
Final

STRATEGIC MASTER PLAN
ROYAL TASMANIAN BOTANICAL GARDENS

prepared for
Royal Tasmanian Botanical Gardens Board

Inspiring Place Pty Ltd



April 2009

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Date	Version
12.07	Draft Values Issues and Opportunities Report to Project Steering Committee and RTBG Board
03.08	Draft SMP for review by Project Steering Committee and RTBG Board
04.08.08	Preliminary Draft for Steering Committee and Board Review Prior to Public Consultation
10.12.08	Draft for Public Consultation
18.05.09	Final Report

IP Project No. 07-15/06-HH

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SECTION 1

INTRODUCING THE PROJECT

1.1 BACKGROUND TO THE PROJECT

There are over 2500 botanic gardens in the world with a wide range of purposes, structures and activities – however it is generally agreed that botanic gardens should have a scientific basis for one or more aspects of their work. Botanic Gardens Conservation International defines a botanic garden as “an institution holding documented collections of living plants for the purposes of scientific research, conservation, display and education.”¹ Botanic gardens are places of art and science – the pure science of botany, the applied science of horticulture and the art of gardening.

How important are botanical gardens?

The network of botanic gardens that spreads across nearly every country in the world represents a repository of knowledge, expertise and resources in the fields of horticulture, science, education and conservation. Botanic gardens are estimated to keep at least 100,000 species of living plants, which represent nearly 30% of the world’s plant diversity and to maintain 250,000 seed bank accessions².

“Botanic garden’s activities have always reflected the needs and values of societies and even our oldest gardens owe their origin to the relationship of people and plants. The first recognisable botanic gardens were established as teaching and research facilities for physicians in medieval Europe. When European countries became empires in the 18th and 19th centuries, botanic gardens were set up in the new colonies to serve the needs of the empire.”³

¹ Waylen, K., 2006. *Botanic Gardens : Using biodiversity to improve human well-being*. Botanic Gardens Conservation International, Richmond, UK pg. 6.

² Ibid pg 6

³ Ibid pg. 6

“Botanic gardens are a major force for the conservation of plants around the world. Many of the world’s globally threatened plant species are represented in their living collections or seed banks, which collectively provide an insurance policy supporting the maintenance of global biodiversity. It is now widely recognized that in the long term biodiversity will only be secure if the values provided by the species and ecosystems are acknowledged and utilized sustainably. Plant species, including many that are threatened with extinction, are vital in this context by directly providing a wide range of resources as well as underpinning ecological services. Botanic gardens have the skills and expertise to study and manage plants in cultivation, and in the wild, as a major contribution to ecological and human well-being.”⁴

The Royal Tasmanian Botanical Gardens in Hobart (hereinafter referred to as the RTBG or the Gardens) has a long-standing position in the world network of botanic gardens. Established in 1818, just two years after the Sydney Botanical Gardens were founded by Governor Macquarie, the RTBG is one of six Royal Botanical Gardens in the world – the others being at Sydney and Melbourne in Australia, Kew and Edinburgh in the United Kingdom and Hamilton in Ontario, Canada.

“The Royal Tasmanian Botanical Gardens (Map 1.1) are one of Tasmania’s most significant cultural assets – comprised of one of Australia’s best cool climate gardens with collections of international importance, set in a landscape of significance to the Aboriginal and wider community and amongst buildings, paths, lawns, other features and associated infrastructure some of which date from the establishment of the Gardens in 1818 (Map 1.2). The value of the Gardens to the community and its economy is reflected in the Gardens being one of the most visited tourism attractions in the State.⁵”

The RTBG is located on the Queens Domain, in an expansive cultural precinct that includes, amongst other things, Government House, the historic Beaumaris Zoo site and Soldiers Memorial Avenue all of which are set within a larger landscape of remnant native grasslands and woody grasslands.

The RTBG itself is approximately 14.5 hectares in size including the Gardens proper and land under the control and management of the RTBG, along the Derwent River foreshore that is isolated from the main Gardens by the Domain

⁴ Ibid pg. 2

⁵ Inspiring Place 2003. “Royal Tasmanian Botanical Gardens Strategic Conservation and Asset Management Plan 2003” unpublished report to the Royal Tasmanian Botanical Gardens. pg. 4.

Highway⁶. The shape of the site can be described as an elongated triangle, orientated on a north and south axis. The Gardens have an easterly aspect, a close proximity to the Derwent River and a sweeping outlook to the Meehan Ranges arising from its moderately sloping topography running from sea level to an elevation of 30m.

The Gardens have three primary visitor entries to the Gardens, the historic Main Entry off Lower Domain Road, the Lower Entry off the Domain Highway and the Northern Entrance from Lower Domain Road at the far end of the property. There are also several lesser-used service entrances.

Survey data indicates that over 460,000 people visited the gardens in 2007/08⁷ and that of these roughly three-quarters were Tasmania residents (see Section 3.5). The total visitation places the RTBG amongst the most visited recreational and tourism attractions in the State.

The RTBG is a State Government statutory body, governed under the *Royal Tasmanian Botanical Gardens Act 2002* (hereafter, the RTBG Act) and is administered by the Department of Environment, Parks, Heritage and the Arts (DEPHA). A seven member RTBG Board is appointed by the Minister to manage the RTBG under the RTBG Act, with the Board appointing a Director to manage day-to-day operations within the Gardens.

Given the importance of the Royal Tasmanian Botanical Gardens to the community, the nation's heritage and world botanical knowledge and capital, a considered and comprehensive approach to management is being taken – one that is grounded in a strategic framework that aims to deliver outcomes that will sustain the site's heritage into the long-term future.

A five-year *Strategic Plan 2003-2007* and a *Strategic Conservation and Asset Management Plan 2003* (SCAMP) have been prepared for the Gardens⁸. These documents currently guide the day-to-day operations of the Gardens undertaken by 49 full time and contract staff, volunteers and others.

⁶ Historically the Gardens extended all the way to the foreshore. The construction of the railway in 1873 severed the connection between the Gardens and the foreshore although a part of the foreshore remained a part of the Gardens albeit severed from it and difficult to access. In 1943, the construction of the Domain Highway exacerbated the separation between the Gardens and foreshore making access to the foreshore extremely difficult and all but eliminating any access by patrons of the Gardens. Today, the RTBG still retain and manage 0.41 hectares of the foreshore which is linked to a Council managed foreshore cycle path and includes the old Botanical Gardens railway station platform and the more recently acquired Pavilion Point, a former industrial site.

⁷ RTBG internal data.

⁸ Royal Tasmanian Botanical Gardens, 2003. "Royal Tasmanian Botanical Gardens Strategic Plan 2003-2007" and Inspiring Place Pty Ltd, 2003. op.cit.

Map 1.1 Location of the Royal Tasmanian Botanical Gardens

Map 1.2 The RTBG – Principle Features

In August 2006 the RTBG called for expressions of interest from consulting teams for the preparation of a Strategic Master Plan (the SMP). The SMP is a requirement under the RTBG Act (Sections 9 and 14) and was noted by the *Strategic Plan 2003* under Goal 1, Strategy 1.2.1 as being important to the success of the RTBG's vision to be "internationally recognised as a centre of excellence in southern hemisphere cool climate plants, and to enrich Tasmania's social and cultural environment"⁹.

