle Rust (see Specific Outcome 66) outbreak along the east coast of Australia saw the formation of a Royal Botanic Gardens Working Group and the development and implementation of protocols to manage the risk of an outbreak in Victoria. Other pathogen risks managed included <i>Phytophthora</i> spp.</p> <p>d. Soil moisture measurements recorded as a result of field trials helped inform irrigation scheduling improvements and the concept of banking subsoil moisture.</p> <p>e. At RBG Cranbourne, plant selection for the Australian Garden Stage 2 project continued to focus on plant water requirements and matching plant types to local growing conditions. Among the plants selected were 4,000 <i>Banksia blechnifolia</i>, which were planted out in the Front Entry Precinct. When established, these plants will provide a visual impact at the main entry precinct to the Australian Garden and require minimal irrigation to sustain them.</p> <p>At RBG Melbourne, Horticulture branch staff identified 75 important plant species considered to be threatened by climate change. Investigations began into their climatic preferences with the aim of improving their growing conditions through either relocation on-site or, alternatively propagating and transferring them to another botanic garden with more suitable growing conditions.</p> <p>A discussion paper and resource pack were completed to assist with decision-making for landscape planning and plant selection. In November 2010, a paper titled '<i>Horticulture for a changing climate, perspectives on collections planning and implementation</i>' was presented at the Botanic Gardens Australia New Zealand (BGANZ) Victoria Plants Forum in Sale, Victoria.</p>

OUR ACHIEVEMENTS – STRATEGIC PRIORITY 3A

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
Specific Outcome 43	
<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"> a. developing tourism programs for the Australian Garden Stage 2 c. developing the Visitor Programs for the Australian Garden Stage 2 b. developing a tourism product booking system which incorporates business rules and financial procedures d. planning and developing the systems required to run bookings and customer services for the Australian Garden Stage 2 e. developing and delivering the interpretive elements, including signage and interactive [elements], for the Australian Garden Stage 2 f. expanding visitor information systems by planning the project to assess technology solutions including podcasts, short message service (SMS) for the Australian Garden Stage 2 g. developing the Schools Education Programs for the Australian Garden Stage 2 h. working with the Australian Garden Fundraising Committee to meet the fundraising target of \$31 million for the completion of the Australian Garden Stage 2, in order to maximise the quality of the delivered project 	<p>Work progressed on developing visitor programs, booking systems and promotional initiatives ahead of the opening of the Australian Garden Stage 2 in mid-2012:</p> <ul style="list-style-type: none"> a. and c. The Marketing and Communications and RBG Cranbourne Public Programs branches collaborated on the development of tourism programs in preparation for the opening of the Australian Garden Stage 2. This work was informed by sharing tourism research findings and advice from peak tourism organisations as well as analysing models for delivery of various tourism programs. The viability of tourism products that involve the use of an on-site people mover was one of the options considered. b. and d. Working within the defined needs of tourism product consumers, the Business and Finance, Information Services, Marketing and Communications, and Public Programs branches collaborated on the development of business rules and financial procedures for tourism products. A booking system was developed and is operating. Ongoing maintenance of the booking system occurred to ensure a high level of efficiency. Customer Service staff subsequently assessed the systems that would be required to manage bookings and customer service in the Australian Garden Stage 2. These are now in place and ready for the opening. e. and g. Work on the Information, Interpretation, Art and Education Plan for the Australian Garden Stage 2 progressed, with 60 per cent of the plan completed; the remaining 40 per cent is expected to be completed by the opening of the Australian Garden Stage 2 in mid-2012. (See also Specific Outcome 3b.) f. See Specific Outcome 2d. g. See Specific Outcome 3d. h. The Royal Botanic Gardens surpassed its fundraising target of \$31 million for completion of the Australian Garden Stage 2. An ambitious target, this success was a reflection of the committed voluntary efforts of the Australian Garden Fundraising Committee, as well as the generosity of philanthropic supporters.

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
Specific Outcome 43 cont	
<p>i. continuing to maintain high standards of horticultural and curatorial presentation of the Australian Garden (Stage 1)</p> <p>j. presenting a high quality display garden on the theme of the Australian Garden at the 2011 Chelsea Flower Show in London to promote global awareness of the completion of the Australian Garden at RBG Cranbourne.</p>	<p>i. The Red Sand Garden, a central landscape feature of the Australian Garden (Stage 1), was renovated, changing the surface to a 50/50 mix of red sand and recycled crushed terracotta tiles. A total of 212 cubic metres of this surface was applied. In addition, drainage was installed and the North Line and planting circles in the Red Sand Garden were improved with a change of soil and mulch. The North Line has been replanted with <i>Chrysocephalum apiculatum</i> 'Golden Buttons' and the circles with a robust form of <i>Rhagodia spinescens</i>. The visitor experience within the Australian Garden was further enhanced with the installation of spot-lighting on the lunettes in the Red Sand Garden. Maintenance and planting continued in the Australian Garden (Stage 1) concurrently with the Red Sand Garden renovation.</p> <p>j. With the completion and opening of the Australian Garden Stage 2 scheduled for mid-2012, the exhibition of an Australian show garden at the 2011 Royal Horticultural Society Chelsea Flower Show in London promoted the Australian Garden at RBG Cranbourne to a global audience.</p> <p>'The Australian Garden presented by the Royal Botanic Gardens Melbourne' was the first Australian Show Garden entry to be allocated a position on prestigious Main Avenue.</p> <p>Designed by Melbourne-based landscape designer Jim Fogarty and inspired by the Australian Garden at RBG Cranbourne, the Show Garden was awarded a Gold Medal.</p> <p>Significant funding was received from the Victorian Government, the Premier Supporter, in addition to funding from the Major Sponsor, Macquarie Group (UK). This support was augmented by many generous individual donors and by Associate Sponsor Maxwell & Williams, Associate Supporters City of Casey and Tourism Victoria, Official Outfitters R.M.Williams, and added in-kind contributions from several Supporting Sponsors.</p> <p>The Marketing and Communications branch planned and delivered a national and international media campaign that generated significant media coverage with an equivalent advertising value in the UK alone of approximately \$3.44 million.</p>

OUR ACHIEVEMENTS – STRATEGIC PRIORITY 3A

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
Specific Outcome 44	
<p>Continue the construction of the Australian Garden Stage 2 by:</p> <p>a. substantially completing the Australian Garden landscape contract works by 30 June 2011, and</p> <p>b. planting of all completed portions of the Australian Garden landscape by 30 June 2011.</p>	<p>a. Progress in the development of the Australian Garden Stage 2 landscape has been steady, but the construction element is behind schedule due to wet weather and other factors, and completion of construction is not expected prior to December 2011. Staff continued to work with contractors to ensure a high quality outcome within project time constraints.</p> <p>b. Progressive handover by the contractor of completed construction areas has enabled planting to commence, although significant challenges in managing the plant production timetable resulted from delays with the original construction schedule. Areas made available for planting included the Forest Garden, Gondwana Garden, Gibson Hill and part of Howson Hill. Planting was completed in two-thirds of the area of these precincts.</p>
Specific Outcome 45	
<p>Continue the upgrade of the RBG Cranbourne Depot by:</p> <p>a. completing the design of the upgrade of the RBG Cranbourne Depot by 28 February 2011, and</p> <p>b. commencing the construction of the RBG Cranbourne Depot upgrade by 30 June 2011.</p>	<p>a. and b. Depot upgrade design and planning continued but was protracted, with the need for resolution of planning issues affecting the location of the main staff building. Construction of the main building is planned to commence during 2011–12.</p>
Specific Outcome 46	
<p>Secure funding for the restoration of the Fern Gully Rest House. Restore the rest house and modify the associated landscaping when funds become available.</p>	<p>Initial funding was identified for this project; work on fully scoping and estimating the cost of restoration work was deferred until the first half of 2011–12.</p>
Specific Outcome 47	
<p>Secure funding to supply and install up to seven drinking fountains at selected locations at RBG Melbourne.</p>	<p>This objective was not met after being put on hold due to other higher priorities.</p>
Specific Outcome 48	
<p>Progress the procurement and implementation of an Asset Management System to improve asset management strategies.</p>	<p>A new candidate for the electronic Asset Management System was identified and work on this project is now progressing successfully. Staff continued to liaise with the software provider to ensure the program meets the requirements of the Royal Botanic Gardens.</p>

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
Specific Outcome 49	
Further develop the tree database to ensure tree maintenance records can be managed according to operational needs.	Development work on the tree database was deferred pending an appointment to the Curator, Arboriculture position. Work is expected to proceed in 2011–12 with recruitment to this position.
Specific Outcome 50	
Continue implementation of the annual infrastructure maintenance program for RBG Cranbourne.	The annual maintenance program continued to be implemented, including maintenance and improvements in the areas of security, painting, and servicing of plant and equipment such as Heating, Ventilation and Air Conditioning systems, and lift and fire equipment. RBG Cranbourne was awarded a Silver Medal after a Site Risk Assessment undertaken by the Victorian Managed Insurance Authority (VMIA), and also successfully completed the annual Essential Safety Measure audit.
Specific Outcome 51	
<i>(Relating to Corporate Plan Action 36)</i>	
Complete the implementation of Deloitte's 2007 Review of IT Systems Architecture by:	Implementation of recommendations from Deloitte's Information Lifecycle Review (ILM) continued, with the following outcomes achieved:
a. continuing the server consolidation and clustering process	a. work is ongoing in decommissioning and consolidating 12 servers into a virtualised environment housed in four physical servers
b. upgrading the back-up systems to manage the increased data and image volume related to the Enterprise Image Database	b. completion of upgrading the back-up system
c. completing and testing the RBG Cranbourne Disaster Recovery Plan, and	c. continued development of the RBG Cranbourne Disaster Recovery Plan, and
d. completing the implementation of Specify, which is replacing the MELISR legacy database system, and the integration of the existing Loans Database.	d. successful implementation of the Specify database, to replace the MELISR system.

OUR ACHIEVEMENTS – STRATEGIC PRIORITY 3A

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
Specific Outcome 52	
<p>Implement the Southern Brown Bandicoot Recovery Project 2010 in partnership with the Department of Sustainability and Environment (DSE) and adjoining property owners.</p>	<p>Fox baiting is undertaken to manage one of the key threats to the Southern Brown Bandicoot. The 2010 fox baiting program was completed, and there was a continued decrease in the number of foxes within RBG Cranbourne. The success of this program can be attributed to the effectiveness of the grant-funded baiting program undertaken on adjoining properties by the RBG Cranbourne Land Management team.</p> <p>(See Specific Outcome 55 for further details.)</p>
Specific Outcome 53	
<p>Develop and implement the Fire Management Policy for RBG Cranbourne, including activities relating to wildfire risk mitigation.</p>	<p>The Royal Botanic Gardens' Fire Management Policy and Fire Management Procedure were developed and implemented. As an outcome of the Fire Management Policy, the Fire Operations Plan 2010–2013 was also developed. Specific targets for bushfire risk mitigation were achieved through the installation of Fire Management Zones around the Depot and Visitor Centre.</p> <p>Burn plans and on-ground preparations for two prescribed burns (totalling 17 hectares) along the eastern and northern boundaries were completed. The aim of these burns was to protect adjoining properties in the event of wildfire and to regenerate the bushland. Training and capacity-building of accredited fire-fighters continued.</p> <p>(See also Specific Outcome 36.)</p>
Specific Outcome 54	
<p>Continue strong representation and input into planning process for developments in the vicinity of RBG Cranbourne.</p>	<p>Staff continued to provide input into town planning activities in the vicinity of RBG Cranbourne, including liaison with the Growth Areas Authority, City of Casey, DSE, and other stakeholders. Key attention was provided to the development of the Botanic Ridge Precinct Structure Plan, which is expected to be finalised during 2011–12.</p>

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
Specific Outcome 55	
<p>Continue implementation of the annual feral animal control program at RBG Cranbourne, including the control of foxes and rabbits.</p>	<p>Feral animal control programs at RBG Cranbourne were successful, again resulting in major gains for biodiversity management.</p> <p>A focus on integrated rabbit control strategies in the Australian Garden included the operation of a multi-disciplinary rabbit control program utilising increased fence fortification, trapping, shooting, camera monitoring, and a netting and dogging program. Gates in the rabbit-proof fence surrounding the Australian Garden were signed, installed and monitored. These gates allow bandicoots to move through to the Australian Garden, while blocking entry by rabbits.</p> <p>Foxes took 18 poison baits across the site during the five poison baiting events. In addition, 76 free-feed baits were taken during the continuing free-feed program. On-site, fox numbers remained low, with a 14 per cent decrease in poison bait takes and a 37 per cent decrease in free-feed bait takes compared with 2009–10.</p> <p>Increased knowledge of predator control programs including predator-proof fencing and threatened animal protection programs was acquired by a member of RBG Cranbourne's Land Management and Infrastructure branch, with the support of an RBG Melbourne Friends' scholarship. This scholarship enabled the staff member to visit three conservation reserves specialising in predator control and threatened species management and gain a national perspective on the conservation measures used at each reserve.</p>
Specific Outcome 56	
<p>Increase the Royal Botanic Gardens' capacity to generate revenue to facilitate the development of new resource management initiatives by:</p> <p>a. continuing to develop new, and refine existing tourism products to meet the needs of the tourism market</p>	<p>The Royal Botanic Gardens continued to work with key stakeholders, among them industry groups, philanthropic foundations and donors, to strengthen its revenue base and capacity to deliver new initiatives.</p> <p>a. The Marketing and Communications branch continued to bring advice and feedback from the tourism industry's peak bodies into the planning process. The branch also worked with independent providers to develop concepts for new tourism products.</p>

OUR ACHIEVEMENTS – STRATEGIC PRIORITY 3A

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
Specific Outcome 56 cont	
<p>b. improving the general ThankQ database and fundraising skills</p> <p>c. growing the Royal Botanic Gardens Foundation and donor bases</p> <p>d. targeting new Trusts and Foundations and developing specific plans for existing Trusts and Foundations, and</p> <p>e. producing the Development and Fundraising Plan 2010–11.</p>	<p>b. to e.</p> <p>The 2010–11 Development Plan focussed on meeting specific fundraising targets, while also building income generation capacity. During the year, the Development branch participated in ThankQ database management skills training specially developed to meet the particular needs of the Royal Botanic Gardens' Development program.</p> <p>A 'tax-time' new donor acquisition mailing, an appeal mailing to existing donors, and contributions to the Chelsea Flower Show project contributed to an increase in the total number of active Royal Botanic Gardens' donors and Foundation donors. The number of Director's Circle donors declined slightly; however a telephone contact campaign saw a number of recommitments made towards the end of the year.</p> <p>Targeting new trusts and foundations developed increased potential for future grants, and plans for those that have previously granted to the Royal Botanic Gardens resulted in additional grants during the year. Work to enhance these relationships placed the Royal Botanic Gardens in a good position for discussion of the potential for grants to future high priority projects.</p>
Specific Outcome 57	
<p>Ensure the Royal Botanic Gardens continues to be one of world's outstanding botanic gardens by undertaking strategic planning to maintain corporate standards and protect the Royal Botanic Gardens' human capital by:</p> <p>a. developing the Royal Botanic Gardens Board Corporate Plan 2011–2015 that will define the Royal Botanic Gardens' strategic goals and priorities for the 2011–2015 financial years</p>	<p>Work was undertaken and completed in a number of strategic areas to ensure that the Royal Botanic Gardens continues to have a solid foundation for future work. Projects included:</p> <p>a. The development of the Royal Botanic Gardens Corporate Plan 2011–2015, which was approved by the Royal Botanic Gardens Board in February 2011. The new Corporate Plan has a four-year period of application, which brings it into line with the four-year parliamentary cycle.</p>

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
Specific Outcome 57 cont	
<p>b. developing a new three-year Royal Botanic Gardens Enterprise Agreement to replace the current Workplace Agreement 2008 which expires in November 2010</p> <p>c. developing the Human Resources Strategic Plan 2011–2015 that aligns the Human Resources Branch's priorities with the Royal Botanic Gardens Board Corporate Plan 2011–2015, and</p> <p>d. developing a Workforce Plan that will assist with planning for future workforce and business needs.</p>	<p>b. Negotiation of the Enterprise Agreement 2010, which was approved by both the Community and Public Sector Union Victoria and the Royal Botanic Gardens' negotiation team on 21 December 2010. Subsequent approval of the Enterprise Agreement was required from four Victorian Government Departments, which was achieved by 14 June 2011. An employee ballot conducted on 27 June 2011 supported the Enterprise Agreement. Future action includes submission of the Enterprise Agreement to Fair Work Australia for official endorsement, in order for it to become operational.</p> <p>c. The development and approval of a project brief for the Human Resources Strategic Plan 2011–2015. The plan's term was increased from the original three-year to a four-year period to be in line with the Corporate Plan. A Project Manager has been engaged to undertake this work in 2011–12.</p> <p>d. A Project Manager undertook the development and completion of a workforce report covering the period 2011–2030. Workforce metrics, statistical information and Line Manager inputs were collated to form an understanding of the current environment, for executive information. The report also addresses the State Services Authority's six strategic goals for workforce plans.</p>
Action 29	
<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 reviewed and updated its Living Plant Collections Plan. This document is a blueprint for the collections and defines the roles of the collections and sets aims and objectives for each of them. One critical inclusion is information to ensure that collections development and maintenance takes into account Melbourne's future climate projections.</p> <p>Following on from the Living Plant Collections Plan review in 2010–11, RBG Melbourne will systematically review its Collections Management Plans. A total of 31 collections plans will be reviewed by a Collections Support Group, with input from Curators and Co-ordinators. The review of each of these collections will inform an action plan to set priorities within each collection for 2011–12.</p>

OUR ACHIEVEMENTS – STRATEGIC PRIORITY 3A

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
Action 37	
Initiate concept planning for Observatory Gate Stage 2, including investigating the business case for restoring the Great Melbourne Telescope to its original building on the Observatory Site, with associated public access and programs.	Initial concept planning for Observatory Gate Stage 2 commenced, with development of a scoping document and early discussions with relevant stakeholders held, including Heritage Victoria and the Office of the Governor. A Great Melbourne Telescope (GMT) Project Control Committee comprising representatives from RBG Melbourne, Museum Victoria and the Astronomical Society of Victoria is investigating restoring the GMT to its original building on the Observatory site.

Key Performance Measures: Strategic Priority 3a

Specific Outcome	Measure	Result
40 (Strategic Tree Management Plan)	Improved tree management across both sites, with an emphasis on managing tree risk	Limited staff resources meant no significant progress could be made on achieving the goals and objectives of the Strategic Tree Plan.
41 (RBG Melbourne turf management strategy)	Improved turf sustainability and aesthetics in high profile and designated function sites	Trace elements and fertilisers added to Southern and Princes Lawns. <i>Microlaena stipoides</i> , an indigenous turf, sown in degraded and high traffic areas on Oak Lawn. Cool season winter grasses over-sown into Oak Lawn.
42a (Scientific research into landscape water use at RBG Melbourne)	Progress report(s) published and papers/presentations given at relevant forums Maintained industry awareness of the Royal Botanic Gardens as a water management leader through annual Irrigation Efficiency Courses Critical soil moisture limits to maintain plant health are identified Progressive improvement in matching seasonal irrigation scheduling to plant water requirements	RBG Melbourne continued to provide leadership in sustainable water use for large landscapes; initiatives included: – use of data by project partners to present at various conferences – delivery of an irrigation efficiency course in November 2010 – collection of soil moisture data from over 80 sites at RBG Melbourne – improvements to seasonal irrigation scheduling. (See Specific Outcome 21b and Specific Outcome 42a for further details.)

Specific Outcome	Measure	Result
42b (Scientific monitoring of rainfall and vegetation throughfall at RBG Melbourne)	<p>Progress report(s) published on the Royal Botanic Gardens' website</p> <p>Regular data downloads and analysis maintained</p> <p>Successful organisation of an industry workshop within the period 2010–2012</p>	<p>Web page was reviewed in January 2011.</p> <p>Data were used as the basis for a paper presented by the Monash University partner at the European Geosciences Union, General Assembly.</p> <p>Data integrity maintained.</p> <p>Industry workshop has not yet been organised, pending collection of more data.</p>
42d (Water-repellent soils)	<p>Field treatments applied according to research design</p> <p>Assessment of treatment performance in improving soil wettability</p> <p>Regular data collection, downloads and analysis maintained</p>	<p>All field treatments were applied.</p> <p>Treatment success has been limited to date, so assessment of soil wettability is incomplete. However, this is recognised as a long-term project.</p> <p>Over 50 plots within six blocks were monitored and recorded at least weekly and/or after each significant rainfall event.</p>
42e (Plant selection protocols)	<p>Completion of plant selection protocol, including ready access to tools for assessing likely plant performance under future conditions</p> <p>Initiation of research was studying relative humidity and temperature across four sites in RBG Melbourne through datalogging</p> <p>Implementation of a pilot plant material exchange program, to preserve unique genetic material with another Australian Botanic Garden</p> <p>Replacement plants documented</p> <p>New planting has been selected in consideration of temperature rise</p>	<p>Development of plant selection protocols to deal with increased temperatures proceeded, including:</p> <ul style="list-style-type: none"> – discussion paper completed, further development of organisational policy required, and flow chart developed to guide plant selection – study identified more suitable microclimates for specific plants in collections and improved the efficiency of irrigation cooling systems (to continue in 2011–12) – discussions held with Botanic Gardens and Domain Trust Sydney for an exchange program – 102 plants (of an initial target of 75) were identified as at risk from climate change impacts, including 45 wild-collected flora, and climatic demographics are in progress to identify best locations for these plants – development of tree list to identify stock of trees suitable for Melbourne's climate; some desert oaks are being sourced from Israel.

OUR ACHIEVEMENTS – STRATEGIC PRIORITY 3A

Specific Outcome	Measure	Result
43a (Tourism programs for Australian Garden Stage 2)	<p>Programs ready for delivery in the 2011–12 financial year</p> <p>High tourist satisfaction with the experience of RBG Cranbourne as measured in exit surveys</p>	Marketing and Communications and RBG Cranbourne Public Programs branches collaborated on the development of tourism programs.
43b (Tourism program booking system)	<p>System in place by end of the 2010–11 financial year</p> <p>High customer satisfaction with booking process as measured in exit surveys</p> <p>Ease of internal reporting on tourism product take-up</p>	<p>Tourism booking system developed and implemented, incorporating business rules and financial procedures</p> <p>Exit surveys pending opening of Australian Garden Stage 2 in mid-2012; however, anecdotal feedback has been positive</p>
43c (Visitor programs for Australian Garden Stage 2)	Programs ready for delivery in the 2011–12 financial year	<p>Work proceeded.</p> <p>(See Specific Outcome 43a.)</p>
43d (Visitor booking system)	<p>Systems in place by end of the 2010–11 financial year</p> <p>High customer satisfaction with visitor services as measured in exit surveys</p>	<p>Administrative systems developed and implemented for visitor program bookings.</p> <p>77 per cent of visitors rated the booking process as very good to excellent.</p>
43e (Australian Garden Stage 2 interpretive elements)	<p>Interpretive elements ready for installation in the 2011–12 financial year</p> <p>High visitor satisfaction with the educational experience of the Australian Garden Stage 2 as measured in exit surveys</p>	<p>Work progressed on the Information, Interpretation, Art and Education Plan.</p> <p>Will be measured once the Australian Garden Stage 2 has opened in mid-2012.</p>
43f (Visitor information systems)	New technology options are assessed and a recommendation put forward to the Landscape Planning Group for implementation in the 2011–12 financial year	Refer to Specific Outcome 2d.
43g (Australian Garden Stage 2 education programs)	<p>Programs ready for delivery in the 2011–12 financial year</p> <p>High visitor satisfaction with the educational experience of the Australian Garden Stage 2 as measured in exit surveys</p>	<p>Programs developed. (See Specific Outcome 3b for further details.)</p> <p>Exit surveys pending opening of the Australian Garden Stage 2 in mid-2012.</p>

Specific Outcome	Measure	Result
43h (Australian Garden fundraising)	\$31 million target reached by end of 2010–11, with \$600,000 new funding raised during the financial year	Target met.
43i (Australian Garden Stage 1 maintenance)	Standards of presentation in the Australian Garden Stage 1 are maintained	<p>Renovation of Red Sand Garden surface completed, including North Line and planting circles.</p> <p>Maintenance and planting continued in the Australian Garden (Stage 1). (See Specific Outcome 43i for further details.)</p>
43j (Royal Horticultural Society Chelsea Flower Show exposure)	High quality Australian Garden display at Chelsea 2011 achieves national and international media attention	<p>Media coverage was largely positive or neutral. The key message 'The Australian Garden presents Australia's unique flora in spectacular landscapes' was conveyed in most of the reporting about the Show Garden. However, the key message 'The Australian Garden is an essential part of any visit to Australia' was less explicitly covered.</p> <p>The Australian Garden at the Chelsea Flower Show was well visited during the Show Week, as demonstrated by 45,000 brochures distributed (with total Show visitation c160,000).</p> <p>At 31 May 2011 the Royal Botanic Gardens' Chelsea Flower Show blog had received 15,173 views; there were 98 'likes' for the Facebook page and an average of 250 impressions per post; 116 followers on Twitter, and 12 videos on YouTube, with an average of 150 views per video.</p> <p>UK station Classic FM received 24,590 entries for the travel competition.</p>
44 (Australian Garden construction)	Project outcomes delivered on time and within budget	<p>Delays in completion of construction elements have delayed handover of areas for planting. Estimated overall delay is approximately six months. Planting is occurring as areas are handed over. Project is within budget.</p>

OUR ACHIEVEMENTS – STRATEGIC PRIORITY 3A

Specific Outcome	Measure	Result
45 (RBG Cranbourne depot upgrade)	Project outcomes delivered on time and within budget	Masterplan design of the RBG Cranbourne Depot upgrade was completed. Building design and construction have been deferred, pending outcome of investigation into planning permit requirements.
46 (Restoration of Fern Gully Rest House)	<p>New funding, or commitments for \$50,000, secured to allow projects to commence</p> <p>Heritage architect engaged</p> <p>Restoration requirements quantified and specifications documented</p> <p>Landscape design developed and documented</p> <p>All works costed</p>	Project yet to be fully funded; work did not proceed as a result.
47 (RBG Melbourne – new drinking fountains)	<p>New funding, or commitments for \$50,000, secured to allow projects to commence</p> <p>Drinking fountains installed as funding becomes available</p> <p>Improved public amenity</p>	On hold due to other corporate priorities.
48 (Asset Management System)	<p>Business Units agreed on a system or activity and committed to same</p> <p>Asset register data reviewed and quality improved</p> <p>Existing fixed asset register to integrate or otherwise with existing financial information identified and resolved prior to the selection and implementation of the new asset management system</p> <p>Suitable asset management system identified and tested</p>	<p>Asset register data has been reviewed and its quality improved. It can now be used as the basis for the new Asset Management System.</p> <p>Due to delays in the selection of the Asset Management System, major issues relating to the integration of data are currently being identified and resolved.</p> <p>A suitable asset management system has been identified, and initial testing has been commenced by the Infrastructure and Land Management and Infrastructure branches.</p>
49 (Tree database)	Tree database, with associated data input and collection processes defined, tested and implemented	Development work was deferred pending the appointment and commencement of the Curator, Arboriculture (expected August 2011).

OUR ACHIEVEMENTS – STRATEGIC PRIORITY 3A

Specific Outcome	Measure	Result
50 (RBG Cranbourne infrastructure maintenance)	Infrastructure maintained to agreed standards	All aspects of the annual maintenance program were achieved.
51 (Complete implementation of Deloitte Information Lifecycle Review)	Deloitte report recommendations implemented Continued improvement of other back-end support systems	Server clustering completed. Work is ongoing in decommissioning and consolidating 12 servers. Backup System upgrade completed. The RBG Cranbourne Disaster Recovery Plan is still under development. Specify implementation completed; existing Herbarium loans database successfully integrated into the Specify collections management system.
52 (Southern Brown Bandicoot Recovery Program)	Project outcomes delivered on time and within budget	\$22,000 Department of Sustainability and Environment grant received in March 2011 to carry out fox control program until September 2011. To date, \$10,000 has been spent, with balance of monies to be spent in the agreed time frame.
53 (RBG Cranbourne fire management policy)	Policy completed and implemented	Fire management policy, procedure and plan developed.
54 (RBG Cranbourne input to local planning processes)	Acceptable planning outcomes achieved	Active representation and input to Growth Areas Authority for the development of the Botanic Ridge Precinct Structure Plan occurred. Liaison with other agencies continued. Timely input into referred planning applications.

OUR ACHIEVEMENTS – STRATEGIC PRIORITY 3A

Specific Outcome	Measure	Result
55 (RBG Cranbourne feral animal control programs)	<p>Zero browsing by rabbits in the Australian Garden</p> <p>No more than four baits taken by foxes at any one time</p> <p>Rabbit spotlight counts show numbers reducing from previous years</p>	<p>There was a significant increase in browsing in the Australian Garden due to the rabbit-proof fence surrounding the site being compromised as a result of Australian Garden Stage 2 works.</p> <p>Staff designed, manufactured and installed special gates in the rabbit proof fence surrounding the Australian Garden to facilitate successful movement of bandicoots into and out of the Australian Garden.</p> <p>Across the RBG Cranbourne site there were no more than two fox baits taken at any one time during the baiting program.</p> <p>Across the RBG Cranbourne site there was evidence of reduced rabbit incursion, with only four rabbits recorded in the last spotlight count – the lowest on record.</p>
56a (Tourism market)	Increase in bookings made by members of the tourism industry	A general decline in visitation (caused by a combination of factors such as Australian Garden Stage 2 construction activity and the removal in 2010 of entry fees for parks controlled by Parks Victoria), was reflected in a decline in bookings from tourism providers.
56b (ThankQ CRM database management)	Two ThankQ courses, one ThankQ user group, two to three fundraising seminars, and free-low cost industry events attended by the Development branch	Although major time allocations were redirected to the high-priority Chelsea Flower Show project, a full-day ThankQ database course, two fundraising seminars and one Pathways course were attended by staff; ThankQ User Group was hosted at RBG Melbourne.
56c (Royal Botanic Gardens Foundation)	Successful donor acquisition campaigns recruiting 150 new donors averaging less than \$100 per donor Second gifts from 50 per cent of new donors	<p>One campaign, rather than two, was implemented.</p> <p>Second gifts were secured from 30 per cent of new donors and 40 new donors recruited. New donor responses were lower than previous campaigns due to area selection and the core offer being less urgent than the offer during the drought and water crisis of 2009–10.</p>

Specific Outcome	Measure	Result
56d (Support from Trusts and Foundations)	Submissions invited from two new Trusts or Foundations and three previous grantors	The Royal Botanic Gardens consolidated its position with invitations received from a number of existing grantors; however, due to other priorities, resources were not directed towards securing the support of new philanthropic organisations. See 'Our supporters' on page 112 for details of donors.
56e (Development Fundraising Plan)	Development and Fundraising 2010–11 Plan approved	Plan was completed and implemented.
57a (Corporate Plan)	Corporate Plan 2011–2015 developed RBG Board approves the Corporate Plan 2011–2015 by 30 June 2011	The Corporate Plan 2011–2015 was developed and was approved by the Royal Botanic Gardens Board on 15 February 2011.
57b (Enterprise Agreement)	Enterprise Agreement (EA) for the period 2010–2013 developed Fair Work Commission certifies the agreement by 30 June 2011	Royal Botanic Gardens and Community and Public Sector Union negotiating teams reached agreement on an EA document on 21 December 2011. EA was endorsed by an employee ballot on 27 June 2011. As of 30 June 2011, EA was pending approval by Fair Work Australia.
57c (Human Resources Strategic Plan)	HR Strategic Plan 2011–2014 developed	A project brief was developed and approved, and a project manager has been engaged. Due to other priorities, the project was deferred to 2011–12.
57d (Workforce planning)	Project Scope and Framework Document for the Workforce Plan project developed CMG approves the Project Scope and Framework Document by 30 June 2011	Workforce report completed and discussed by the Corporate Management Group on 24 June 2011. A requirement for further discussions was identified, which will continue into 2011–12.