1.2 PURPOSE OF THE SMP

Part 9 of the *RTBG Act 2002* specifies that the Board is to prepare a draft strategic master plan for the Gardens, and that the plan is to include the following components:

- (a) a statement of the intended long-term use, planning, management, conservation and enhancement of the Botanical Gardens;
- (b) a statement of the objectives of the Board in relation to the management of the Botanical Gardens;
- (c) a description of the measures to be used to monitor the progress of the Board towards the achievement of those objectives;
- (d) detailed information on how the Board intends to meet its objectives; and
- (e) any additional matters the Board considers appropriate.

The purpose of the SMP, as outlined in the project brief, is to:

"identify long term strategic objectives and provide a 20 year management and budget planning framework, especially in relation to any new physical developments associated with the Gardens"

More specifically, the objectives within the project brief are to:

better position the Gardens locally, nationally and internationally;

⁹ Royal Tasmanian Botanical Gardens 2003. op. cit. pg. 3.

meet the challenges of contemporary environmental conditions and community needs and expectations while maintaining a balance between sometimes conflicting development pressures and heritage/cultural values;

rationalise existing site functions and integrate them with proposed developments in the context of the Garden's unique and cultural heritage;

maintain and enhance the core roles and values of the Gardens; and

meet the challenges of providing funding for the operations of the Gardens into the future through government budgetary processes and commercial operations.

The brief also called for the SMP to be formulated in consultation with the range of communities and stakeholders with interests in the future of the RTBG, and to respond to the identified make up and needs of the visitor market.

In discussion, the RTBG Board and the Project Steering Committee reiterated the need to generally meet the requirements of the RTBG Act but importantly, to provide a 'high order' policy framework for decision making, understanding that the detail of operations will be dealt with through the *Strategic Plan*, the annual plan and budget and various individual business unit plans (see Section 2.1) and to ensure that the framework is 'practical and reflects the values of the place'.

The RTBG's values are described in Section 3 of this report, and are:

broad in their nature - emanating from a long history of occupation and cultivation of the site, the aesthetic and scientific values of the collections of plants and the social value of the place as a setting for the daily life of the community; and

in some instances, are significant at the global, national and state levels as well as being regionally and locally important to the community's sense of place.

Nonetheless, as Sir George Taylor, past Director at Kew, said, in speaking about his gardens, that "tradition... is a fickle jade, and cannot alone ensure

the maintenance of a great garden”¹⁰. Thus the long history of success embodied in the RTBG and its place in the community psyche is no guarantee of its future. An active, expansive and rigorous strategic master plan is required, to address the maintenance, presentation, promotion and expansion and/or redevelopment of the existing space of the gardens to meet modern concerns for sustainability, continuing uses and future opportunities.

1.3 APPROACH TO SMP

The project has been undertaken in four phases, commencing in June 2007 and will be completed in September 2008, following public review and comment on the draft SMP.

Figure 1.1 illustrates the project methodology, and indicates that the SMP has been undertaken in conjunction with, and integrates the findings of 5 pre-requisite plans, those being:

Visitor and Community Survey Plan;

Thematic Interpretation Plan;

Conservation Management Plan;

Living Collections Plan; and

Asset Management Plan.

In preparing the plan, review of previous reports (see Section 2.3), extensive new research, numerous site visits and a wide-ranging program of consultation with stakeholders has been undertaken, including 250 visitor surveys conducted on-site during October 2007. Importantly, the work of the project has also been strongly informed by the input of the RTBG staff.

The Visitor and Community Survey report documents the results of the stakeholder consultation including feedback from the meetings, interviews, workshops, walks and talks, submissions, visitor surveys and focus groups that have been undertaken as part of the current project. Each of the other pre-requisite plans details the methods used in preparing those plans.

¹⁰ Taylor, Sir George, 1969. "Forward" in Hyams, E. and MacQuitty, W. **Great Botanical Gardens of the World** Bloomsbury Books, London

Insert Figure 1.1 – Work Program Flowchart / methodology (A3) listed in
Progress Reports 07.12.05

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The work of the project has also been informed by other surveys - *The Perceptions of Service Quality at the Royal Tasmanian Botanical Gardens*, by the University of South Australia from March 2007 of 450 visitors to the RTBG¹¹, and the Tulip Festival visitor survey prepared and conducted by RTBG staff.

The *Values, Issues and Opportunities Report* presented the findings of the SMP investigations at the end of Phase 2 of the project to the RTBG. That document underpins this draft Strategic Master Plan (Phase 3).

1.4 STRUCTURE OF REPORT

This report is presented in 6 sections.

Section 1 introduces the project and what it is seeking to achieve.

Section 2 describes the governance of the RTBG in a legislative and operational sense, and indicates where the SMP fits within the role and functions of the RTBG.

Section 3 describes the wide range of values associated with the RTBG and presents an overall statement of these values and their significance.

Section 4 provides a SWOT analysis of the gardens and then identifies the range of critical issues arising from the existing (and future) planning, development, management and maintenance of the RTBG. It discusses the implications of these issues for the values and significance of the RTBG, and then identifies the opportunities to respond to the concerns raised.

Section 5 sets out the strategic framework for the management of the Gardens, including the vision, mission, goals, strategies, policies and interpretation themes that will guide decision-making over the coming years.

Section 6 introduces the Master Plan and its' key elements, and provides a 20 Year Strategic Action Plan which outlines the priority actions, the proposed time frame for implementation and sets out performance indicators for measuring progress.

References used in preparing the SMP are noted in the text and described more fully in the footnotes.

¹¹ A similar survey was also conducted at a range of other botanical gardens in Australia and New Zealand, providing a useful benchmark of the RTBG against other similar facilities.

The SMP is supported by 5 pre-requisite plans and a suite of policies, the latter of which are outlined in Section 5 and described in full in Attachment A.

1.5 ACKNOWLEDGEMENTS

The preparation of the SMP is a collaborative process involving the consultant team and the input of RTBG Board, Project Steering Committee and the RTBG staff. The consultant team have also been enthused by the strong interest and support for the RTBG expressed through the involvement and input of the many stakeholders from government, related institutions, community groups, volunteers and the wider community with and interest in the Gardens.

In particular, the consultant team wish to acknowledge the organisational commitment and support provided by the RTBG through Mark Fountain, Manager of RTBG Botanical and Public Programs, during the course of the project.

SECTION 2

UNDERSTANDING THE GOVERNANCE OF THE RTBG

2.1 THE FRAMEWORK OF GOVERNANCE

As described in Section 1.1, the RTBG is a statutory authority, established under the *Royal Tasmanian Botanical Gardens Act 2002*. The *Act* makes basic provision for the care, control and management of the Gardens through the RTBG Board who appoint a Director to administer the Gardens on a day-to-day basis.

Administration of the Gardens is through the Tasmanian State Government's Department of Environment, Parks, Heritage and the Arts (DEPHA).

Figure 2.1 shows the framework of governance of the RTBG and the relationship of the SMP to the statutory functions of the RTBG Act and the 5 year Strategic (Operational) Plan. The figure also shows how the SMP is informed and guided by statutory legislation, non-statutory policies and the findings of the pre-requisite plans prepared as part of the SMP process which in turn, and within the obligations and directions of DEPHA, guide the quinquennial (5 years), annual and daily operations of the Gardens.

One outcome, indicated in Figure 2.1, that arises from the completion of the Strategic Master Plan is that the Strategic (Operational) Plan will become the 5-year operational framework for the Gardens guiding priorities and resource allocation on an annual basis and in turn, informing individual business unit plans. The SMP, therefore, will replace the current Strategic Plan as the guiding vision for the RTBG and the basis for decision-making at a strategic level over the next 20 years.

The following discussion outlines the statutory obligations to which the RTBG is beholden and the non-statutory commitments to which the RTBG is a party¹². These latter commitments include non-binding strategies, organisational memberships, and memorandums of understanding and/or professional charters that are employed by or registers that guide certain types of work.

¹² Given the summary nature of the discussion, detailed client obligations should be confirmed with the administering agency, and, where necessary, through specialist legal advice.

2.1.1 Statutory Obligations

The RTBG is subject to a wide range of statutory obligations arising from all levels of Government. Amongst the Acts affecting the development of new assets and/or the management of existing built assets of the Gardens are the:

Resource Management and Planning System of Tasmania (Tas);

Land Use Planning and Approvals Act 1993 (Tas);

*City of Hobart Planning Scheme*¹³;

Environmental Protection and Biodiversity Conservation Act 1999 (Cth) (the EPBC);

Historic Cultural Heritage Act 1995 (Tas) (the HCH Act);

Aboriginal Relics Act 1975 (Tas);

Aboriginal and Torres Strait Islander Heritage Protection Act 1984 (Cth);

Threatened Species Protection Act 1995 (Tas) (the TSPA);

Crown Lands Act 1976 (Tas); and

Disability Discrimination Act 1992.

Of the above, the first three are considered in more detail under Planning Obligations below. Further discussion is also provided about the EPBC and the HCH Act.

Planning Obligations

New development within the Gardens is subject to the objectives of the *Resource Management and Planning System of Tasmania* and specifically to the conditions of the *Land Use Planning and Approvals Act 1993* and the *City of Hobart Planning Scheme* (the Planning Scheme).

Within the Planning Scheme the RTBG and surrounding area is zoned 'Recreation'. The objectives of the Recreation Zone include the provision of facilities for "passive and visual recreation and enjoyment of residents, workforce and visitors to Hobart". The activities and facilities of the RTBG are considered to be appropriate to this objective.

¹³ Note, a draft Planning Scheme has been mooted for release in mid-2009. The RTBG should familiarise itself with the new document and review its implications for the SMP.

Figure 2.1 Framework of Governance for the RTBG

Environment Protection and Biodiversity Conservation Act 1999

The *Environment Protection and Biodiversity Conservation Act 1999* (hereafter, the EPBC) establishes an environmental and heritage assessment and approval system that is separate and distinct from state systems.

Under the EPBC Act, the Register of the National Estate (RNE) has been retained as an indicator of heritage values and is maintained by the Australian Heritage Council. Section 391A of the EPBC requires that any decision made under the EPBC Act must have regard to the listing of an affected place on the RNE.

The 'Royal Tasmanian Botanical Gardens Incl Gates & Wall, Lower Domain Rd, Hobart, TAS, Australia' (RNE ID no 11319) and the "Wombat One Pavilion, Lower Domain Rd, Hobart, TAS, Australia' (RNE ID no 102228) are included on the RNE for their heritage values.

The EPBC also protects Australia's native species and ecological communities by providing for the identification and listing of species and ecological communities as threatened. Threatened fauna and flora may be listed in any one of a number of categories as defined in Section 179 of the EPBC (i.e. extinct, extinct in the wild, critically endangered, etc).

The RTBG holds seeds and plants of Tasmanian native species, which are named on the list of threatened flora and fauna established by the EPBC Act. Once a species is listed, its recovery is promoted using conservation advice, recovery plans, and the EPBC's assessment and approval provisions.

Historic Cultural Heritage Act 1995

The *Historic Cultural Heritage Act 1995* (TAS) (HCH Act) includes a range of provisions for identifying and protecting items of environmental heritage. In addition to the establishment of the Tasmanian Heritage Register (THR), the HCH Act incorporates a system for approvals for work on places on the register; heritage agreements and assistance to property owners; the protection of shipwrecks; and control mechanisms and penalties for breaches of the HCH Act.

The THR is a list of places that have historic cultural heritage significance in Tasmania. The THR is established under Part 4 of the HCH Act. The HCH Act defines historic cultural heritage significance in relation to a place as 'significance to any group or community in relation to the archaeological, architectural, cultural, historical, scientific, social or technical value of the

place'¹⁴. The 'Royal Tasmanian Botanical Gardens (incl. gates and walls)' is included on the THR (Identifier No. 2927). The inclusion of the RTBG on the THR places obligations on management to ensure compliance with the Act.

Pursuant to Section 32 (1) of the HCH Act 'a person must not carry out any works in relation to a registered place or a place within a heritage area which may affect the historical cultural significance of the place unless the works are approved by the Heritage Council'. Under the HCH Act, the definition of work includes:

- (a) any development;
- (b) any physical intervention, excavation or action, which may result in a change to the nature or appearance of the fabric of a place;
- (c) any change to the natural or existing condition or topography of land;
- (d) any removal, destruction or lopping of trees otherwise than in accordance with forest practices as defined in the *Forest Practices Act 1985*; and
- (e) any removal of vegetation or topsoil.

Works within the Gardens are, therefore, subject to a Works Application to the Heritage Council¹⁵. The Heritage Council may also grant an exemption for works. An exemption can only be issued when the matter is referred to the Heritage Council before a Works Application is lodged. Having considered a Works Application, the Heritage Council may approve the application with or without any conditions or restrictions, or may refuse the application.

2.1.2 Non-Statutory Commitments

COMMUNITY COMMITMENTS

The *Tasmania Together 2020 Plan* sets out a long-term social plan developed by the Tasmania Together Progress Board in close consultation with the Tasmanian community. The Plan is comprised of 12 goals and 143 benchmarks that set out "what we want for ourselves and our children in the year 2020".

¹⁴ It is worth noting that the two sets of listing criteria (i.e. for the RNE and the THR) are almost identical with the exception that aesthetic value was explicitly mentioned in the RNE listing criteria (Criterion E – "the importance of a place in exhibiting particular *aesthetic* characteristics valued by a community or cultural group). Under the THR, Criteria B, E and F are used by practitioners as a means of addressing this shortcoming.

¹⁵ Note the Heritage Council may delegate its powers to the relevant planning authority (in this case the Hobart City Council).

Although non-binding, the goals and benchmarks in Tasmania Together influence the way the State Government operates, acting as a guide when framing budgets and developing initiatives and priorities.

The RTBG has recently considered its role in working towards these goals, and have evaluated their contribution towards the achievement of these goals through the implementation of key management objectives and strategies set out in the *RTBG Strategic Plan* and other operational documents. An overview of the RTBG's contribution to the achievement of the Tasmanian Together goals is provided in Section 7 of the *Royal Tasmanian Botanical Gardens Business and Operational Plan 2007-2008*.