OUR ACHIEVEMENTS – STRATEGIC PRIORITY 3B

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
Specific Outcome 58	
<p>Continue to conserve and enhance the State Botanical Collection, with a focus on:</p> <ol style="list-style-type: none"> continuing the process of mounting the foreign plant specimens in the State Botanical Collection, and maintaining and improving a consistent and responsive system for monitoring pest insects within the State Botanical Collection. 	<p>The collections of the National Herbarium of Victoria (NHV) continue to be conserved and enhanced through the mounting of its significant holdings of foreign-collected specimens. Material from the foreign vascular family Fabaceae has been processed and four vascular families are currently in progress: Amaranthaceae, Chenopodiaceae, Poaceae and Portulacaceae. In addition, contemporary specimens received on exchange from overseas herbaria were also mounted. In total, 5,843 foreign specimens were mounted. A project concentrating on 19th-century foreign-collected fungi resulted in the curation of 1,600 specimens.</p> <p>The Integrated Pest Management (IPM) program involving the freezing of specimens at minus 23^o C for seven days continued. Pheromone traps, specifically to reveal the presence of any cigarette beetles, were retained in the program. In addition, as a preventative measure, specimens from vascular families highly attractive to this beetle were enclosed in high-barrier bags. Regular inspections of the Collection continued and provided an additional level of protection. No significant pest outbreaks have occurred.</p>
Specific Outcome 59	
<p>Complete the databasing of the foreign Fabaceae specimens.</p>	<p>The pilot project, <i>Revealing the Secrets of the 19th Century Foreign Legumes Collection housed in the National Herbarium of Victoria</i>, funded by the CASS Foundation, concluded in February 2011. During the project, 320 specimens were identified as Types and 8,758 specimens were databased. The project revealed complexities involved with databasing older, foreign material and also provided invaluable experience and statistics essential for future efforts to database the remaining foreign collections.</p>

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
Specific Outcome 60	
Build philanthropic relationships and source funding for mounting and databasing a proportion of the foreign collection in the State Botanical Collection.	The Norman Wettenhall Foundation provided funding for the project <i>Conservation of a botanically significant Characeae collection housed at the National Herbarium of Victoria</i> . This 19th-century collection of Victorian freshwater algae specimens was damaged while on loan to another Herbarium in 1958, and the collection is now in urgent need of stabilisation to prevent further degradation. The Foundation's grant will enable the preservation and stabilisation of 30 specimen sheets.
Action 39	
Continue to contribute to the implementation of Australia's Virtual Herbarium (AVH) Project.	Curation staff, botanists and a volunteer have contributed 12,944 records to the AVH (4,437 Australian or cultivated specimens and 8,507 foreign specimens), bringing the total number of Australian and foreign specimens recorded on the Specify (formerly MELISR) database to 818,767. In addition, 8,393 records were edited. Regular data checks have ensured high-quality biodiversity information is delivered to the AVH and other external clients.
Action 40	
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>The collections continue to be conserved and enhanced through mounting of contemporary specimens from the Victorian and Horticultural Reference sets, the Victorian Conservation Seedbank project, and the remounting of 'flimsies' (specimens mounted on non-archival paper) from 23 Australian vascular families. The curation of Australian cryptogams (fungi, lichens, liverworts and mosses) continued. A total of 11,564 vascular specimens was mounted and 2,249 cryptogams curated.</p> <p>The majority of research in plant taxonomy and systematics is reliant on the loan and exchange of herbarium specimens. Twenty-six herbarium loans were sent to other scientific institutions, including nine to overseas institutions, and 31 loans were received for examination by Royal Botanic Gardens' botanists and students. In total, Collections branch staff processed 14,069 herbarium specimens.</p> <p>Specimens from significant exploring expeditions were also sent on loan to the National Museum of Australia, Canberra, for its new exhibition <i>Landmarks: People and Places Across Australia</i> which highlights the history of Australia since European settlement.</p>

OUR ACHIEVEMENTS – STRATEGIC PRIORITY 3A

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
Action 40 cont	<p>Fifty-one researchers, including three from international institutions, visited the Collections on 157 occasions.</p> <p>Curation staff serviced 24 requests for digital images of 82 herbarium specimens and 25 requests for destructive sampling of 612 specimens, predominately for DNA analysis..</p> <p>Databasing of herbarium specimens has facilitated electronic accessibility to the information associated with each specimen. Forty-two requests for electronic data were serviced and 26 plant distribution maps were generated for scientific publications, conference presentations and to support submissions for grant funding.</p> <p>Curation staff conducted ten Herbarium tours and presentations for a range of interest groups, tertiary students, and the wider public to highlight the importance of herbarium specimens to scientific research. Tour groups included Friends of the Royal Botanic Gardens Melbourne, Director's Circle, conservators of cultural materials and the Victorian College of Pharmacy Foundation. Curation staff also featured in two radio interviews focussing on the collections.</p> <p>The Council of Heads of Australasian Herbaria secured funding from the Andrew W. Mellon Foundation to capture images of Australian vascular Type specimens. A pilot project will commence at the Herbarium in July 2011.</p>

Key Performance Measures: Strategic Priority 3B

Specific Outcome	Measure	Result
58a (Plant specimens mounted)	Number of specimens mounted from the State Botanical Collection (measured against previous years)	5,843 Foreign vascular specimens and 5,721 Australian vascular specimens were mounted in 2010–11 compared with 11,564 Foreign and Australian specimens mounted in 2009–10.
58b (Pest management)	Outbreaks of pest insects detected and acted upon to minimise degradation of specimens	Monitoring for pest insects continued. Outbreaks of cigarette beetles (<i>Lasioderma serricorne</i>) in late 2010 were dealt with promptly. An external consultant was engaged to provide advice on the recent cigarette beetle outbreaks and to provide an assessment of the current Integrated Pest Management program. Recommendations provided by the consultant were implemented.
59 (Foreign Fabaceae specimens)	Specified targets met and project delivered on time Progress reports delivered to sponsors on time	The foreign Fabaceae project met specified project milestones and was delivered on time, concluding in February 2011. During the project, 8,758 specimens were databased. Reporting obligations to project sponsors, the CASS Foundation, were met and funding instalments delivered.
60 (Philanthropic support for State Botanical Collection)	Generated new funding or commitments for \$50,000 Built donor relationships with the potential for further grants for this work	A \$10,000 grant was secured from the Norman Wettenhall Foundation for the preservation of burnt specimen notes from the Characeae collection. Due to other corporate priorities, resources were not directed towards securing additional grants.

OUR ACHIEVEMENTS – STRATEGIC PRIORITY 3B

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
Specific Outcome 61	
<p>Continue to implement the Strategic Water Plan (2007–2011) 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 monitoring the soil moisture sensors within the Australian Garden, changing of taxa planted in the Front Entry Precinct to reduce water use (after establishment), periodical efficiency audits requiring the changing of some irrigation hardware, staff training, and irrigation working group meetings.</p> <p>At RBG Melbourne, water management initiatives and improvements continued to be made by Melbourne Gardens Division, including a significant technical contribution towards reviewing the performance specifications for Working Wetlands Part B. A review of the irrigation system's hydraulic model was also completed to assist with designing the performance specifications.</p> <p>An Irrigation Efficiency Course was hosted at RBG Melbourne, in conjunction with Irrigation Australia Limited, with the aim of improving the skills of irrigation practitioners and managers in efficient irrigation practices. RBG Melbourne is a preferred location for these workshops due to its on-site water management expertise and visible practices.</p> <p>A training workshop in water management was also held for staff irrigation programmers. Irrigation upgrade work included the completion of the Kiosk Rockery, including design and cost-effective construction. As well, design work was completed for the Lake View Shelter Bed irrigation upgrade; construction has been deferred until 2011–12.</p> <p>All scheduled sampling of physico-chemical and algal characteristics of water quality in the lake system was achieved. Rainfall harvesting was installed in the Children's Gathering Lawn to supply rainwater for the Kitchen Garden in The Ian Potter Foundation Children's Garden and to supply water for toilets in Observatory House. This is expected to provide an average offset of potable water use of 80 to 100 per cent.</p>

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
Specific Outcome 61 cont	<p>Statistical data continued to be collected for water use at RBG Melbourne. The combined annual aggregate of rainfall/irrigation of 1,090mm for RBG Melbourne exceeded the target of 900 mm due to above-average rainfall.</p> <p>The Annual Water Use Visitation Index was 32 litres/visitor/annum compared with a target of <90 litres/visitor/annum. The irrigation management performance indicator – the Irrigation Index – is currently 1.03, or 3 per cent above estimated requirement.</p> <p>Against a target 120 solenoid valves to be pressure set in 2010–11, 150 solenoid valves were calibrated, and against a target 120 solenoid valve boxes (25 per cent) to be labeled with permanent tags to reduce maintenance time, 360 were completed. Forty pressure regulators were fitted, meeting the targets set.</p> <p>Irrigation staff optimised the hydraulic modeling of the irrigation system to improve flow performance and reduce runtimes. The overall flow rate was increased from 60 to 70 litres per second which enabled greater flexibility to make better use of rainfall.</p> <p>Domestic water use continued to be monitored and reported. Water used for 2010–11 was 9,657 kilolitres or an 11 per cent increase in consumption compared with 2009–10.</p>

OUR ACHIEVEMENTS – STRATEGIC PRIORITY 3C

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
Specific Outcome 62	
<p>Continue to implement the Working Wetlands project to deliver improved water quality, volume and landscape aesthetics for the RBG Melbourne lake systems, in particular Working Wetlands Parts A and B:</p> <p>a. Part A comprises the harvesting of rainwater from the local urban storm-water flows on Anderson Street and Domain Road, and the construction of wetlands to treat the harvested stormwater by the removal of sediments and nutrients. The treated water will then be stored in the lakes; and</p> <p>b. Part B comprises the pumping of water from the lakes, filtering and treating the water, and then pumping the water into the existing irrigation system. The implementation of Part B is subject to funding.</p>	<p>At RBG Melbourne, implementation of the Working Wetlands Project – a major stormwater harvesting and recycling initiative – continued, with progress made in the following areas:</p> <p>a. Construction of Working Wetlands Part A, with an expected completion date of 31 October 2011: stormwater harvesting from Domain Road was completed, wetlands were constructed and planted in the Nymphaea Lily Lake, and work continued on wetland construction in the Ornamental Lake. Challenges associated with the Coode Island silt in the Ornamental Lake required some re-design of the original proposal.</p> <p>b. Funding for Working Wetlands Part B was approved by the Commonwealth Department of Sustainability, Environment, Water, Population and Communities, enabling commencement of the project. An Expression of Interest process was undertaken to identify a shortlist of appropriately qualified contractors for the design and construct tender.</p>
Specific Outcome 63	
<p>Raise funds to cover any funding gap for Working Wetlands Part A, and potentially for Part B pending the outcome of the current Federal funding submission.</p>	<p>In January, a construction progress report and financial acquittal was submitted to the Sidney Myer Fund and The Myer Foundation for the first instalment of their 2009 Commemorative Grants Program's grant to Working Wetlands. Following the acquittal, the final equal instalment was received.</p> <p>Further regular progress reports have been provided for the Foundation's Directors, and in May 2011 the Foundation's commitment to future water security at RBG Melbourne was again demonstrated with an invitation to lodge an additional funding submission to complete the project's budget.</p> <p>Significant financial contributions from two other support institutions were also received, one from the Friends of Royal Botanic Gardens Melbourne, Inc. and the other from the Royal Botanic Gardens Foundation.</p>

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
Specific Outcome 64	
<p>Improve the urban landscape water management practices for the Royal Botanic Gardens and external parties by:</p> <ul style="list-style-type: none"> a. continuing to undertake scientific research in landscape water use in partnership with The University of Melbourne and Sentek Pty Ltd. This will be achieved through the use of soil moisture sensing technology and comparison with existing irrigation scheduling techniques b. continuing to undertake scientific research to monitor RBG Melbourne rainfall and vegetation throughfall (rain amount reaching ground surface) in partnership with the School of Geographic and Environmental Sciences, Monash University, and c. initiating field trials to identify sustainable management of water-repellent landscape soils at RBG Melbourne. 	<p>a. b. and c.</p> <p>In September, a representative from Melbourne Gardens Division was invited to be a speaker at a pilot Urban Irrigation Masterclass run by the Co-operative Research Centre for Irrigation Futures in Sydney. Case studies were presented in managing hydrophobic soils and scheduling irrigation based on landscape coefficients. The Masterclass was attended by irrigation researchers, local government and irrigation officers. (See also Specific Outcome 21b and Specific Outcome 61.)</p>
Specific Outcome 65	
<p>Continue to 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>RBG Cranbourne continued to set and implement water-related actions under waterMAP. (See Specific Outcome 61 for more details.)</p> <p>Recycling and re-use programs continued at RBG Cranbourne with the production of 104 cubic metres of green waste and 67.5 cubic metres of paper and cardboard waste. RBG Cranbourne and its tenants produced 22.5 cubic metres of co-mingled waste.</p> <p>An Environmental Resource Efficiency Plan was completed and a new plan developed at RBG Melbourne in line with legislation.</p>

OUR ACHIEVEMENTS – STRATEGIC PRIORITY 3C

Business Plan specific outcomes (and associated Corporate Plan actions)	Progress against specific outcomes and actions
Specific Outcome 66	
<p>Complete and implement the Royal Botanic Gardens Biosecurity Plan, a framework for the strategic management of biosecurity, in order to reduce the risk of exotic pest incursions and to adopt a common approach to border quarantine for the Royal Botanic Gardens and its contractors.</p>	<p>A Biosecurity Policy was completed to manage strategic risks at both RBG Melbourne and RBG Cranbourne. A draft Procedure was also completed.</p> <p>Myrtle Rust is a serious fungal threat to the living collections, currently spreading through Queensland and New South Wales south towards Victoria. Action Plans and Protocols including active surveillance, and controls on transport of plant and landscape materials, have been developed to minimise the risk of a Myrtle Rust incursion into the managed lands of the Royal Botanic Gardens Board Victoria. In March 2011, RBG Melbourne participated in a national Myrtle Rust workshop held at the Australian National Botanic Gardens, Canberra.</p> <p>As part of its surveillance program, RBG Melbourne detected two diseases newly recorded for Australia, and worked with Biosecurity Victoria to ensure containment and minimal risks to other stakeholders. All pest records were documented within the Pest Database – a module of the Living Plant Collections database.</p> <p>As part of its surveillance role in biosecurity matters, Melbourne Gardens Division also assisted researchers in screening for serious exotic pests not yet present in Australia, through the provision of plant material and documentation.</p>

Key Performance Measures: Strategic Priority 3c

Specific Outcome	Measure	Result
61 (Strategic Water Plan)	<p>At RBG Melbourne, compliance with all water management targets including:</p> <ul style="list-style-type: none"> – Combined annual aggregate of rainfall/irrigation less than 900 mm – Annual water use less than 90 litres (L)/visitor – Irrigation Index equal to or less than 1 <p>At RBG Cranbourne:</p> <ul style="list-style-type: none"> – the first phase of the review of front entrance plantings completed and converted to non-irrigated landscape using ornamental native/indigenous plants – installation of an automated weather station linked to irrigation scheduling, including staff training and monitoring 	<p>RBG Melbourne continued to strive to meet water management compliance targets, as outlined below:</p> <ul style="list-style-type: none"> – Annual rainfall/irrigation aggregate was 1,090 mm, exceeding the original target; conversely, only 40ML was used for irrigation compared with 120ML for 2009–10 – Total Annual Water Use Visitation Index was estimated at 32 litres/visitor/annum – Irrigation Index was 1.03 or 3 per cent* over estimated requirement. <p>At RBG Cranbourne, the following water managements initiatives were implemented:</p> <ul style="list-style-type: none"> – 4,000 <i>Banksia blechnifolia</i> and 800 <i>Lomandra longifolia</i> were planted at the front entrance in November 2010, with the entire area re-mulched post planting – an automated weather station was purchased; installation is pending handover of the relevant Australian Garden Stage 2 precinct.

* Above-average rainfall occurred just after required irrigation was applied, resulting in difficulty meeting peak irrigation efficiency.