HISTORIC HERITAGE

The RTBG maintains a Memorandum of Understanding regarding cooperative assessment of sites of heritage significance in the State. The National Trust is a non-government member based community organization that works to identify and conserve Tasmania's heritage for present and future generations to enjoy. The Trust maintains a Register of Classified and Recorded Buildings. The Register consists of those parts of the physical environment, which contribute significantly to the heritage of Australia and should be preserved. Listings in themselves have no legal force. The Trust does, however, encourage owners of listed places to respect their heritage significance.

The following documents also give guidance as to the mechanisms for appropriate management of the Gardens including the:

Australian ICOMOS Charter for the Conservation of Places of Cultural Significance (the Burra Charter, 1999); and

*Draft Queens Domain Cultural Heritage Plan 2002*¹⁶.

NATURE CONSERVATION

The RTBG also has significant nature conservation responsibilities in relation to the *Tasmanian Nature Conservation Strategy* and the *National Strategy for the Conservation of Australia's Biological Diversity 1996*. At an international level, the RTBG is a member of the Botanic Gardens Conservation International (the BGCI¹⁷), and supports the aims of the *Botanic Gardens Conservation Strategy 1989* (as endorsed by IUCN, WWF, FAO, UNEP, and UNESCO), the *International Agenda for Botanic Gardens in Conservation*

¹⁶ Austral Archaeology, P. Davies and G. Sheridan in press.

¹⁷ The BGCI is a global cooperative botanic gardens organisation.

2000, and the *Global Strategy for Plant Conservation and Climate Change*. The RTBG is also a member of the Council of Heads of Australian Botanic Gardens (CHABG) and the Australian Network for Plant Conservation.

An outcome of the 2nd World Botanic Gardens Congress in Barcelona, Spain 2004 was the development of a series of 20 targets (the 2010 Targets). The 2010 Targets are intended to aid in the achievement of the objectives within *International Agenda for Botanic Gardens in Conservation*, and to act as a contribution to the *Global Strategy for Plant Conservation*. As a signatory to the BCGI, the RTBG is making considerable progress in its contribution to the achievement of Target 8 of the 2010 Targets regarding conservation of threatened plants¹⁸, through the work of the Tasmanian Seed Conservation Centre and other programs involving the propagation of the threatened and rare Tasmanian native species. The involvement of the RTBG in a number of other ex-situ conservation projects in Tasmania, including threatened species research and propagation, and mine-site rehabilitation goes some way to achieving this Goal.

RTBG staff has also indicated that they would like to contribute further to the achievement of Target 15 regarding reduction in the decline of indigenous species and improving local knowledge about plant resources¹⁹. Although the RTBG currently has limited resources with which to contribute to ex-situ plant conservation programs, particularly in other countries, there is the possibility of contributing via targeted small grants and advisory services, and if future resources allow, through the secondment of staff members to other places to be involved in on-ground plant conservation initiatives.

2.2 OPERATING CONTEXT FOR THE RTBG

The RTBG currently comprises five separate Business Units:

Horticultural Assets (responsible for development, maintenance, plant collections and displays, heritage landscapes, waste management, work place training and event support).

Assets and Infrastructure (responsible for the planning, management and maintenance of the RTBG's infrastructure and assets including the implementation of major projects under the control of the RTBG).

¹⁸ Target 8 – 60% of threatened plant species in accessible *ex situ* collections, preferably in the country of origin, and 10% of these species included in recovery and restoration programs (see <http://www.bgci.org/index.php?id=74>).

¹⁹ Target 15 – The (see <http://www.bgci.org/index.php?id=74>).

Botanical and Public Programs (responsible for functions relating to the public interface of the RTBG, including sub-units such as Education and Training, Interpretation, Botanical Resources, Tasmanian Seed Conservation Centre, marketing and events, and special projects).

Business Services (responsible for financial management, human resources coordination, business administration services, retail operations, and the visitor centre).

Catering Services (management of the Botanical Gardens Restaurant, kiosk, and on-site catering).

Each Business Unit has defined roles, responsibilities and a budget, and is subject to a number of operating policies and documents.

Partnerships are an important component of the management of the RTBG. There are a number of formal partnerships between the Gardens and other institutions, organisations and voluntary groups. For instance, the RTBG works in collaboration with the University of Tasmania, Mineral Resources Tasmania (the Department of Infrastructure, Energy and Resources), and the Threatened Species Section (Department of Primary Industries and Water) on a range of threatened species projects (see Section 3.6).

Of note is the Tasmanian Seed Conservation Centre (TSCC), which is housed within the RTBG grounds and has links to a global biodiversity conservation program – the Millennium Seed Bank Project. The Millennium Seed Bank Project is a ten-year project that aims, on a worldwide basis, to collect and store seed from 10% of the world's flora and in Tasmania to collect and store seeds from 800 Tasmanian native plant species. The Seed Bank Project is coordinated by the Royal Botanic Gardens Kew, in the United Kingdom and is undertaken by the RTBG in partnership with the Biodiversity Conservation Branch (BCB) of DPEHA, and the Herbarium of the Tasmanian Museum and Arts Gallery (see also Section 3.6).

Building on its existing collaboration with the Resource Management and Conservation Unit on the TSCC, the RTBG and the Unit have recently signed a broader Memorandum of Understanding that seeks to coordinate the work of the two organisations to achieve positive outcomes for the *ex situ* conservation of threatened flora in Tasmania.

The RTBG is also a member of the Tasmanian Threatened Orchids Recovery Team 2006-2010, with the role of developing effective propagation techniques through the Tasmanian Seed Conservation Centre.

The Friends of the RTBG is a formal volunteer organisation with approximately 250 members, 80 of which are active participants in activities within the RTBG – primarily supporting staff, or undertaking work that may not otherwise be undertaken. The Friends of the RTBG are an incorporated body, which also provide a means through which the RTBG can access external grant money for specific projects within the gardens.

The RTBG is a member of the Queens Domain Advisory Committee, established and run by Council to promote greater communication and co-ordination of activities, planning and events on the Domain.

The RTBG is a participant in the Corrective Services Work Place Program for inmates through the Department of Justice. In conjunction with volunteer support, the Corrective Service program provides important support for the on-going management of the RTBG.

The RTBG also has a growing relationship with a number of organisations that arise from the conduct of various events in the Gardens including the Antarctic Division (mid-winter festival) and Environment Division of the Department of Environment, Parks, Heritage and the Arts (Tread Lightly Festival).

2.3 REVIEW OF PREVIOUS REPORTS

Table 2.1 provides a brief overview of existing key policy and operational documents, including an outline of the relevance of each to the development of the SMP. Further detail relating to existing policy, strategies and supporting operational documents can be found within the SMP ancillary reports.