OUR ACHIEVEMENTS – STRATEGIC PRIORITY 3C

Specific Outcome	Measure	Result
62 (Working Wetlands Project)	<p>Part A</p> <ul style="list-style-type: none"> – Funding secured for Part A – Tendering completed by July 2010 – Tendering completed by July 2010 – Construction commenced in August 2010 and completed within the contract schedule – Improved water quality for lake system <p>Part B (indicative time periods, subject to funding)</p> <ul style="list-style-type: none"> – Detailed design and tender documentation undertaken during 2010–11 – Tendering undertaken and contractor appointed during 2010–11 – Construction commenced during 2010–11 	<p>The following milestones were met for Working Wetlands Part A:</p> <ul style="list-style-type: none"> – Funding was secured for Part A – Tendering for Part A was completed by July 2010 – Construction commenced by September 2010 and completion is expected by 31 October 2011. <p>Improved water quality is pending completion of Working Wetlands Part A.</p> <p>The following progress was made on Working Wetlands Part B:</p> <ul style="list-style-type: none"> – Tender specifications were completed by the Royal Botanic Gardens and the Water Conservation Group – Expressions of Interest were sought and a shortlist of appropriate contractors developed. The Request for Tender will be issued in July 2011. <p>Construction is pending the appointment of a contractor.</p>
63 (Working Wetlands funding)	<ul style="list-style-type: none"> – Fundraising plan developed – \$100,000 raised to meet the remaining funding requirements for Working Wetlands Part A – Key donors identified and reports provided as required by grant agreement(s) 	<p>The full funding requirement for Working Wetlands Part A was achieved, with new grant pledges and payments totalling \$340,000 from donors including the Friends of RBG Melbourne, Inc. the Royal Botanic Gardens Foundation and The Myer Foundation's Sustainability and the Environment Committee.</p>
64a (Research into landscape water use)	<p>Progress report(s) published and papers/presentations given at relevant forums</p> <p>Industry awareness of the Royal Botanic Gardens as a water management leader maintained through annual Irrigation Efficiency Courses</p> <p>Critical soil moisture limits to maintain plant health identified</p> <p>Progressive movement in matching seasonal irrigation scheduling to plant water requirements</p>	<p>Refer Specific Outcome 21a and associated measure.</p>

Specific Outcome	Measure	Result
64b (RBG Melbourne rainfall monitoring)	<p>Progress report(s) published on the Royal Botanic Gardens' website</p> <p>Regular data downloads and analysis maintained</p> <p>Successful organisation of an industry workshop within period 2010–2012</p>	Refer Specific Outcome 21b and associated measure.
64c (RBG Melbourne field trials)	<p>Field treatments applied according to research design</p> <p>Assessment of treatment performance in improving soil wettability</p> <p>Regular data collection, downloads and analysis maintained</p>	Refer Specific Outcome 21d and associated measure.
65 (ResourceSmart implementation)	<p>ResourceSmart reporting commitments met</p>	Reporting requirements were met; ResourceSmart report submission pending (July 2011).
66 (Biosecurity Plan)	<p>Reduced risk of pest incursion</p> <p>Early detection of new pests</p> <p>Maximised containment and minimised spread of infestations</p> <p>Biosecurity Plan completed and implemented</p>	Refer Specific Outcome 21c and associated measure.



Generous financial support
 Royal Botanic Gardens
 Foundation Victoria
 Director's Circle
 Friends of the Royal Botanic
 Gardens Cranbourne Inc.
 Friends of the Royal Botanic
 Gardens, Melbourne Inc.
 Maud Gibson Trust
 Plant Craft Cottage
 Herbarium Volunteers
 RBG Cranbourne Volunteers
 RBG Melbourne Volunteers
 Honorary Associates
 Organisations that have
 provided research grants

Generous financial support

The Royal Botanic Gardens would like to sincerely thank the individuals, businesses, community groups, government entities and philanthropic trusts and foundations that generously supported its work in 2010–11.

The financial support received by the Royal Botanic Gardens plays an important role in helping the organisation achieve its strategic priorities. Ongoing support from our committed donors has been particularly critical for the significant capital developments, water sustainability works and scientific projects that have been in progress during 2010–11.

Donations received during the year went to projects including: Australian Garden Stage 2; Working Wetlands; the Australian Garden Show Garden at the Royal Horticultural Society Chelsea Flower Show; and the Foreign Collection and the Characeae Collection at the National Herbarium of Victoria.

Further to this, organisations that provided research grants are acknowledged on page 124 of this report.

This list records contributions of \$1,000 and over in the 2010–11 financial year.

Anonymous (2)
 Australian Biological Resources Study
 Australian Plants Society Victoria Inc.
 Australian Research Council
 Bjarne K Dahl Trust
 Bosisto's Eucalyptus
 Dr Michelle Casanova
 CASS Foundation Limited
 City of Casey
 City of Melbourne
 Mrs Joan Clemenger
 Joan and Peter Clemenger Trust
 Commonwealth Department of Sustainability, Environment, Water,
 Population and Communities
 CSL Limited
 Cybec Foundation
 Department of Education and Early Childhood Development
 Finkel Foundation
 Friends of the Royal Botanic Gardens Cranbourne Inc.
 Friends of the Royal Botanic Gardens, Melbourne Inc.

Mrs Diana Hardy
 Mr Ken Harrison & Mrs Jill Harrison
 Mr Peter Jopling QC
 Ms Julie Kantor
 Mrs Diana Lempriere
 Limb Family Foundation
 Mr Brian Little
 Macquarie Group
 Maud Gibson Trust
 Maxwell & Williams Designer Homewares
 Melbourne's Child
 Melbourne Water
 Dame Elisabeth Murdoch AC DBE
 The Louise and Martyn Myer Foundation
 The Myer Foundation
 The Norman Wettenhall Foundation
 Reece Australia Limited
 Mrs Margaret Ross AM & Dr Ian Ross
 R E Ross Trust
 Nell & Hermon Slade Trust
 Mr Brian Snape AM & Mrs Diana Snape
 South East Water Limited
 Mr Geoff Steinicke & Mrs Judy Steinicke
 Thyne Reid Foundation
 Tourism Victoria
 NS & JS Turnbull
 R.M.Williams
 Victorian Government

Royal Botanic Gardens Foundation Victoria

The Royal Botanic Gardens Foundation 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.

The Royal Botanic Gardens Foundation has Deductible Gift Recipient (Item 2) (DGR) status and is endorsed as an Income Tax Exempt Fund.

During the year, the Royal Botanic Gardens Foundation continued to manage its capital base and enhance its capacity to provide long-term financial support to the Royal Botanic Gardens. Significant growth occurred within the sub-fund established to support the Plant Systematics Fellowship, an academic position to be jointly funded by the Foundation and the School of Botany at The University of Melbourne.

While continuing to build its capacity, the Foundation has also been able to disburse two major funding grants for the Working Wetlands project, making an indispensable contribution to the improvement of RBG Melbourne's future sustainability and its resilience to climate change and water scarcity.

The Foundation greatly values and appreciates the commitment and contributions of all of its supporters

OUR SUPPORTERS

The Foundation greatly values and appreciates the commitment and contributions of all of its supporters. The Foundation wishes to acknowledge the following people and their significant contributions during 2010–11:

Anonymous (4)

MM Attwood and LI Attwood

Mrs Sheila Bignell

Mrs Marian Brookes

Mr Peter Canet and Mrs Ivanka Canet

Dr Philippa Currie

Ms Jean Dieters

Mr J G Donaldson AO

Mr Robert Drew

Mr Rob Grant

Mrs Jean Hedges

Mr Norman Lees

Professor Gareth Nelson

Mr Kenneth Nelson

Richard Oliver Fund

Mr Frank Van Straten OAM

Mr Adrian Turley

Dr Elizabeth Xipell

Director's Circle

The Director's Circle Program is a vehicle for some of the Royal Botanic Gardens' closest supporters to pledge their annual, unrestricted contributions to help protect the Gardens for future generations, by developing the Royal Botanic Gardens Foundation. Director's Circle gifts support vital projects that improve the landscapes, collections, research, and educational programs at the Royal Botanic Gardens.

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

Patron

Dr Philip Moors

Acacia

Anonymous (1)

Mr Tony Berger & Ms Marita Quinn

Mr John Calvert-Jones AM & Mrs Janet Calvert-Jones AO

Dunmoore Foundation

Mr Michael Hamson & Mrs Susie Hamson

Mr Ken Harrison & Mrs Jill Harrison

Mr Graeme Holt & Mrs Judy Holt

Mrs Gillian Hund & Mr Michael Hund

Mrs Alwynne Jona OAM

Mr Craig Kimberley & Mrs Connie Kimberley

Mr Peter Los & Mrs Maryclare Los
 Mr Lynton Morgan & Mrs Susan Morgan
 Dame Elisabeth Murdoch AC DBE
 Mr Richard Oliver AM
 Lady Potter AC
 Mrs Margaret Ross AM & Dr Ian Ross
 Mr Greg Shalit & Ms Miriam Faine
 Dr Elizabeth Xipell

Banksia

Anonymous (6)
 Mr David Adam & Mrs Judy Adam
 Sir David Akers-Jones GBM KBE CMG
 Mr Duncan Andrews & Mrs Jan Andrews
 Australian Garden History Society Victorian Branch
 Mr Antony Baillieu & Mrs Sybil Baillieu
 Mr Graeme Baker & Mrs Lee Baker
 Mr Michael Begg & Mrs Judy Begg
 Mr Lionel Berkowitz & Mrs Elaine Berkowitz
 Mr Marc Besen AO & Mrs Eva Besen AO
 Mr Ian Beynon & Mrs Beth Beynon
 Mr Brian Blythe & Mrs Helen Blythe
 Mr Russell Board & Ms Narelle Ivers
 Philip & Vivien Brass Charitable Foundation
 Ms Sally Browne
 Mr Peter Canet & Mrs Ivanka Canet
 Ms Elaine Canty & Mr Roy Masters
 The Honourable Alex Chernov AO QC & Mrs Elizabeth Chernov
 Mr Sandy Clark & Ms Marie McDonald
 Mr Leigh Clifford & Mrs Sue Clifford
 Dr Robin Collier & Prof Neil Collier
 Mr Bruce Echberg & Mrs Kerry Echberg
 Mrs Jan Egan
 Mr Rodger Elliot AM & Mrs Gwen Elliot AM
 Mr Ian Endersby & Mrs Margaret Endersby
 Ms Jane Fenton & Mr David Miles
 Dr Helen Ferguson
 Mrs Robin Ferry OAM
 Mr Anthony Fitzwilliams Hyde & Mrs Chloe Fitzwilliams Hyde
 Mr Geoffrey Freeman & Mrs Lesley Freeman
 Mr Robert Green & Mrs Jan Green
 Mrs Lesley Griffin
 Mr Peter Griffin AM & Ms Terry Swann
 Mr Andrew Grummet AM & Mrs Margaret Grummet
 Mrs Sarah Guest
 Mrs Angela Gunn

OUR SUPPORTERS

Mrs Sally-Anne Hains
Ms Kirsty Hamilton & Mr Harrison Young
Ms Marianne Hay
Mrs Maria Jo Herpe
Mr Jim Higgins & Mrs Barbara Higgins
Mr Douglas Hocking & Mrs Patricia Hocking
Mr Frank Hook & Mrs Sheryl Hook
Mr Darvell Hutchinson AM & Mrs Barbara Hutchinson
Mr Peter Kelly & Mrs Liz Kelly
Ms Zara Kimpton OAM
Mr Athol Lapthorne & Mrs Millie Lapthorne
Mrs Diana Lempriere
Mrs Jennifer Lempriere
Mr Jim Leslie & Mrs Alison Leslie
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 Ian McNaughton & Mrs Libby McNaughton
Mrs Anne Miller
Mr Ross Milne-Pott & Mrs Judy Milne-Pott
Dr Philip Moors & Dr Debbie Moors
Mrs Diana Morgan
Mrs Maggie Nanut
Ms Wendy Olenick
Mr George Pappas & Mrs Jillian Pappas
Mr Tom Park & Mrs Cathy Park
Mr Bruce Parncutt & Ms Robin Campbell
Mr Ron Pearce & Mrs Lorna Pearce
Mrs Lee Pinkus
Mrs Lizzie Polk & Mr Martin Ralston
Mr John Prescott AC & Mrs Jennifer Prescott
Mr John Ralph AC & Mrs Barbara Ralph
Mrs Carolyn Rayner & Mr Mark Rayner
Dr Max Richards AM & Mrs Maggie Richards
Mr Damian Robertson & Mrs Lisa Robertson
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.

The Friends of the Royal Botanic Gardens Cranbourne had another very successful year with tours to Anglesea (Victoria) and, in conjunction with the Melbourne Friends, a tour to the RHS Chelsea Flower Show and Gardens of Southern England. Members with the necessary skills helped organise and lead these tours. In the case of interstate and overseas trips, the assistance of a travel company was required which, in itself, necessitated considerable input from members.

The Activities Committee developed and oversaw another year of successful activities including Discovery Days, workshops and special guest speakers. These activities provided a diverse selection of activities for members.

Membership numbers gradually increased and are now well over 600. It is hoped that the proposed removal of entry fees to the Australian Garden will see an increased number of members visiting the Australian Garden.

One of the key projects this year was the pending relocation of the Friends' facilities following the redevelopment of the Depot at RBG Cranbourne. With possible sites still being discussed, the Friends will continue to work with RBG Cranbourne staff and look forward to the finalisation of development plans.

Once again, significant emphasis was placed on the retention of funds raised in order to contribute to projects including the relocation of the Maud Gibson Room and its associated structures. Funds were raised through a number of avenues including the increasingly popular Botanical Illustrators Classes run by Margaret Holloway, plant sales of Australian plants to Friends' members, and plant sales to the public at three plant sales over the year.

The Friends also continued to propagate and provide plants free of charge for RBG Cranbourne's Education programs and the City of Casey's revegetation projects.

Surpluses resulted from the Activities Program and the Annual Dinner. As with all activities, the financial benefit is often secondary to the support provided to RBG Cranbourne.

Friends of the Royal Botanic Gardens, Melbourne Inc.

The Friends were pleased to be able to make grants in excess of \$153,000 to the Royal Botanic Gardens Melbourne during the year. These included \$90,000 towards the Working Wetlands project, \$11,006 for new lighting for Domain House which is used for exhibitions (and leased from the City of Melbourne by the Royal Botanic Gardens Board Victoria), \$15,000 for a Plant Labelling Identification project, \$12,385 to upgrade the Audio Visual equipment in Mueller Hall at the Herbarium, and a total of \$12,055 for staff scholarships awarded to Trevor Gallagher, Chris Jenek, Dermot Molloy, Ollie Sherlock and Timothy Wall.

Classes in Botanical Illustration continued to maintain popularity. Ten classes a week continued to run in eight-week terms and beginners' workshops were held during each school holiday break. A number of special interest botanical workshops were also held during the year.

The Growing Friends group held two successful public plant sales, with the spring sale coinciding with the Spring Open Day at RBG Melbourne and raising a total of \$35,935.

OUR SUPPORTERS

Membership remained stable, which is a good result in the current economic climate. Multi-year memberships for two and three years continued to prove popular and a secure online payment procedure was instigated.

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 Royal 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 for many years botanical research and education programs at RBG Melbourne.

The Trust has agreed to provide \$39,000 over three years to support RBG Melbourne as the Industry Partner in a new ARC Linkage project investigating the evolution of salt-tolerant plants in Australia, particularly Acacias. 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 first instalment of \$13,000 was made during the year.

The Trust also committed funds of \$25,000 per year in 2010–11 and 2011–12 to support The Pauline Ladiges Fellowship in Plant Systematics and Evolution. The Fellowship is being jointly established by RBG Melbourne and the School of Botany at The University of Melbourne to provide a career 'stepping stone' in plant systematics for recent PhD graduates and post-doctoral fellows. Appointments will be made for 3–5 years, and Fellows will contribute to the continued teaching of plant systematics and undertake research at the National Herbarium of Victoria and the School of Botany. The Trust's grant will add to the endowment for this new position.

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's (PCC) practicing Plant Craft groups – Natural Dye, Basketry, Fibre, Plant Cards, Handmade Paper and Counterpart – have consistently provided visitors with intriguing displays, demonstrations and workshops.

The three children's workshops – Fantastic Friends, Pressed Flower Cards, and Papermaking – were much enjoyed and well attended. This is especially pleasing as it is often the children's programs that provide the initial introduction to the Cottage.

Adult workshops were more difficult to gauge. Pot Pourri, Fibre and Basketry were cancelled due to lack of numbers, but increased their group numbers throughout the year. The Natural Dye group workshop on *Australian Natural Colours: Dyeing with Eucalypts*, was an outstanding success. One participant even dyed material for a dress worn to the TV Week Logie Awards. In August, the Natural Dye and Basketry groups were part of Craft Victoria's Craft Cubed Open Studios.

Membership numbers dropped to 160 and older members were farewelled. In April, 12 new members were welcomed at the annual New Members Morning Tea. Mrs de Kretser, Cottage Patron for the last four years, joined us on this occasion to say farewell.

This year saw some considerable maintenance for the Cottage. An amount of \$7,000 was set aside in January as 'A Gift in Kind' to the Royal Botanic Gardens. This was used to paint the interior of the Cottage. In April, the Garden group welcomed students from North Melbourne Institute of TAFE (NMIT) who, under the guidance of their tutors and RBG Melbourne's Manager Horticulture, redesigned and rebuilt the upper garden beds. This has helped create a more sustainable 'cottage garden'. The work was completed in June 2011.

The Cottage and the Friends of the Royal Botanic Gardens, Melbourne enjoyed a closer working relationship with the Cottage welcoming four Friends' Volunteers to work with the Garden group. This liaison is set to continue.

The website began to pay dividends, with bookings and enquiries made through the gmail booking officer, proving PCC has definitely been more accessible to the public. New permanent signs to display A3 'What's On' posters were put in place in June 2011 and will help to catch the passing public.

PCC members enjoyed meeting the new Melbourne Gardens Division Director and Manager Public Programs and introducing them to the wide range of Plant Crafts and the idea for the exhibition 'Forest Fantasy' to celebrate the Cottage's 30th anniversary in October 2011.

PCC is most grateful to the many people who give their time so willingly to help and support the Cottage in maintaining and continuing its work with Plant Crafts and would like to acknowledge the help and support provided by the Royal Botanic Gardens Board Victoria and its staff.

Herbarium Volunteers

Throughout the year the Herbarium Volunteers significantly contributed to the curation of the Collections of the National Herbarium of Victoria and the Royal Botanic Gardens' Library, and to conservation research.

Herbarium volunteers assisted with a number of research projects, including:

- *In Vitro* symbiotic germination of native terrestrial orchids for the Victorian Orchid Conservation Program, especially the recently rediscovered *Caladenia pumila*, previously thought to be extinct
- Germination trials, data entry and collection, cleaning and counting of seeds for the Victorian Conservation Seedbank, in association with the Millennium Seed Bank Project
- Databasing records and administration for the Fungimap Project and 2011 Fungimap conference.
- Mounting the Characeae Type and other specimens with badly burned labels and plant material for the Algae Pilot Project
- Completing mounting and documenting records of the Foreign Fabaceae collections in conjunction with the curation project
- Curating the H M Jolley moss collections for the ABRS-funded Pottiaceae project
- Checking and editing MELISR database records in preparation for migration to the new Specify database
- Translating and editing of letters for the Mueller Correspondence Project.

OUR SUPPORTERS

Volunteers also contributed to the ongoing work of the Herbarium, assisting with:

- Mounting historical Foreign and contemporary Australian specimens for the State Botanical Collection, including specimens from the Victorian Conservation Seedbank and the Victorian and Horticultural Reference Sets
- Curation of the Foreign Fungi and Lichen collections and the Ilma Stone Moss Collection, and work on the records of the JAL Preiss Lichen Collections
- Scanning back issues of the Herbarium Journal *Muelleria*
- Completion of the preliminary Library cataloguing for the collection of bound reprints
- Preliminary library cataloguing for the map collection
- Progressing work on Library databases for the Ron Jeffs slide collection, the Bill Woelkerling collection of algal reprints, and collected reprint volumes, and completion of the database for the Bob Withers slide collection.

In 2010–11, Collections volunteers added 13,813 mounted and/or curated specimens to the State Botanical Collection, and 156 specimens to the MELISR database. Volunteers contributed more than 4,665 hours of work to the Collections branch, and over 1,000 hours to the Library.

Marina Albert	Geoffrey Lay
Rosemary Anderson	Jannie Lay
Neil Anderton	Geoffrey Le Page
Olga Bartak	Anna Long
Margaret Berlin	Jennifer Lund
Jenepher Beudel	Rita Macheda
Merrell Browne	Brian Monger
Sally Bufe	Pauline Morrison
John Carpenter	Tom Morton
Wendy Cook	Margaret Murfett
Rachel Douglas	Gillian Newnham
Heather Eather	Paula Nicholson
Alwynne Fairweather	Graham Patterson
Radinka Faranov	Diana Plant
Francis Faul	Laraine Proctor
Katherine Flynn	Jennifer Ross
Paul George	Catherine Taylor
Margaret Gordon	Joan Thomas
Mary Gregory	Elizabeth Turnbull
Robert Hare	Jennie Vaughan
Mary Hills	Nancy Wallace
Elizabeth Howcroft	Ann Walsham
Vicki Jaeger	Carol Watson
Meran Jennings	Monika Wells
Nimal Karunajeewa	Betty Whitehand

RBG Cranbourne volunteers

Volunteers at RBG Cranbourne contributed many hours during the past year, in some instances contributing their time and skills in more than one capacity. The Royal Botanic Gardens gratefully values the work of our volunteers and looks forward to their continuing support.

Garden Ambassadors Cranbourne

Robin Allison
Jill Anderson
John Armstrong
Margaret Barnes
Trevor Blake
Margaret Brookes
Ruth Caple
Margaret Clarke
Elaine Cuthbertson
Derek de Korte
Carol Ferguson
Sue Gray
Faye Hobby
Eleanor Hodges
Katherine Ingram
Dorothy Kay
Amanda Keely
Marie Kehoe
Sue Keon-Cohen
Helen Kennedy

George Klempfner
Anne Lange
Sue Mackintosh
Judy Mallinson
Rosie McMahon
Gerard Morrissey
Jonathan O'Donohue
Carol Price
Verena Reich
Charles Saffroy
Alex Smart
Laurie Stephens
John Steward
Lee Thistlewaite
Georgie Till
Myrna Unthank
Clare Vivian
John Webb
Jim Williams

Horticulture volunteers

Ruth Caple
Andrew Dilley
Stan Harper
Laurie Stephens
Clare Vivian

OUR SUPPORTERS

RBG Melbourne volunteers

Volunteers at RBG Melbourne contributed many hours during the past year, in some instances contributing their time and skills in more than one capacity. The Royal Botanic Gardens gratefully values the work of all volunteers and looks forward to their continuing support.

E Gate Lodge Helping Hands

Rosemary Cotter
Sue Hoare
Rose Knapp
Geoffrey Kneebone
Caroline Nette
Irwin Newman

Eastern Lodge Helping Hands

Elizabeth Crowther
Claire Forrest
Janet Moritz

Gate Lodge Helping Hands

Geoffrey Kneebone

Garden Ambassadors

Anne Aston
Ann Beasley
Penny Bell
Janine Bentham
Jeanine Browne
Frances Coffey
Dianne Costello
Rosemary Cotter
Elizabeth Crawford
Helen Creedon
Caroline Durre
Veronica Harrison
Suzanne Katz
Julie Jones
Leanora Levy
Alasdair MacDonald
Marian McLean
Josephine Mifsud

Gloria Minter
Sarah Moody
Jadzia Rae
Ann Scott
Julian Simpson
Libby Tronson
Eugene Tuohy
Max Watson
Susan Wilcox
Mali Wilson
Diana Zerrillo

Litter Collection Volunteers

(Three-month trial program
commenced June 2011)
Beverly McCulloch
Matthew McCulloch

The Ian Potter Foundation Children's Garden volunteers

Moira Bainbridge
Mary Becker
Pamm Brittain
Lorraine Brock
Elizabeth Crawford
Billie De Bondi
Leanora Levy
Sally Mason
Anna Priester
Margaret Smith
Helen Smyth
Margaret Spicer
Maggie Troup
Max Watson

Voluntary Guides

Jill Bartlett
Noel Bennett

Lorraine Brock
Jasmine Brunner
Sheila Butler
Pamela Carder
Susan Chandler
Anna Denton
Robert Gower
Kate Grinter
Kay Hall
Jenny Happell
Ruth Harris
Virginia Heywood
Margaret Hilditch
John Johnson
Marlies Johnson
Scott Kerr
Jenny Lang
Margaret Mann
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
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 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, School of Botany, The University of Melbourne
Ms Barbara Archer, Esperance, Western Australia
Ms Helen Aston, retired, RBG Melbourne
Mr Ian Clarke, Bentleigh, Victoria
Ms Helen Cohn, Thornbury, Victoria
Dr Tom Darragh, Williamstown, Victoria
Prof. Rod Home, Department of History and Philosophy of Science,
The University of Melbourne
Prof. Pauline Ladiges, School of Botany, The University of Melbourne
Dr Sheryl Lawson, School of Botany, The University of Melbourne
Dr Sara Maroske, Department of History and Philosophy of 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 Kirstin 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, Burnley Campus, The University of Melbourne

OUR SUPPORTERS

Organisations that have provided research grants

Atlas of Living Australia
Australia and Pacific Science Foundation
Australian Biological Resources Study
Australian Research Council – Linkage Grants and Discovery Grants
The Baker Trust
The CASS Foundation
Cybec Foundation
Friends of the Royal Botanic Gardens, Melbourne Inc.
Hermon Slade Foundation
Holsworth Wildlife Research Endowment
M.A. Ingram Trust
Maud Gibson Trust
Parks Victoria – Research Partnerships Program
Royal Botanic Gardens Foundation Victoria
Royal Botanic Gardens, Kew
The University of Melbourne – MacBain Research Scholarship



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VAGO

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 2011 of the Royal Botanic Gardens Board which comprises the comprehensive operating statement, balance sheet, statement of changes in equity, cash flow statement, notes comprising a summary of significant accounting policies and other explanatory information, 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*, and for such internal control as the Board Members determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

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. Those Standards require compliance with relevant ethical requirements relating to audit engagements and that the audit be planned and performed to obtain reasonable assurance about 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, 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.

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.

VAGO

Victorian Auditor-General's Office

Independent Auditor's Report (continued)

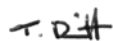
Opinion

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 2011 and of its financial performance and its 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*.

Matters Relating to the Electronic Publication of the Audited Financial Report

This auditor's report relates to the financial report of the Royal Botanic Gardens Board for the year ended 30 June 2011 included both in the Royal Botanic Gardens Board's annual report and on the website. The Board Members of the Royal Botanic Gardens Board are responsible for the integrity of the Royal Botanic Gardens Board's website. I have not been engaged to report on the integrity of the Royal Botanic Gardens Board's website. The auditor's report refers only to the subject matter described above. It does not provide an opinion on any other information which may have been hyperlinked to/from these statements. If users of the financial report are concerned with the inherent risks arising from publication on a website, they are advised to refer to the hard copy of the audited financial report to confirm the information contained in the website version of the financial report.

MELBOURNE
17 August 2011


for D D R Pearson
Auditor-General

FINANCIAL STATEMENTS

Accountable officer's, chief finance officer's and Board's declaration

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 including Interpretations, 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 accompanying notes, presents fairly the financial transactions during the year ended 30 June 2011 and financial position of the Board at 30 June 2011.

At the time of signing, 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 16 August 2011.



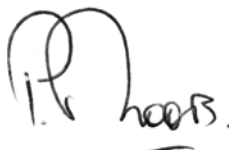
Elaine Canty
Chairman
Royal Botanic Gardens Board

Melbourne
16 August 2011



Lola Makdissi
Chief Finance Officer
Royal Botanic Gardens Board

Melbourne
16 August 2011



Dr Philip Moors
Director and Chief Executive
Royal Botanic Gardens Board

Melbourne
16 August 2011

Comprehensive operating statement for the financial year ended 30 June 2011

	Note	2011 \$	2010 \$
Income from transactions			
Grants	2(a)	12,842,413	11,409,906
Sponsorships and donations	2(b)	4,004,471	3,749,484
Sales of goods and services	2(c)	3,449,856	3,365,549
Fair value of assets and services received free of charge or for nominal consideration	2(d)	784,453	1,140,396
Interest	2(e)	1,041,255	791,897
Other income	2(f)	964,099	1,035,621
Total income from transactions		23,086,547	21,492,853
Expenses from transactions			
Employee expenses	3(a)	(11,700,744)	(11,062,742)
Depreciation and amortisation	3(b)	(858,908)	(831,530)
Interest expense	3(c)	(26,816)	(30,417)
Other operating expenses ⁽ⁱ⁾	3(d)	(6,944,174)	(6,218,416)
Total expenses from transactions		(19,530,642)	(18,143,105)
Net result from transactions (net operating balance)		3,555,905	3,349,748
Other economic flows included in net result			
Net gain/(loss) on non-financial assets ⁽ⁱⁱ⁾	4(a)	3,274	5,943
Net gain/(loss) on financial instruments ⁽ⁱⁱⁱ⁾	4(b)	(5,521)	(229,110)
Other gains/(losses) from economic flows	4(c)	(19,804)	(10,562)
Total other economic flows included in net result		(22,051)	(233,729)
Net result		3,533,854	3,116,019
Other economic flows - other non-owner changes in equity			
Changes in physical asset revaluation surplus	19(a)	145,920,812	-
Changes to financial assets available-for-sale revaluation deficit ^(iv)	19(b)	50,290	402,060
Total other economic flows - other non-owner changes in equity		145,971,102	402,060
Comprehensive result		149,504,956	3,518,079

This comprehensive operating statement should be read in conjunction with the accompanying notes included on pages 133 to 169.

Notes:

- (i) 'Other operating expenses' include bad debts from transactions that are mutually agreed - refer to definition of 'transactions' in Note 23.
- (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 surplus.
- (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 deficit.
- (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.

FINANCIAL STATEMENTS

Balance sheet

as at 30 June 2011

	Notes	2011 \$	2010 \$
Assets			
Financial assets			
Cash and deposits	17, 18	16,114,006	19,332,253
Receivables	5, 17	1,205,194	616,395
Investments	6	980,400	930,110
Total financial assets		18,299,600	20,878,758
Non-financial assets			
Inventories	7	261,560	291,487
Non financial physical assets classified as held for sale	8	-	11,738
Prepayments		15,732	35,358
Property, plant and equipment	9	407,276,642	252,522,411
Total non-financial assets		407,553,934	252,860,994
Total assets		425,853,534	273,739,752
Liabilities			
Payables	10, 17	1,411,661	931,392
Borrowings	11, 17	414,290	409,753
Provisions	12	2,907,901	2,712,222
Liabilities directly associated with assets held for sale	8	-	11,659
Total liabilities		4,733,852	4,065,026
Net assets		421,119,682	269,674,726
Equity			
Accumulated surplus		23,514,643	19,980,789
Physical asset revaluation surplus	19	312,264,910	166,344,098
Financial assets available-for-sale revaluation deficit	19	(19,600)	(69,890)
Contributed capital		85,359,729	83,419,729
Net worth		421,119,682	269,674,726
Commitments for expenditure	15		
Contingent assets and contingent liabilities	16		

This balance sheet should be read in conjunction with the accompanying notes included on pages 133 to 169.

Statement of changes in equity for the financial year ended 30 June 2011

	Physical Asset Revaluation Surplus	Available-For- Sale Financial Asset Revaluation Deficit	Accumulated Surplus	Contributions By Owner	Total
	\$	\$	\$	\$	\$
Balance at 1 July 2009	166,344,098	(471,950)	16,864,770	73,819,729	256,556,647
Net result for the year	-	-	3,116,019	-	3,116,019
Other comprehensive income for the year	-	402,060	-	-	402,060
Capital grants	-	-	-	9,600,000	9,600,000
Balance at 30 June 2010	166,344,098	(69,890)	19,980,789	83,419,729	269,674,726
Net result for the year	-	-	3,533,854	-	3,533,854
Other comprehensive income for the year	145,920,812	50,290	-	-	145,971,102
Capital grants	-	-	-	1,940,000	1,940,000
Balance at 30 June 2011	312,264,910	(19,600)	23,514,643	85,359,729	421,119,682

This statement of changes in equity should be read in conjunction with the accompanying notes included on pages 133 to 169.