A number of other reports were reviewed and provided a valuable context to understand and appreciate the values and role of the RTBG within the broader land use context and management of the Queens Domain. These include, but are not summarised herein, the:

Queens Domain Management Plan, Jerry de Gryse Pty Ltd
Landscape Architects, Hobart City Council, 1996;

Queens Domain Cultural Heritage Management Plan,
Austral Archaeology Pty Ltd, Hobart City Council, 2003;

Fire Management Plan for the Queens Domain, AVK
Environmental Management 2008; and

*A Situational Analysis of the Cultural Landscape of the
Royal Tasmanian, Botanical Gardens*, Dr Alan MacFadyen
and Natalie Papworth, Revision Report 2006.

Report Title	Summary	Relevance to the Development of the SMP
<p><i>The Royal Tasmanian Botanical Gardens Strategic Plan (2003)</i>, prepared by the RTBG Board</p>	<p>The RTBG Strategic Plan is a requirement under the <i>RTBG Act 2002</i>. The Strategic Plan cites the vision of the Gardens:</p> <p>“To be internationally recognised as a centre of excellence in southern hemisphere cool climate plants, and to enrich Tasmania’s social and cultural environment”</p> <p>The <i>Strategic Plan 2003-2007</i> defines the mission of Gardens as being:</p> <p>“To manage, conserve and enhance the Royal Tasmanian Botanical Gardens by delivering sustainable and relevant programs in plant collections and displays, tourism and recreation, cultural heritage, research, and learning for Tasmania and the broader community”</p> <p>Eight goals are identified in the <i>Plan</i></p> <ol style="list-style-type: none"> 1. To ensure the RTBG is internationally recognised for southern hemisphere cool climate plants; cultural landscapes; and Aboriginal and European heritage. 2. To achieve excellence in horticultural and botanical education, research, training and extension programs. 3. To communicate the relevance and importance of the RTBG, its programs, people and context through meaningful and valued interpretation. 4. To be a recognised deliverer of quality programs, products and services. 5. To be a community leader in sustainable environmental programs. 6. To deliver innovative, proactive and sustainable business practices to support and enhance RTBG programs and resourcing. 7. To reposition the RTBG as one of the top Tasmanian attractions in terms of number of visits and levels of awareness. 8. To provide a safe and enriching work and social environment for staff, stakeholders and visitors 	<p>A review of the current vision, mission and objectives contained in the Strategic Plan is provided in Section 5 of the current report</p> <p>The vision, mission and objectives outlined in the Strategic Plan provide a strong basis from which to develop the SMP</p> <p>The SMP will replace the Strategic Plan as the guiding vision for the RTBG and the basis for decision-making at a strategic level over the next 20 years.</p> <p>The SMP will incorporate elements of the Strategic Plan, whilst seeking to better define and update its management direction.</p>

Table 2.1. Review of Previous Reports.

Report Title	Summary	Relevance to the Development of the SMP
<p><i>The Strategic Conservation and Asset Management Plan (2003) prepared by Inspiring Place</i></p>	<p>The Strategic Asset Management Plan (SCAMP) provides a holistic approach to conservation and asset management. Preparation of the SCAMP was an important precursor for the SMP outlining key issues and recommendations to be addressed to by it.</p> <p>The SCAMP indicated that the physical assets of the Gardens, on a whole, were in very good condition, and that:</p> <ul style="list-style-type: none"> • the facility generally presented well to the public; • there were few risk hazards and limited OH&S concerns; and • a number of essential equipment and vehicle items were nearing the end of their useful life and required replacing. 	<p>The SCAMP identified a number of strategic asset management issues of particular relevance to the development of the SMP:</p> <ol style="list-style-type: none"> 1. Consideration should be given to how management of the Queens Domain, Government House, the Beaumaris Zoo, the Derwent River foreshore, Pavilion Point and the Cornelian Bay Cemetery might be better integrated with the RTBG. Consideration to this issue will be given in the SMP. 2. A comprehensive Conservation Management Plan (CMP) should be prepared for the RTBG. The CMP is one of the pre-requisite plans being prepared as part of the current study. 3. A comprehensive topographic and features survey of the Gardens should be undertaken. This survey was completed in 2006. 4. An Access Action Plan should be prepared per Part 3 of the <i>Disability Discrimination Act 1992</i>. 5. The stormwater, irrigation and water systems should be analysed in the form of a 'Water Audit' with a view to ensuring best practice water management²⁰ through the implementation of a 'Water Management Plan' for the Gardens. A Water Audit has since been prepared by Pitt and Sherry. 6. Prepare an Interpretation and Information Strategy for the Gardens. An Interpretation Strategy is one of the pre-requisite plans being prepared as part of the current study. 7. Examine the options for integrating the Nursery and the northern storage yard into a single location. Consideration to this issue will be given in the SMP. 8. An Aboriginal Heritage Survey should be conducted for the whole of the RTBG site. Consideration to this issue will be given in the SMP. 9. A cross cultural awareness course should be run for Gardens staff to encourage a greater understanding of Aboriginal heritage within the site. Consideration to this issue will be given in the SMP.

Table 2.1. Review of Previous Reports

²⁰ At a strategic level consideration might be given to an overall Environmental Management Plan which considers not only water usage but also waste management, energy management, pesticide and herbicide use, hazardous chemicals and dangerous goods, etc.

Report Title	Summary	Relevance to the Development of the SMP
<p><i>The Strategic Conservation and Asset Management Plan (2003) prepared by Inspiring Place (Cont.)</i></p>	<p>See above.</p>	<p>10. Investigate the RTBG's strategic organisation and accommodation needs in relation to the best use of existing facilities, and what may be required for the future. Consideration to this issue will be given in the SMP.</p>
<p><i>The Department of Tourism, Arts and the Environment Corporate Plan 2006-2009.</i></p>	<p>The RTBG was one of eight divisions within the Department of Tourism, Arts and Environment (DTAE – now DEPHA).</p> <p>The mission of the DTAE was to “enhance Tasmania’s economic, environmental and social wellbeing, both now and in the future, through the best possible use of our natural and cultural assets and activities”</p> <p>The Plan outlines five key objectives/strategies that provide a shared ‘vision’ across all divisions:</p> <ol style="list-style-type: none"> 1. Celebrate and promote the people, places and stories that create our island identity. 2. Engage and participate with our communities through leadership and partnerships. 3. Share and develop knowledge and information across the department and with our partners. 4. Extend our resources and revenues through innovation and new opportunities. 5. Develop our staff and our organisation so that we can deliver our goals. 	<p>The objectives and strategic direction of the SMP will be consistent with, and contribute to the realisation of the five key objectives outlined in the Corporate Plan.</p>

Table 2.1. Review of Previous Reports.

Report Title	Summary	Relevance to the Development of the SMP
<i>Royal Tasmanian Botanical Gardens Business and Operational Plan 2007-2008 (BOP)</i>	The <i>RTBG Business Operational Plan 2007-2008</i> is the final plan of its type to be prepared under the interim <i>RTBG Strategic Plan 2003-2007</i> . The role of the <i>Business and Operational Plan (BOP)</i> is to detail the “organisational priorities, risks and focuses for 2007-2008, and reflects how each Business Unit will address these ²¹ ”. The BOP also outlines the actions required, and a draft budget, to achieve the strategic goals outlined in the Strategic Plan.	It is recognised that the current BOP is an interim document, which may require updating/amending in response to the recommendations made in the final Strategic Master Plan. Thereafter, annual BOPs will be prepared under the framework of the Strategic (Operational) Plan, which will have a 5-year cycle of review.