FINANCIAL STATEMENTS

Cash flow statement

for the financial year ended 30 June 2011

	Note	2011 \$	2010 \$
Cash flows from operating activities			
Receipts			
Receipts from Government		12,841,113	11,409,906
Receipts from other entities		10,509,600	10,931,549
Interest received		1,008,984	841,917
Total receipts		24,359,697	23,183,372
Payments			
Payments to suppliers and employees		(19,191,023)	(17,571,121)
Goods and Services Tax paid to the ATO ⁽ⁱ⁾		(599,931)	(486,879)
Interest and other costs of finance paid		(26,816)	(30,417)
Total payments		(19,817,770)	(18,088,417)
Net cash flows from/(used in) operating activities	18(b)	4,541,927	5,094,955
Cash flows from investing activities			
Proceeds from sale of non-financial assets		5,201	48,707
Proceeds from sale of investments		-	273,320
Payments for non-financial assets		(9,576,234)	(7,677,205)
Net cash flows from/(used in) investing activities		(9,571,033)	(7,355,178)
Cash flows from financing activities			
Owner contributions by State Government		1,940,000	9,600,000
Repayment of finance leases		(123,620)	(120,833)
Net cash flows from/(used in) financing activities		1,816,380	9,479,167
Net increase/(decrease) in cash and cash equivalents		(3,212,726)	7,218,944
Cash and cash equivalents at the beginning of financial year		19,332,253	12,113,309
Effect of exchange rate fluctuations on cash held in foreign currency		(5,521)	-
Cash and cash equivalents at the end of financial year	18(a)	16,114,006	19,332,253

This cash flow statement should be read in conjunction with the accompanying notes included on pages 133 to 169.

Note (i): Goods and Services Tax paid to the ATO is presented on a net basis

Notes to the financial statements for the financial year ended 30 June 2011

Note 1. Summary of accounting policies

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

The purpose of the report is to provide users with information about the Board's stewardship of resources entrusted to it.

To gain a better understanding of the terminology used in this report, a glossary of terms can be found at Note 23.

(a) *Statement of compliance*

These general purpose financial statements have been prepared in accordance with the *Financial Management Act 1994* (FMA) and applicable Australian Accounting Standards (AAS) which include Interpretations, issued by the Australian Accounting Standards Board (AASB). In particular, they are presented in a manner consistent with the requirements of the AASB 1049 *Whole of Government and General Government Sector Financial Reporting*.

Where appropriate, those AAS paragraphs applicable to not-for-profit entities have been applied.

(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 AAS, judgements, estimates and assumptions are required to be made about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on professional judgements derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

The estimates and associated assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgments made by management in the application of AAS 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.

This report has been prepared in accordance with the historical cost convention. Historical cost is based on the fair values of the consideration given in exchange for assets.

Exceptions to the historical cost convention include:

- non-financial 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.

The accounting policies set out below have been applied in preparing the financial statements for the year ended 30 June 2011 and the comparative information presented for the year ended 30 June 2010.

FINANCIAL STATEMENTS

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*.

Its principal address is:

Royal Botanic Gardens
Birdwood Avenue
South Yarra VIC 3141.

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 23).

'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 (eg 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-financial physical and intangible assets and fair value changes of financial instruments.

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

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.

Cash flow statement

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

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

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.

Rounding of amounts

Amounts in the financial statements (including the notes) have been rounded to the nearest dollar, unless otherwise stated. Figures in the financial statements may not equate due to rounding.

(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

Grants from third parties (other than contributions by owners) are recognised as income in the reporting period in which the Board gains control over the underlying assets.

For reciprocal grants (ie equal value is given back by the Board to the provider), the Board is deemed to have assumed control when the Board is satisfied its performance obligations under the terms of the grant have been met. For non reciprocal grants, the Board is deemed to have assumed control when the grant is receivable or received. Conditional grants may be reciprocal or non-reciprocal depending on the terms of the grant.

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 supply of services

Income from the supply 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.

Under the stage of completion method, income is recognised by reference to labour hours supplied or to labour hours supplied as a percentage of total services to be performed in each annual reporting period.

Income from sale of goods

Income from the sale of goods is recognised when:

- the Board no longer has any of the significant risks and rewards of ownership of the goods transferred to the buyer;
- the Board no longer has 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 are non-reciprocal in nature and the Board is deemed to have control when the monies are received from the provider.

Note 1. Summary of accounting policies (*continued*)**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 fair value when control is obtained over them, irrespective of whether these contributions are subject to restrictions or conditions over their use. 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 received as a donation.

Interest

Interest includes interest received on deposits and other investments and the unwinding over time of the discount on financial assets. Interest income is recognised using the effective interest method which allocates the interest over the relevant period.

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.

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 agreement.

(f) Expenses from transactions

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

Employee expenses

These expenses include all costs related to employment (other than superannuation which is accounted for separately) including wages and salaries, fringe benefits tax, leave entitlements, redundancy payments and WorkCover premiums.

Superannuation

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

Depreciation

All infrastructure assets, buildings, plant and equipment and other non-financial physical assets (excluding items under operating leases, assets held for sale and land) 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, and adjustments made where appropriate.

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

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 core 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 and style conventions* in Note 23 for an explanation of interest expense items.

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

Refer to Note 1(i) *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-financial physical assets

Refer to Note 1(j) *Revaluations of non-financial physical 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.

Gain/(loss) arising from transactions in foreign exchange

Refer to Note 1(q) *Foreign currency balances/transactions*

Impairment of non-financial assets

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

- inventories (refer Note 1(j));
- non-financial physical assets held for sale (refer Note 1(j)); and
- assets arising from construction contracts (refer Note 1(j)).

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.

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

If there is an indication that there has been a change in the estimate of an asset's recoverable amount since the last impairment loss was recognised, the carrying amount shall be increased to its recoverable amount. This reversal of the impairment loss occurs only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised in prior years.

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.

Refer to Note 1(j) in relation to the recognition and measurement of non-financial assets.

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:

- transfer of amounts from the reserves and/or accumulated surplus to net result due to disposal or derecognition or reclassification; and
- the revaluation of the present value of the long service leave liability due to changes in the bond interest rates.

(h) Financial instruments

Financial instruments arise out of contractual agreements that give rise to a financial asset of one entity and a financial liability or equity instrument of another entity. Due to the nature of the Board's activities, certain financial assets and financial liabilities arise under statute rather than a contract. Such financial assets and financial liabilities do not meet the definition of financial instruments in AASB 132 *Financial Instruments: Presentation*. For example, statutory receivables arising from taxes, fines and penalties do not meet the definition of financial instruments as they do not arise under contract.

Where relevant, for note disclosure purposes, a distinction is made between those financial assets and financial liabilities that meet the definition of financial instruments in accordance with AASB 132 and those that do not.

The following refers to financial instruments unless otherwise stated.

Categories of non-derivative financial instruments

Loans and receivables

Loans and receivables are financial instrument assets with fixed and determinable payments that are not quoted on an active market. These assets are initially recognised at fair value plus any directly attributable transaction costs. Subsequent to initial measurement, loans and receivables are measured at amortised cost using the effective interest method, less any impairment.

The loans and receivables category includes cash and deposits (refer to Note 1(i)), term deposits with maturity greater than three months, trade receivables, loans and other receivables, but not statutory receivables.

Available-for-sale financial assets

Available-for-sale financial instrument assets are those designated as available-for-sale or not classified in any other category of financial instrument asset.

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

Such assets are initially recognised at fair value. Subsequent to initial recognition, they are measured at fair value with gains and losses arising from changes in fair value, recognised in 'other economic flows – other non-owner changes in equity' until the investments are disposed.

Movements resulting from impairment and foreign currency changes are recognised in the net result as other economic flows. On disposal, the cumulative gain or loss previously recognised in 'Other economic flows – other non-owner changes in equity' is transferred to other economic flows in the net result.

Fair value is determined in the manner described in Note 17 *Financial instruments*.

The available-for-sale category includes debt securities that are designated as available for sale.

Financial liabilities at amortised cost

Financial instrument liabilities are initially recognised on the date they are originated. They are initially measured at fair value plus any directly attributable transaction costs. Subsequent to initial recognition, these financial instruments are measured at amortised cost with any difference between the initial recognised amount and the redemption value being recognised in profit and loss over the period of the interest bearing liability, using the effective interest rate method.

Financial instrument liabilities measured at amortised cost include all payables, deposits held and advances received, and interest bearing arrangements.

Reclassification of financial instruments

Available-for-sale financial instrument assets that meet the definition of loans and receivables may be reclassified into the loans and receivables category if there is the intention and ability to hold them for the foreseeable future or until maturity.

(i) 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 of:

- statutory receivables, which predominately include GST input tax credits recoverable; and
- contractual receivables, which include mainly debtors in relation to goods and services and accrued investment income.

Receivables that are contractual are classified as financial instruments. 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(i) *Impairment of financial assets*).

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

Investments

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.

Any interest earned on the financial asset is recognised in the consolidated comprehensive operating statement as a transaction.

Derecognition of financial assets

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is derecognised when:

- the rights to receive cash flows from the asset have expired; or
- the Board retains the right to receive cash flows from the asset, but has assumed an obligation to pay them in full without material delay to a third party under a 'pass through' arrangement; or
- the Board has transferred its rights to receive cash flows from the asset and either:
 - (a) has transferred substantially all the risks and rewards of the asset, or
 - (b) has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

Where the Board has neither transferred nor retained substantially all the risks and rewards or transferred control, the asset is recognised to the extent of the Board's continuing involvement in the asset.

Impairment of financial assets

At the end of each reporting period, the Board assesses whether there is objective evidence that a financial asset or group of financial assets is impaired. Objective evidence includes financial difficulties of the debtor, default payments, debts which are more than 60 days overdue, and changes in debtor credit ratings. 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.

The amount of the allowance is the difference between the financial asset's carrying amount and the present value of estimated future cash flows, discounted at the effective interest rate.

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

(j) 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. Where inventories are acquired for no cost or nominal consideration, they are measured at current replacement cost at the date of acquisition.

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

Non-financial physical assets (including disposal group assets) are treated as current and classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use.

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

Non-financial physical assets (including disposal group assets) are treated as current and 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 asset is available for immediate use in the current condition; and
- the sale is highly probable and the asset's sale is expected to be completed within twelve months from the date of classification.

These non-financial physical assets, related liabilities and financial assets are measured at the lower of carrying amount and fair value less costs to sell, and are not subject to depreciation or amortisation.

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.

The initial cost for non-financial physical assets under a finance lease (refer to Note 1(l)) is measured at amounts equal to the fair value of the leased asset or, if lower, the present value of the minimum lease payments, each determined at the inception of the lease.

Where an asset is received for no or nominal consideration, the cost is the asset's fair value at the date of acquisition.

Non-financial 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-financial 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. These policies and any legislative limitations and restrictions imposed on their use and/or disposal may impact their fair value.

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.

Certain assets are acquired under finance leases. Refer to Note 1(l) *Leases*.

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

Where an asset is received for no or nominal consideration, the cost is the asset's fair value at the date of acquisition.

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.

For the accounting policy on impairment of non-financial physical assets, refer to impairment of non-financial assets under Note 1(g) *Impairment of non-financial assets*.

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.

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

Non-financial physical assets constructed by the Board

The cost of non-financial 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-financial physical assets

Non-financial physical assets are measured at fair value in accordance with Financial Reporting Directions (FRDs) 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. Certain infrastructure assets are revalued using specialised advisors. Any interim revaluations are determined in accordance with the requirements of the FRDs.

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 economic flows – other movements in equity' and accumulated in equity under the asset revaluation surplus. However, the net revaluation increase is 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 other economic flows in the net result, except that the net revaluation decrease is recognised in 'other economic flows – other movements in equity' to the extent that a credit balance exists in the asset revaluation surplus in respect of the same class of property, plant and equipment. The net revaluation decrease recognised in 'other economic flows – other movements in equity' reduces the amount accumulated in equity under the asset 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 asset revaluation surplus is not normally transferred to accumulated funds on derecognition 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

Other non-financial assets include prepayments which 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.

(k) Liabilities

Borrowings

Borrowings are initially measured at fair value, being the cost of the borrowings, net of transaction costs (refer also to Note 1(l) *Leases*).

Subsequent to initial recognition, borrowings are measured at amortised cost with any difference between the initial recognised amount and the redemption value being recognised in net result over the period of the borrowing using the effective interest method.

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

Payables

Payables consist of:

- contractual payments, such as accounts payable and unearned income. 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; and
- statutory payables, such as goods and services tax and fringe benefits tax payables.

Contractual payables are classified as financial instruments and categorised as financial liabilities at amortised cost (refer to Note 1(h)). Statutory payables are recognised and measured similarly to contractual payables, but are not classified as financial instruments and not included in the category of financial liabilities at amortised cost, because they do not arise from a contract.

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 liability 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, using a discount rate that reflects the time value of money and risks specific to the provision.

When some or all of the economic benefits required to settle a provision are expected to be received from a third party, the receivable is recognised as an asset if it is virtually certain that recovery will be received and the amount of the receivable can be measured reliably.

Employee benefits

Provision is made for benefits accruing to employees in respect of wages and salaries, annual leave and long service leave for services rendered to the reporting date.

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

Liabilities for wages and salaries, annual leave and accumulating sick leave are recognised in the provision for employee benefits, classified as current liabilities. Those liabilities which are expected to be settled within 12 months of the reporting period, are measured at their nominal values.

Those liabilities that are not expected to be settled within 12 months are also recognised in the provision for employee benefits as current liabilities, but are 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.

Unconditional LSL is disclosed in the notes to the financial statements as a current liability, even where the Board does not expect to settle the liability within 12 months because it 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.

Conditional LSL 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. Any gain or loss following revaluation of the present value of non-current LSL liability is recognised as a transaction, except to the extent that a gain or loss arises due to changes in bond interest rates which is then recognised as an 'other economic flow' (refer to Note 1(a)).

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

Employee benefits on-costs

Employee benefits on-costs such as payroll tax, workers compensation and superannuation are recognised separately from the provision for employee benefits.

Derecognition of financial liabilities

A financial liability is derecognised when the obligation under the liability is discharged, cancelled or expires.

(l) 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.

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 is 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.

(m) 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.

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

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

(n) 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.

(o) 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.

(p) 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.

(q) Foreign currency balances/transactions

All foreign currency transactions during the financial year are brought to account using the exchange rate in effect at the date of the transaction. Foreign monetary items existing at the end of the reporting period are translated at the closing rate at the date of the end of the reporting period.

(r) 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.

(s) Comparative amounts

Consistent with the requirements of AASB 1049 *Whole of Government and General Government Sector Financial Reporting*, revaluation gains/(losses) on the LSL liability due to changes in the discount bond rates are recognised as 'other economic flows'. Accordingly, the prior year comparative employee expenses and other gains/(losses) from economic flows have been decreased by \$10,562 and increased by \$10,562 respectively to reflect this change.

Note 1. Summary of accounting policies (*continued*)**(t) AAS issued that are not yet effective**

Certain new AAS have been published that are not mandatory for the 30 June 2011 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 2011, the following applicable standards and interpretations had been issued but were not mandatory for the financial year ending 30 June 2011. 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 9 Financial instruments	This standard simplifies requirements for the classification and measurement of financial assets.	Beginning 1 January 2013	Detail of impact is still being assessed.
AASB 2009-11 and AASB 2010-7 Amendments to Australian Accounting Standards arising from AASB 9 [AASB 1, 5, 7, 101, 102, 108, 118, 121, 132, 136, 139, 1023 and 1038 and Interpretation 127]	These amendments are in relation to the introduction of AASB 9.	Beginning 1 January 2013	Detail of impact is still being assessed.
AASB 1053 Application of Different Tiers of Australian Accounting Standards	This Standard establishes a differential financial reporting framework consisting of two tiers of reporting requirements for preparing general purpose financial statements.	Beginning 1 July 2013	Impact of reduced disclosure requirements depends on whether the Victorian Government decides to apply them to the Victorian Public Sector.
AASB 2010-6 Amendments to Australian Accounting Standards – Disclosures on Transfers of Financial Assets [AASB 1 & AASB 7]	This amendment adds and changes disclosure requirements about the transfer of financial assets. This includes the nature and risk of the financial assets	Beginning 1 July 2011	Detail of impact of additional disclosures for the transfer of financial assets is still being assessed.