Table 2.1. Review of Previous Reports.

²¹ RTBG (2007) *RTBG Business Operational Plan 2007-2008*, 5.

SECTION 3

IDENTIFYING THE VALUES AND SIGNIFICANCE OF THE RTBG

The values of the RTBG, as discussed in this Chapter, have been identified through consultation, site investigations, background research and a review of previous studies and draws from the pre-requisite plans prepared as part of the current study. In other words, the values of the Gardens have been extracted from the perceptions of the individuals, organisations or groups associated with the place who have contributed to the project.

The values of the RTBG have been grouped into six main categories for the purposes of discussion. The categories include:

- the setting (Section 3.1);
- remnant natural biological values (Section 3.2);
- the value of the living collections (3.3);
- cultural values, including Aboriginal cultural heritage values, historic heritage values and landscape and sense of place values (Section 3.4);
- recreation, tourism and education values (Section 3.5); and
- science and research values (Section 3.6).

An over-arching statement of significance is presented in Section 3.7 as a foundation for the development of policies and strategies to be developed in Phase 3 of the SMP process.

Within the Chapter, the value of the features, aspects or meanings of the Gardens being discussed range from their:

- intrinsic value, that is, their inherent value free from potential use – in the current study these values include the setting and the biological and cultural character of the RTBG described in Sections 3.1-3.3; and

use values in terms of their role as a resource for the use, enjoyment or enlightenment of visitors or for monetary gain by the RTBG– in the current study these values include the contributions made to recreation, tourism, education, science and research by the Gardens described in Sections 3.4-3.5.

Such a range of evaluation categories addresses the fact that a place is a multi-faceted phenomena, comprised broadly of the landscape, the built environment and the experience of it and is, therefore, valued for all its facets.

Significance is more formally evaluated through a variety of mechanisms including previous listing of a feature or value under State or Commonwealth legislation or on non-statutory registers accepted as having importance within the community and/or through professionally established and accepted significance criteria for uniqueness, contribution to a given field of study, long social associations and/or contribution to the sense of place.

In rating significance herein, the terminology of exceptional, considerable, some and little is used to indicate a hierarchy of importance²².

3.1 THE SETTING

Several elements contribute to the setting of the Gardens including its climate and earth systems (i.e. topography, geology, soils and hydrology).

3.1.1 Climate

The RTBG has a temperate climate that it shares with the rest of Tasmania²³. More specifically, Gentilli has divided the State into climatic zones based on general variations in temperature and rainfall. In his terms, the RTBG has a “moist sub-humid cool” climate²⁴, which reflects its location in relation to the moisture laden westerly winds the resulting rainfall gradient across the State and the Gardens’ proximity to the Derwent River which exerts a moderating influence on the extremes of temperature experienced in the Gardens.

²² The heritage professions use these terms in a more precise way. ‘Exceptional’ is used to indicate significance in a broad context i.e. of world or international value. ‘Considerable’ is used to denote warranting inclusion on any national or state register of places of significance. ‘Some’ indicates the typical threshold for entry onto such registers. ‘Little’ is as it says, of little or no importance. See Kerr, J.S. 2004 (6th ed.). **The Conservation Plan**, National Trust, Sydney.

²³ See Bureau of Meteorology 1993. **Climate of Tasmania** Department of Arts, Sport, the Environment and Territories, Canberra. Note that although the nature and extent of global climate change is currently a matter of scientific uncertainty, there is little debate that temperatures, rainfall and the frequency of extreme weather events will change. The potential influence of such changes on the world’s botanical resources (and, as a consequence, on the potential conservation role of the Gardens) and on the living collections of the RTBG (in terms of the suitability of the site to support the growth of some species) have, therefore, been considered in the preparation of the SMP and its pre-requisite Living Collections Plan.

²⁴ Gentilli, J. 1972. **Australian Climate Patterns** Thomas Nelson, Ltd., Melbourne

In Hobart, temperatures range from 11.7°C to 21.5°C in summer and 4.4°C to 11.5°C in winter, with extremes occurring at either end of the scale. Importantly, the RTBG is subject to few frosts due to the proximity of the Derwent River.

Hobart's rainfall lies within the 600mm isohyet and is spread relatively evenly throughout the year. Specific rainfall data is collected and recorded at the RTBG. The data collected emphasises the significant variation in rainfall that can occur from year to year. For example, an average of 531.5mm was recorded for the last 10 year period, however, actual rainfall varied between a high 685.9mm in 1996, to a low 296.2mm in 2006²⁵. Importantly, however, precipitation exceeds evapo-transpiration over the year.

The site is protected to some extent from westerly and southwesterly winds but is exposed to strong winds from the north and northwest that, at times, have resulted in loss of limbs and occasionally whole trees. Sea breezes from the southeast occur in summer and have a moderating effect on temperatures.

3.1.2 Earth Systems

Earth systems processes (geology, geomorphology, soils and hydrology) are important in them and are the basis for topography. Earth systems also exert a control over the plants communities that sit upon them.

Geology, Soils and Hydrology

The RTBG is mapped as being within the Stony Hills Land System²⁶, and is primarily underlain by a Jurassic Dolerite geology that is a typical of much of eastern Tasmania. Nonetheless, a layer of sandstone extends into the site from the Government House area, surfacing at the site of the Easy Access Garden.

The native soils underlying the RTBG are generally a light clay overlying a black heavy clay²⁷. Much of the soil within the Gardens has been modified or improved including the importation of sandy loam soils to some areas.

An ephemeral stream runs through the Gardens, entering the lily pond from which it is piped to the Derwent River. Other minor depressions in the topography direct water to a stormwater system that also exits to the Derwent.

²⁵ RTBG on-site data.

²⁶ Davies, J.B. (1998) *Land Systems of Tasmania Region 6: South, East and Midlands – A Resource Classification Survey*, Department of Agriculture, Tasmania.

²⁷ *Ibid*

Drainage issues occur in localised areas of the Gardens, for instance in the low-lying area known as the Playground, which is land reclaimed from the embayment that naturally occurred there. Other drainage issues arise from leaking water features and underground irrigation elements. Soil compaction, resulting from intensive recreational use of lawn areas that occurs during special events, is also contributing to poor soil drainage in some areas.

Topography

The RTBG is in close proximity to the Derwent River at a low-lying altitude that ranges in elevation from sea level to 30m above sea level.

The RTBG slopes moderately at a gradient between 1:20 and 1:5 to the River, affording it an easterly aspect with a sweeping outlook to the hills of the Meehan Range on the eastern shore of the Derwent River with more selective views to Mt Wellington and the Wellington Range to the west. These views contribute to the overall ambience, landscape aesthetics and sense of place of the Gardens (see Section 3.2).

The topography of the site has affected the layout of the Gardens and its accessibility with important portions of the path network within the Gardens being in excess of gradients accepted as universally accessible (<1:20) or exhibiting excessive cross-falls (1:66 or 1.5%). Paths that meet acceptable access standards (either for universal access or assisted access at 1:14) include the new Main Entry Path, the Easy Access Path above the Lily Pond and the access to the Visitor Centre²⁸. Despite the extent of the Gardens accessed from these paths, many areas of the Gardens cannot be reached by disabled persons due to the steepness of linking tracks and/or their circuitous route.