Note 2. Income from transactions

	2011 \$	2010 \$
(a) Grants		
Parks and Reserves Trust Account grants	11,798,744	11,106,698
Other grants	1,043,669	303,208
	12,842,413	11,409,906
(b) Sponsorships and donations		
Cash donations and gifts	4,004,471	3,749,484
	4,004,471	3,749,484
(c) Sales of goods and services		
Sale of goods	1,087,969	1,172,512
Rendering of services	2,361,887	2,193,037
	3,449,856	3,365,549
(d) Fair value of assets and services received free of charge or for nominal consideration		
Services and donated supplies	784,453	1,140,396
	784,453	1,140,396
(e) Interest		
On bank deposits	951,880	768,104
Other miscellaneous interest income	89,375	23,793
	1,041,255	791,897
(f) Other income		
Rental	901,733	912,825
Royalties	41,952	119,194
Other	20,414	3,602
	964,099	1,035,621

Note 3. Expenses from transactions

	2011 \$	2010 \$
(a) Employee expenses		
Salary and wages	9,021,551	8,593,782
Superannuation	918,647	874,442
Annual and long service leave	1,093,547	972,171
Other on-costs	666,999	622,347
	11,700,744	11,062,742
(b) Depreciation		
Buildings	187,389	186,081
Infrastructure	327,436	291,787
Plant and equipment	344,083	353,662
	858,908	831,530

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Note 3. Expenses from transactions (continued)

	2011 \$	2010 \$
(c) Interest expense		
Interest on finance leases	26,816	30,417
	26,816	30,417
(d) Other operating expenses		
<u>Supplies and services</u>		
Contract costs	1,570,028	1,355,269
Garden and office equipment and supplies	703,991	670,920
Consultancies and professional services	753,087	600,153
Non-financial assets hire, maintenance and operation costs	624,398	505,440
Advertising and promotion	544,843	474,187
Cleaning and waste disposal costs	444,130	414,625
Water charges	123,481	222,008
Motor vehicle expenses	229,241	216,394
Computer expenses	206,584	197,875
Travel expenses	256,457	195,380
Books, periodicals and subscriptions	108,704	160,922
Postage and communication expenses	62,557	160,689
Staff training and development	121,585	101,677
Insurance costs	102,084	98,414
Security	72,425	53,640
Catering costs	101,160	52,317
Legal costs	65,866	39,443
Other	249,763	93,629
	6,340,384	5,612,982
<u>Other</u>		
Cost of goods sold	556,292	571,539
Minimum lease payments	47,498	33,895
	603,790	605,434
Total other operating expenses	6,944,174	6,218,416

Note 4. Other economic flows included in net result

	2011 \$	2010 \$
(a) Net gain/(loss) on non-financial assets		
Net gain/(loss) on disposal of property, plant and equipment	(6,938)	21,907
Write down of inventory	10,212	(15,964)
	3,274	5,943
(b) Net gain/(loss) on financial instruments		
Impairment of loans and receivables	-	(2,430)
Net FX gain/(loss) arising from foreign cash held	(5,521)	-
Net gain/(loss) on disposal of financial instruments	-	(226,680)
	(5,521)	(229,110)
(c) Other gains/(losses) from economic flows		
Net gain/(loss) arising from revaluation of long service leave liability	(19,804)	(10,562)
	(19,804)	(10,562)

Note 5. Receivables

	2011 \$	2010 \$
Contractual		
Trade receivables ⁽ⁱ⁾	726,132	436,889
Financial receivables	55,620	84,335
	781,752	521,224
Statutory		
Net GST input tax credit recoverable	423,442	95,171
	423,442	95,171
Total receivables ⁽ⁱⁱⁱ⁾	1,205,194	616,395

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

	2011 \$	2010 \$
Floating rate notes ⁽ⁱ⁾	980,400	930,110
Total investments ⁽ⁱⁱⁱ⁾	980,400	930,110

Notes:

(i) The floating rate note investment was 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.

(ii) The investment balance held at reporting date is classified as current.

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

Note 7. Inventories

	2011 \$	2010 \$
Inventories held for sale at cost	261,560	291,487
Total inventories ⁽ⁱ⁾	261,560	291,487

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

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Note 8. Non-financial physical assets classified as held for sale and directly associated liabilities

	2011 \$	2010 \$
Non-current assets		
Leased motor vehicles held for sale ⁽ⁱ⁾	-	11,738
	-	11,738
Liabilities		
Finance lease liabilities	-	11,659
	-	11,659

Note (i): The Board holds a leased motor vehicle which it intends to sell in the next 12 months. No impairment loss was recognised on re-classification of motor vehicles held for sale or at the end of the reporting period.

Note 9. Property, plant and equipment**(a) Carrying amounts**

	2011 \$	2010 \$
Land		
At fair value - 2011 valuation ⁽ⁱ⁾	166,080,000	-
At fair value - 2009 valuation ⁽ⁱⁱⁱ⁾	-	129,285,601
	166,080,000	129,285,601
Buildings		
At fair value - 2011 valuation ⁽ⁱ⁾	25,192,000	-
At fair value - 2009 valuation ⁽ⁱⁱⁱ⁾	-	16,871,737
At fair value - cost	-	34,817
Less accumulated depreciation	-	(186,081)
	25,192,000	16,720,473
Infrastructure		
At fair value - 2011 valuation ⁽ⁱ⁾	23,295,000	-
At fair value - 2006 valuation ⁽ⁱⁱⁱ⁾	-	2,821,887
At fair value - cost	50,079	16,433,949
Less accumulated depreciation	(3,094)	(3,679,984)
	23,341,985	15,575,852
Plant and equipment		
At fair value - cost	4,831,565	4,555,696
Less accumulated depreciation	(3,425,376)	(3,220,853)
	1,406,189	1,334,843
Cultural assets		
At fair value - 2011 valuation ⁽ⁱ⁾	167,115,090	-
At fair value - 2008 valuation ^(v)	-	67,482,540
At fair value - 2007 valuation ^(iv)	-	7,200,000
At fair value - cost	-	16,000
	167,115,090	74,698,540
Capital works under construction		
At cost	24,141,378	14,907,102
	24,141,378	14,907,102
Total property, plant and equipment	407,276,642	252,522,411

Note 9. Property, plant and equipment (*continued*)

Notes:

- (i) Independent valuations of the following assets were undertaken by the Valuer-General Victoria to determine their fair value at 30 June 2011:
- Land and buildings fair value determined by reference to recent market transactions on arms length terms for land and buildings of comparable size and location.
 - Infrastructure assets fair value determined by reference to the costs expected to be incurred to replace the asset's remaining future service potential.
 - Cultural assets (excluding State Botanical Collection) fair value was based on original commission prices, current values available and market transactions on arms length terms.
 - The State Botanical Collection fair value was based on the costs expected to be incurred to replace the asset's remaining future service potential.
- (ii) In accordance with FRD103D Non-Current Physical Assets, a management revaluation was performed to determine the fair value of land and buildings at 30 June 2009. The valuation was based on the compounded movement in the relevant indicators since the last scheduled revaluation.
- (iii) An independent valuation of the Board's infrastructure assets was performed by the Valuer-General to determine their fair values at 30 June 2006. The valuation was based on amounts for which assets could be exchanged between knowledgeable and willing parties in an arm's length transaction.
- (iv) An independent valuation of the Board's library collection was performed at 30 June 2007 by Barbara Hince of Kenneth Hince Old & Fine Books Pty Ltd to determine their fair value. The valuation was based on 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.
- (v) 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 at 30 June 2008 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.

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

Restricted assets

The Board holds \$12.5 million worth of properties and infrastructure assets listed as heritage assets (2010 - \$9.6 million). These heritage assets cannot be modified nor disposed of without Ministerial approval.

(b) Movements in carrying amounts

2011	Land	Buildings	Infra-structure	Plant and equipment	Cultural assets	Capital works	Total
	\$	\$	\$	\$	\$	\$	\$
Opening balance	129,285,601	16,720,473	15,575,852	1,334,843	74,698,540	14,907,102	252,522,411
Additions	-	-	14,805	300,701	-	9,509,941	9,825,447
Disposals	-	-	-	(133,120)	-	-	(133,120)
Revaluations	36,794,399	8,658,916	8,052,067	-	92,415,430	-	145,920,812
Transfers between classes	-	-	26,697	247,848	1,120	(275,665)	-
Transfers to held for sale	-	-	-	-	-	-	-
Depreciation expense	-	(187,389)	(327,436)	(344,083)	-	-	(858,908)
Closing balance	166,080,000	25,192,000	23,341,985	1,406,189	167,115,090	24,141,378	407,276,642

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Note 9. Property, plant and equipment (*continued*)

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)
Revaluations	-	-	-	-	-	-	-
Transfers between classes	-	34,817	1,527,509	46,523	-	(1,608,849)	-
Transfers to held for sale	-	-	-	(11,738)	-	-	(11,738)
Depreciation 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

Note 10. Payables

	2011 \$	2010 \$
Contractual		
Supplies and Services ⁽ⁱ⁾	1,332,239	834,956
Other payables ⁽ⁱⁱ⁾	17,555	59,066
	1,349,794	894,022
Statutory		
Taxes payable	61,867	37,370
	61,867	37,370
Total Payables ⁽ⁱⁱⁱ⁾	1,411,661	931,392

Notes:

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

(ii) Other payables balances include security deposits and unearned income for which the timing and amount payable varies according to the terms of agreement.

(iii) 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

	2011 \$	2010 \$
Current		
Lease liabilities ⁽ⁱ⁾	186,081	182,916
	186,081	182,916
Non-Current		
Lease liabilities ⁽ⁱ⁾	228,209	226,837
	228,209	226,837
Total borrowings	414,290	409,753

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

	2011 \$	2010 \$
Current		
<u>Employee benefits ⁽ⁱ⁾ (Note 12(a) - annual leave)</u>		
Unconditional and expected to be settled within 12 months ⁽ⁱⁱ⁾	815,396	772,784
	815,396	772,784
<u>Employee benefits ⁽ⁱ⁾ (Note 12(a) - long service leave)</u>		
Unconditional and expected to be settled within 12 months ⁽ⁱⁱ⁾	94,080	78,969
Unconditional and expected to be settled after 12 months ⁽ⁱⁱⁱ⁾	1,363,976	1,305,690
	1,458,056	1,384,659
<u>Provisions related to employee benefit on-costs</u>		
Unconditional and expected to be settled within 12 months ⁽ⁱⁱ⁾	123,368	114,671
Unconditional and expected to be settled after 12 months ⁽ⁱⁱⁱ⁾	215,679	207,174
	339,047	321,845
Total current provisions	2,612,499	2,479,288
Non-current		
Employee benefits	255,069	201,036
Provisions related to employee benefit on-costs	40,333	31,898
Total non-current provisions	295,402	232,934
Total provisions	2,907,901	2,712,222

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.

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Note 12. Provisions (continued)**(a) Employee benefits and related on-costs ⁽ⁱ⁾**

	2011 \$	2010 \$
Current employee benefits		
Annual leave entitlements	815,396	772,784
Unconditional long service leave entitlements	1,458,056	1,384,659
	2,273,452	2,157,443
Non-current employee benefits		
Conditional long service leave entitlements	255,069	201,036
	255,069	201,036
Total employee benefits	2,528,521	2,358,479
Current on-costs	339,047	321,845
Non-current on-costs	40,333	31,898
Total on-costs	379,380	353,743
Total employee benefits and related on-costs	2,907,901	2,712,222

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

(b) Movement in provisions

	2011 \$	2010 \$
Opening balance	353,743	335,630
Additional provision recognised	160,129	121,728
Reductions arising from payments/other sacrifices of future economic benefits	(131,360)	(100,059)
Reductions resulting from re-measurement or settlement without cost	(3,132)	(3,556)
Closing balance	379,380	353,743

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. The responsibility for the unfunded liabilities associated with these defined benefit plans is held by State Government and is accordingly disclosed in the financial statements of the Department of Treasury and Finance.

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

Note 13. Superannuation (*continued*)

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⁾	
	2011	2010	2011	2010	2011	2010
Defined benefit plans						
State Superannuation Fund						
Revised Scheme	2	2	17	17	15,585	26,161
New Scheme	19	20	7.3 - 10.2	7.3 - 10.2	108,018	107,031
Defined contribution plans						
VicSuper P/L	152	146	9	9	516,417	477,044
MLC Superannuation Fund	36	37	9	9	165,405	158,007
Uni Super Management P/L	5	6	9	9	29,026	12,216
Australian Super	5	3	9	9	19,548	11,086
Host Plus Super	3	3	9	9	12,764	10,992
Vision Super	4	3	9	9	12,106	10,152
Australian Ethical Retail Super	5	1	9	9	11,814	4,097
Superwrap	0	1	9	9	-	23,077
Other	13	14	9	9	72,297	41,150
Total paid contributions for the year					962,980	881,013
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	
	2011 \$	2010 \$	2011 \$	2010 \$
Not longer than 1 year	206,366	201,511	186,082	182,916
Longer than 1 year and not longer than 5 years	241,578	241,469	228,208	226,837
Minimum lease payments	447,944	442,980	414,290	409,753
Less: future finance charges	(33,654)	(33,227)	-	-
Present value of minimum lease payments	414,290	409,753	414,290	409,753
Included in the financial statements as:				
Current borrowings lease liabilities (Note 11)			186,081	182,916
Non-current borrowings lease liabilities (Note 11)			228,209	226,837
			414,290	409,753

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

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Note 14. Leases (continued)

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.

	2011 \$	2010 \$
Not longer than 1 year	50,549	91,359
Longer than 1 year and not longer than 5 years	155,635	25,574
	206,184	116,933

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.

	2011 \$	2010 \$
Not longer than 1 year	861,991	807,099
Longer than 1 year and not longer than 5 years	2,282,181	2,695,423
Longer than 5 years	277,156	-
	3,144,172	3,502,522

Note 15. Commitments for expenditure

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

	2011 \$	2010 \$
Within 1 year	4,388,899	9,893,820
Later than 1 year but not later than 5 years	153,560	141,334
	4,542,459	10,035,154

Note 16. Contingent assets and contingent liabilities**Unquantifiable contingent liability**

A dispute has arisen between the Board and a contractor in relation to costs incurred in construction of the Australian Garden Stage 2. While informal discussions on the matter are in progress, the amount payable cannot be reliably estimated at reporting date as the Board will be required to independently substantiate and quantify the claims prior to the negotiation of an agreed settlement with the contractor.

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.

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 Board's main financial risks include credit risk, liquidity risk, interest rate risk and foreign currency risk. The Board manages these financial risks in accordance with its financial risk management policy.

The Board uses different methods to measure and manage the different risks to which it is exposed. Primary responsibility for the identification and management of financial risks rests with the Risk Committee of the Board.

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

	Carrying Amount	
	2011 \$	2010 \$
Contractual financial assets		
<u>Loans and receivables</u>		
Cash and deposits	16,114,006	19,332,253
Trade receivables	726,132	436,889
Financial receivables	55,620	84,335
<u>Available-for-sale</u>		
Investments - debt securities	980,400	930,110
Total ⁽ⁱ⁾	17,876,158	20,783,587
Contractual financial liabilities		
<u>At amortised cost</u>		
Supplies and services payables	1,332,239	834,956
Other payables	17,555	59,066
Lease liabilities	414,290	409,753
Total ⁽ⁱ⁾	1,764,084	1,303,775

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

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Note 17. Financial instruments (continued)

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

	Revaluation increment/ (decrement) \$	Interest Income/ (expense) \$	Impairment loss \$	Net holding gain/ (loss) \$
2011				
Contractual financial assets				
Financial assets - loans and receivables	-	1,041,255	-	1,041,255
Financial assets available-for-sale	50,290	-	-	50,290
Total contractual financial assets	50,290	1,041,255	-	1,091,545
Contractual financial liabilities				
Financial liabilities at amortised cost	-	(26,816)	-	(26,816)
Total contractual financial liabilities	-	(26,816)	-	(26,816)

	Revaluation increment/ (decrement) \$	Interest Income/ (expense) \$	Impairment loss \$	Net holding gain/ (loss) \$
2010				
Contractual financial assets				
Financial assets - loans and receivables	-	791,897	(2,430)	789,467
Financial assets available-for-sale	97,940	-	-	97,940
Total contractual financial assets	97,940	791,897	(2,430)	887,407
Contractual financial liabilities				
Financial liabilities at amortised cost	-	(30,417)	-	(30,417)
Total contractual financial liabilities	-	(30,417)	-	(30,417)

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

- for cash and cash equivalents, receivables and available-for-sale financial assets, the net gain or loss is calculated by taking the movement in the fair value of the asset, the interest income, plus or minus foreign exchange gains or 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.