The topography of the site has also affected the capacity to create large, level areas as might be required for gatherings or events of any size (instead, smaller more intimate level areas have been favoured) and where level areas have been created they have necessitated the construction of an extensive (and expensive) network of retaining walls.

²⁸ Paths P24, P25 and P32 respectively, as described in the SCAMP.

3.1.3 Significance of the Setting

Although the attributes of the RTBG's setting lack significance in their own right, they combine to:

exert a strong control over the suitability of the site, and its various micro-climates and niches, for the cultivation of cool climate and other plants species;

create a topographically varied landform that presents a powerful basis on which to design the layout of facilities and infrastructure and to arrange the living collections of the Gardens for aesthetic and functional purposes; and

affect the suitability of the site for visitor use and enjoyment, particularly in the challenges it presents for the mobility-impaired and for the creation of large level spaces that may be required for various purposes.

The suitability of the site for cool climate plants is a key point of difference of the RTBG in relation to other Botanical Gardens. Notably, warming and/or drying of the local environment as an outcome of climate change could compromise the ability of the RTBG to continue to grow and exhibit these species.

3.2 REMNANT NATURAL BIOLOGICAL VALUES

3.2.1 Description of the RTBG's Remnant Natural Values

The RTBG is, on the whole, a highly modified site, bordered to the west and north by, but separated from, the remnant native grasslands and grassy woodlands of the Queens Domain. Nonetheless, there are areas under the control of the Gardens that do retain some semblance of their native character including:

a small remnant of grassy woodlands that is encapsulated within the fenced boundary of the RTBG at its northernmost extremity that is not accessible to the public; and

portions of the foreshore that contain elements of their natural vegetation components, and have been recently rehabilitated with locally indigenous species.

Although the extent of these native plant communities in the Gardens is extremely limited, they have value, nonetheless, as home to a range of

resilient native fauna species as well as for more ubiquitously distributed introduced fauna species.

Principally, however, these areas act in concert with the modified landscapes of the RTBG to provide a 'green linkage' between surrounding natural areas and a food source that attracts a range of fauna species.

Native mammal species found in the Gardens, include the southern Brown Bandicoot (*Isoodon obesulus*), the Eastern barred bandicoot (*Perameles gunnii*), the long-tailed mouse (*Psuedomys higginsii*), and the brush-tailed possum (*Trichosurus vulpecula*). The long-nosed potaroo, Tasmanian bettong and pademelons have also been spotted within the RTBG grounds, but are unlikely resident.

The RTBG is also a local area in which to observe a diverse range of bird species, both native and introduced, that congregate there to take advantage of abundant and/or un-seasonal supplies of favoured food types²⁹.

3.2.2 The Significance of the RTBG's Remnant Natural Values

The remnant natural values of the RTBG have some value in their own right as habitat for the species present and a further limited habitat value as part of a larger regional network of areas retaining their native flora. These areas also add value to the contiguous native vegetation cover of the Domain enjoyed by the human residents of the region but have little significance in their own right.

3.3 LIVING COLLECTIONS

As suggested above, the RTBG is a highly modified and artificially managed environment. The amassing of the overall botanical collection since the early 19th century, which now forms the basis of the RTBG's values, demonstrates a high degree of technical achievement in the establishment of over 6,000 species, varieties and cultivars of plants comprised of a diverse range of species exotic to Australia and Tasmania as well as those that are indigenous to the State³⁰.

Apart from their individual species value, a principle feature of the Gardens is in the way these have been grouped. For the purposes of the current study, these groupings are known as the living collections of the RTBG.

²⁹ Personal communication M. Wall.

³⁰ Note, the RTBG has Memoranda of Understanding with the Emu Valley Rhododendron Garden and the Tasmanian Arboretum regarding the exchange of living materials. In the case of the Arboretum, the RTBG help maintain collections of some plants. These collections have not been considered, herein, but should be managed and/or developed in the future in line with the policies of the *Royal Tasmanian Botanic Gardens Living Collections Policy* and the strategic framework of the SMP.

Today there are over 40 discrete living collections (Table 3.1) the division and mapping of the collections being based on factors such as the size of the collection, and whether the plants are of known provenance and collected with a specific intent in mind.

The collections are broadly divided into four major categories of collections:

Tasmanian Collections

Conservation and Research Collections

Southern Hemisphere Collections: and

Cultural and Ornamental Collections.

Within these categories, collections can be sub-grouped based on their principle focus, that is, whether they have a:

geographical basis – a collection of plants based on a defined geographical area or biome;

taxonomic basis - a collection of plants that demonstrates principles of plant classification;

demonstration purpose - a collection that displays specialised areas of botanical or horticultural interest or horticultural techniques;

heritage basis - a collection that exhibits a linkage with historic periods, cultural events, people or horticultural practices or periods; or

horticultural basis - a collection that is based on horticultural selections of species or display principles.

Category	Focus	Collection
Tasmanian	Geographical Focus	Subantarctic
		Greater Hobart
	Taxonomic Focus	East Coast
		Tasmanian
		Foreshore
Demonstration Focus	Remnant Grassland	
Heritage Focus	Epacridaceae	
Horticultural Focus	Tasmanian Ferns	
Conservation and Research	Geographical Focus	WSUD Garden
		French Memorial
Southern Hemisphere	Geographical Focus	Visitor Centre Beds
	Taxonomic Focus	Tasmanian Seed Conservation Centre
	Horticultural Focus	Conservation Collections (Potted)
Cultural and Ornamental	Geographical Focus	New Zealand
		Gondwana Terraces
		Southern Hemisphere (Potted)
		Southern Hemisphere Conifers (Potted)
		Protea
	Horticultural Focus	Bedding plants - including Floral Clock Conservatory
		Deciduous Trees – (incl. Oak Woodland)
		Conifer Cultivars
		Mixed Border (Friends Border, Rills, Lily Pond, Iris)
		Rhododendrons & Camellias
Taxonomic Focus	Fuchsia House	
	Palm Collection	
	Asian Woodland	
	Salvia Collection	
	Magnoliaceae	
Demonstration Focus	Grey Foliage plants	
	Eucalypt Lawn	
	Conifer Species	
	Herb Garden	
	Pete's Patch/Economic	
Cultural and Ornamental (cont.)	Heritage Focus	Easy Access Garden
	Geographical Focus	Cacti & Succulents
		Heritage Apples
		Significant Trees
		Cottage Garden
		Japanese Garden
		Chinese
		Australian

Table 3.1 Current RTBG Living Collections by Category.

3.3.1 Overview

At the broadest over-arching level, the living collections form the *raison d'être* for the Gardens. The values of the Gardens *in toto*, including the living collections, are described in this Section and include:

remnant natural biological values;

cultural values including Aboriginal heritage values, historic heritage values, landscape values and sense of place values;

recreation, tourism and education values; and

conservation and research values.