Credit risk associated with the Board's contractual financial assets is minimal, especially in relation to its trade receivables due to the adoption of stringent credit establishment and collection policies and procedures. In addition, the Board does not engage in hedging for its contractual financial assets and mainly obtains contractual financial assets that are on fixed interest, except for cash assets, which are mainly cash at bank. As with the policy for debtors, the Board's policy is to only deal with banks with high credit ratings.

Provision of impairment for contractual financial assets is recognised when there is objective evidence that the Board will not be able to collect a receivable. Objective evidence includes financial difficulties of the debtor, default payments, debts which are more than 60 days overdue, and changes in debtor credit ratings.

Note 17. Financial instruments (*continued*)

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 ageing analysis of the Board's contractual financial assets is as follows:

	Carrying Amount	Not past due and not impaired	Past due but not impaired			
			Less than 1 month	1 - 3 months	3 months - 1 year	1 - 5 years
2011	\$	\$	\$	\$	\$	\$
Trade receivables ⁽ⁱ⁾	726,132	434,647	276,267	450	14,768	-
Financial receivables	55,620	55,620	-	-	-	-
Investments - debt securities	980,400	980,400	-	-	-	-
Total	1,762,152	1,470,667	276,267	450	14,768	-

	Carrying Amount	Not past due and not impaired	Past due but not impaired			
			Less than 1 month	1 - 3 months	3 months - 1 year	1 - 5 years
2010	\$	\$	\$	\$	\$	\$
Trade receivables ⁽ⁱ⁾	436,889	431,889	39,649	2,352	5,746	618
Financial receivables	84,335	84,335	-	-	-	-
Investments - debt securities	930,110	930,110	-	-	-	-
Total	1,451,334	1,446,334	39,649	2,352	5,746	618

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

Contractual financial assets that are either past due or impaired

There are no material financial assets which are individually determined to be 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. No impairment loss on loans and receivables (2010 - \$2,430) 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.

(c) Liquidity risk

Liquidity risk is the risk that the Board would be unable to meet its financial obligations as and when they fall due. The Board's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed in the face of the balance sheet. 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.

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Note 17. Financial instruments (continued)

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 deposits balance.

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

2011	Carrying amount ⁽ⁱ⁾	Nominal amount ⁽ⁱⁱ⁾	Maturity dates			
			Less than 1 month	1- 3 months	3 months - 1 year	1 - 5 years
	\$	\$	\$	\$	\$	\$
Supplies and services payables	1,332,239	1,332,239	1,269,042	63,197	-	-
Other payables	17,555	17,555	17,555	-	-	-
Lease liabilities	414,290	447,944	27,103	23,324	155,939	241,578
	1,764,084	1,797,738	1,313,700	86,521	155,939	241,578

2010	Carrying amount ⁽ⁱ⁾	Nominal amount ⁽ⁱⁱ⁾	Maturity dates			
			Less than 1 month	1- 3 months	3 months - 1 year	1 - 5 years
	\$	\$	\$	\$	\$	\$
Supplies and services payables	834,956	834,956	795,023	36,235	3,698	-
Other payables	59,066	59,066	59,066	-	-	-
Lease liabilities	409,753	343,247	95,545	29,839	76,127	141,736
	1,303,775	1,237,269	949,634	66,074	79,825	141,736

Notes:

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

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

(d) Market risk

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

Foreign currency risk

Foreign currency risk is the risk that the fair value of a financial instrument will change due to a movement in foreign currency exchange rates. The Board enters into a relatively small number of transactions denominated in foreign currencies reducing its exposure to foreign currency risk through continuous monitoring of movements in exchange rates, and ensuring availability of funds through rigorous cash flow planning and monitoring.

The Board has minimal exposure to foreign currency risk through its foreign currency bank deposits and payables balances which are denominated in foreign currencies.

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.

Note 17. Financial instruments (*continued*)

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

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:

2011	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	4.94	16,114,006	13,861,984	2,172,468	79,554
Trade receivables	-	726,132	-	-	726,132
Financial receivables	-	55,620	-	-	55,620
Investments - debt securities	-	980,400	-	980,400	-
		17,876,158	13,861,984	3,152,868	861,306
Financial liabilities					
Supplies and services payables	-	1,332,239	-	-	1,332,239
Other payables	-	17,555	-	-	17,555
Lease liabilities	6.64	414,290	414,290	-	-
		1,764,084	414,290	-	1,349,794

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					
Supplies and services payables	-	834,956	-	-	834,956
Other payables	-	59,066	-	-	59,066
Lease liabilities	6.96	409,753	409,753	-	-
		1,303,775	409,753	-	894,022

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

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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 and accordingly, the Board believes that the following movements are 'reasonably possible' over the next 12 months:

- a movement of 100 basis points up and down; and
- a movement of 10 per cent down and 5 per cent up in exchange rates.

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:

2011	Carrying amount \$	Interest rate			
		+ 100 basis points		-100 basis points	
		Net result \$	Available-for- sale reserve \$	Net result \$	Available-for- sale reserve \$
Contractual financial assets					
Cash and deposits ⁽ⁱ⁾	16,114,006	160,345	-	(160,345)	-
Investments ⁽ⁱⁱ⁾	980,400	-	9,804	-	(9,804)
	17,094,406	160,345	9,804	(160,345)	(9,804)
Contractual financial liabilities					
Borrowings ⁽ⁱⁱⁱ⁾	414,290	4,143	-	(4,143)	-
	414,290	4,143	-	(4,143)	-

2010	Carrying amount \$	Interest rate			
		+ 100 basis points		-100 basis points	
		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)	-

Notes:

(i) Cash and deposits includes deposits of \$16,030,452 (2010 - \$19,332,253) that are exposed to floating rate movements.

Sensitivities to these movements are calculated as follows:

- 2011 - \$16,030,452 x -0.01 = -\$160,305; and \$16,030,452 x 0.01 = \$160,305; and
- 2010 - \$19,330,253 x -0.01 = -\$193,323; and \$19,330,253 x 0.01 = \$193,323.

(ii) Investments includes debt securities to the value of \$980,400 (2010 - \$930,110) that are exposed to movements in interest rates. Sensitivities to these movements are calculated as follows:

- 2011 - \$980,400 x -0.01 = -\$9,804; and \$980,400 x 0.01 = \$9,804; and
- 2010 - 930,110 x -0.01 = -\$9,301; and \$930,110 x 0.01 = \$9,301.

(iii) Borrowings include lease liabilities to the value of \$414,291 (2010 - \$409,753) that are exposed to movements in interest rates. Sensitivities to these movements are calculated as follows:

- 2011 - \$414,291 x -0.01 = -\$4,143; and \$414,291 x 0.01 = \$4,143; and
- 2010 - \$409,753 x -0.01 = -\$4,098; and \$409,753 x 0.01 = \$4,098.

Note 17. Financial instruments (continued)

2011	Carrying amount		Foreign exchange			
			Net result +5%		Net result -10%	
	2011 \$	2010 \$	2011 \$	2010 \$	2011 \$	2010 \$
Contractual financial assets						
Cash and deposits ⁽ⁱ⁾	16,114,006	-	3,447	-	(6,893)	-
	16,114,006	-	3,447	-	(6,893)	-
Contractual financial liabilities						
Payables ⁽ⁱⁱ⁾	834,956	-	4,738	-	(9,476)	-
	834,956	-	4,738	-	(9,476)	-

Notes:

(i) Cash and deposits includes a deposit of \$68,932 (2010 - \$0) that is exposed to foreign exchange movements.

Sensitivities to these movements are calculated as follows:

- 2011 - \$68,932 x -0.10 = -\$6,893; and \$68,932 x 0.05 = \$3,447; and
- 2010 - \$0.

(ii) Payables includes a balance of \$94,764 (2010 - \$0) that is exposed to foreign exchange movements. Sensitivities to these movements are calculated as follows:

- 2011 - \$94,764 x -0.10 = -\$9,476; and \$94,764 x 0.05 = \$4,738; and
- 2010 - \$0.

(e) Fair value

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

- Level 1 - the fair value of the financial instrument with standard terms and conditions and traded in active liquid markets is determined with reference to quoted market prices; and
- Level 2 - the fair value is determined using inputs other than quoted prices that are observable for the financial asset or liability, either directly or indirectly.

The Board considers the carrying amount of financial instrument assets and 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
	2011 \$	2011 \$	2010 \$	2010 \$
Contractual financial assets				
Cash and deposits	16,114,006	16,114,006	19,332,253	19,332,253
Trade receivables ⁽ⁱ⁾	726,132	726,132	436,889	436,889
Financial receivables ⁽ⁱ⁾	55,620	55,620	84,335	84,335
Investments - debt securities ⁽ⁱⁱ⁾	980,400	980,400	930,110	930,110
Total contractual financial assets	17,876,158	17,876,158	20,783,587	20,783,587
Contractual financial liabilities				
Supplies and services payables ⁽ⁱ⁾	1,332,239	1,332,239	834,956	834,956
Other payables	17,555	17,555	59,066	59,066
Lease liabilities	414,290	414,290	409,753	409,753
Total contractual financial liabilities	1,764,084	1,764,084	1,303,775	1,303,775

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Note 17. Financial instruments (continued)*Notes:*

- (i) The carrying amounts disclosed here exclude statutory receivables (ie GST input tax credit recoverable and GST payable).
- (ii) Fair value of investments held at the end of the reporting period is measured using Level 2.

Note 18. Cash flow information**(a) Reconciliation of cash and deposits**

	2011 \$	2010 \$
Cash at bank and on hand	2,252,022	2,473,314
Term deposits	13,861,984	16,858,939
	16,114,006	19,332,253

(b) Reconciliation of the net result for the period to net cash flows from operating activities

	2011 \$	2010 \$
Net result for the period	3,533,854	3,116,019
Non-cash movements		
(Gain)/loss on sale or disposal of non-current assets	6,938	(21,900)
Net (gain)/loss on financial instruments	5,521	226,680
Depreciation of non-financial physical assets	858,908	831,530
Movements in assets and liabilities		
(Increase)/decrease in receivables	(588,797)	511,236
(Increase)/decrease in inventories	29,927	22,599
(Increase)/decrease in other non-financial assets	19,628	(4,453)
Increase/(decrease) in payables	480,269	272,875
Increase/(decrease) in provisions	195,679	140,369
Net cash from/(used in) operating activities	4,541,927	5,094,955

Note 19. Reserves

	2011 \$	2010 \$
(a) Physical asset revaluation surplus ⁽ⁱ⁾		
Balance at beginning of financial year	166,344,098	166,344,098
Revaluation increments/(decrements)	145,920,812	-
Balance at end of financial year	312,264,910	166,344,098

Note 19. Reserves (continued)

	2011 \$	2010 \$
(b) Financial assets available-for-sale reserve deficit ⁽ⁱⁱ⁾		
Balance at beginning of financial year	(69,890)	(471,950)
Valuation gain/(loss) recognised	50,290	52,560
Disposal or transferred out	-	349,500
Balance at end of financial year	(19,600)	(69,890)
Net change in reserves	312,245,310	166,274,208

Notes:

- (i) The physical assets revaluation surplus arises on the revaluation of land (\$124.3 million), buildings (\$13.2 million), infrastructure (\$7.8 million) and cultural assets (\$167.0 million).
- (ii) The financial assets available-for-sale revaluation deficit 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 the net result. Where a revalued financial asset is impaired, that proportion of the reserve which relates to that financial asset is recognised in the net result.

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 2010 to 1 December 2010
Minister for Environment and Climate Change	Ryan Smith MLA	2 December 2010 to 30 June 2011

Governing Board

Chairman	Ms Elaine Canty	1 July 2010 to 30 June 2011
Deputy Chairman	Mr Michael Hamson	1 July 2010 to 30 June 2011
Member	Mr Rodger Elliot	1 July 2010 to 30 June 2011
Member	Prof Mark Burgman	1 July 2010 to 30 June 2011
Member	Ms Linda White	1 July 2010 to 30 June 2011
Member	Mrs Jay Bonnington	1 July 2010 to 31 May 2011
Member	Ms Jennifer Wolcott	1 July 2010 to 30 June 2011

Accountable Officer

Director and Chief Executive	Dr Philip Moors	1 July 2010 to 30 June 2011
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FINANCIAL STATEMENTS

Note 20. Responsible persons**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.

Income Band	Total Remuneration		Base Remuneration	
	2011 No.	2010 No.	2011 No.	2010 No.
\$0 – 9,999	5	6	5	6
\$200,000 – 209,999	0	0	0	0
\$210,000 – 219,999	0	0	0	0
\$220,000 – 229,999	0	0	0	0
\$230,000 – 239,999	0	0	1	1
\$240,000 – 249,999	0	0	0	0
\$250,000 – 259,999	0	0	0	0
\$260,000 – 269,999	1	1	0	0
Total numbers	6	7	6	7
Total amount	\$307,871	\$310,644	\$279,847	\$283,303

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 commenced employment during the year and a number of executives 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	
	2011 No.	2010 No.	2011 No.	2010 No.
\$110,000 – 119,999	0	0	0	0
\$120,000 – 129,999	1	0	1	1
\$130,000 – 139,999	0	1	1	1
\$140,000 – 149,999	1	0	1	0
\$150,000 – 159,999	1	1	1	2
\$160,000 – 169,999	0	2	1	1
\$170,000 – 179,999	1	0	0	0
\$180,000 – 189,999	1	1	0	0
Total numbers	5	5	5	5
Total amount	\$779,613	\$808,059	\$726,293	\$743,662

Note 22. Remuneration of auditors

	2011 \$	2010 \$
Victorian Auditor-General's Office		
Audit of the financial statements	17,300	18,500
	17,300	18,500

Note 23. Glossary of terms and style conventions**Glossary**Borrowings

Borrowings refers to interest-bearing liabilities mainly from public borrowings raised through finance leases.

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.

Depreciation

Depreciation is an expense that arises from the consumption through wear or time of a produced physical asset. This expense is classified as a 'transaction' and so reduces the 'net result from transaction'.

Effective interest method

The effective interest method is used to calculate the amortised cost of a financial asset and of allocating interest income over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts through the expected useful life of the financial instrument, or, where applicable, a shorter period to the net carrying amount of the financial asset or financial liability.

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 STATEMENTS

Note 23. Glossary of terms and style conventions (*continued*)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 (ie comprehensive operating statement, balance sheet, cash flow statement, 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 income

Interest income 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'.

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.

Net worth

Assets less liabilities, which is an economic measure of wealth.

Non-financial assets

Non-financial assets are all assets that are not 'financial assets'. It includes inventories, land, buildings, infrastructure, plant and equipment and cultural and heritage 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.

Note 23. Glossary of terms and style conventions (*continued*)

Payables

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

Receivables

Includes short-term 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 (eg. 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.

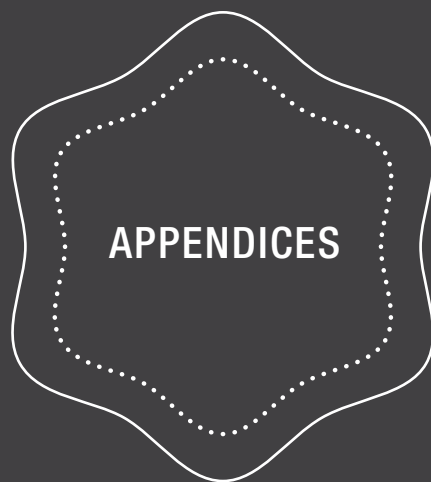
Style conventions

Figures in the tables and in the text have been rounded. Any discrepancies in tables between totals and sums of components reflect rounding. Percentage variations in all tables are based on the underlying unrounded amounts.

The notation used in the tables is as follows:

- zero, or rounded to zero
- (xxx) negative numbers
- 200x year period
- 200x-0x year period

The financial statements and notes are presented based on the illustration in the 2010-11 Model Report for Victorian Government departments. The presentation of other disclosures is generally consistent with the other disclosures made in earlier publications of the Board's annual reports.



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.

APPENDIX

“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 (\$7,328.40) 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.

APPENDIX

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 (\$29,313.60) 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 (\$29,313.60) 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 (\$7,328.40) 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 (\$29,313.60) 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 (\$29,313.60) 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.

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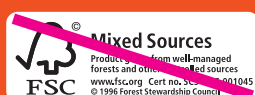


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