The living collections as a whole, contribute to each of these values in a variety of ways. For instance, the Gardens include areas of remnant native vegetation and elsewhere holds plants that were once used by Aboriginal people for a variety of purposes and are, therefore, significant to the contemporary Aboriginal community for the linkages they provide to their rich culture.

The living collections also contribute to the heritage values of the RTBG as artifacts of the historic development of the site from its earliest beginnings as a subsistence colony to its contemporary role in global conservation and the exchange of scientific knowledge.

At a regional level, the living collections are readily identifiable in the landscape of the City as an “oasis of green” in local’s perception of the image of their city and a “lush” relief from the dry continent for interstate and international visitors. At a detailed level, the living collections are the basis for the beauty of the Gardens. The Gardens also give visual delight to all who come and form a backdrop which some seek as a refuge within which to seek peace with themselves and the world. The vegetation of the Gardens also frames views from the RTBG to the wider landscape, creating scenes of great beauty.

Importantly, the living collections contribute to the uniqueness of living in Hobart and Tasmania: to its sense of place. That is, the living collections help some people define the uniqueness of this place, which in turns contributes to their self-definition as Hobartians, Tasmanians or citizens of the world.

The living collections as a whole also have considerable value for their recreation, tourism and educational values acting as a backdrop of great

beauty or as point of difference to encourage visitation. The living collections also provide open learning opportunities and act as a focus for specific educational programs.

The conservation and research value of the living collections is evidenced by the high degree of technical achievement in the establishment of over 6000 species, varieties and cultivars of plants, held in 42 identifiable collections amongst which are:

collections of international significance including Sub-Antarctic collection, the Tasmanian Seed Conservation Centre, the potted Southern Hemisphere Collection and the Conifer Collection, the latter holding 60 of 69 genera of the world's conifers³¹;

collections of 12 species of exceptional significance for their rarity as recognised by the *Threatened Species Protection Act 1995* and the *Environmental Protection and Biodiversity Conservation Act 1999*;

individual specimens of over 100 of the 400 threatened species listed under the *Threatened Species Protection Act 1995* and others of internationally rare and/or endangered species:

~30 species listed as threatened under the IUCN Red List; and

105 trees listed on the National Trust Register of Significant Trees.

3.3.2 The Value of Individual Collections

Notes on the Methods Used in Assessing the Living Collections

To understand the value of the 42 collections in the Gardens, a unique method of assessing them was developed as part of the preparation of the *RTBG Living Collections Plan*.

This section describes the methods used in determining the value of the individual Living Collections.

³¹ Hawker, J. (Department of Planning and Housing, Melbourne, Victoria) in a "Letter to Ian Hunter, Hobart City Council" dated 1 December, 1992 and personal communication, 1995 (see "Queens Domain Management Plan", Jerry de Gryse *et al.* 1995).

Note that the assessment reflects the views of the RTBG Living Collections Working Group of the value of the collections at February 2008 and does not take into account any latent potential. Some of the collections with low scores have the potential for development against one or more of the attributes and in some cases minimal change could add significant value to a collection. On the other hand, a low score may indicate that a collection is not relevant to the future directions of the RTBG.

ATTRIBUTE CLASSES

Living collections have a range of attributes that can be used to distinguish one collection from another. These attributes can be clustered into three principle attribute classes:

Defining attributes or those that define what it means to be the Royal *Tasmanian Botanical* Gardens [consultant's emphasis] (i.e. the relevance to the region's flora and those collections with historical significance to the Gardens) or those attribute that more generally define a botanic garden including plants having conservation or botanical attributes of interest.

Use attributes or those that relate to the ways that a collection is interpreted and used by both the public and the RTBG itself. These are seen to include interpretive, educational, tourism, commercial and spiritual considerations .

Managerial attributes or those that relate to the amenity aspects of a collection and the suitability of local conditions for the collection. These are seen to include horticultural and site suitability considerations.

ATTRIBUTE RATING CRITERIA

Each of the three attribute classes was then further distinguished by a range of specific considerations against which they were assessed for their value.

Table 3.2 shows each of the attribute classes, their distinguishing attributes and the assessment criteria for each of these.

Class of Attributes	Attribute	Assessment Criteria
Defining	Regional	collections with valid connections to our region; collections that are Tasmanian in origin (including Macquarie island); collections that are Australian in origin; collections that have a southern hemisphere distribution; and collections with Gondwana origins.
	Conservation	viable potted and seed <i>ex-situ</i> collections; collections of Tasmanian species that are listed under the Tasmanian <i>Threatened Species Protection Act 1955</i> and/or the Federal <i>Environmental Protection and Biodiversity Act 1999</i> ; <i>ex-situ</i> potted and seed collections with a representative number of genotypes from within or between population/s; and collections of listed species in DPWI Threatened Species Recovery Plans.
	Botanical	collections with scientific integrity; collections of known wild provenance; collections with detailed field collection records; collections with herbarium voucher specimens; and collections based on taxonomic principles with a comprehensive representation of taxa.
	Historical	collections originating from or representing the heritage fabric of the Gardens or elements of Tasmania's botanical history; the mature canopy of trees originating from Victorian plantings; the Gardenesque Victorian elements in the landscape such as the palms; plantings based on records of early plant lists from the RTBG; and collections relating to Tasmania's botanical history.
Use	Interpretive	collections currently covered by interpretive media other than plant labels; collections with in-ground interpretive signage; collections with associated pamphlets; collections interpreted in RTBG displays; and collections interpreted on the RTBG web site.
	Educational	collections currently used for education purposes; collections used for the schools program; collections used for the community garden program; and collections used for Green Thumbs and Explore programs.
	Tourism	collections that specifically draw tourists to the RTBG; collections that are unique to the RTBG such as the Subantarctic Plant House and Tasmanian collections; collections of high ornamental value such as the Conservatory; and collections centred on events such as the Tulip Festival.

Class of Attributes	Attribute	Assessment Criteria
	Commercial	income generating collections; collections used as sites for income generating activities such as weddings, naming ceremonies and memorials and other functions; and collections providing material for income generating activities such as plant sales.
	Spiritual	collections that have spiritual associations (Note: this attribute was not assessed due to the difficulty and costs of gaining information about reliable indicators).
Managerial	Horticultural	collections with high amenity value; collections with strong visual appeal; collections displaying a range of horticultural selections; and collections that display current trends in horticulture.
	Site Suitability:	local environmental and artificial factors which influence the cultivation of collections; soil type and drainage; water availability and type of irrigation; slope and aspect; local climate; adjacent plants; and adjoining infrastructure.

Table 3.2 Attribute Classes, Attributes and Assessment Criteria

SCORING AGAINST ATTRIBUTES

Each attribute was then scored on a scale from 1 to 5 against the criteria with a score of 1 representing a collection that did not meet or poorly met the listed criteria for that attribute and 5 for those that met the criteria well. The scores were then weighted by multiplying the Defining Attributes x 3, Use Attributes x 1.5 and Managerial Attributes x 1.

The weighting gives:

an emphasis to the defining attributes as these represent the principle reason for the continued existence of the Gardens (as opposed to say, converting the area to a park);

a lesser emphasis to the use benefits, in part to balance the effect of the total tally of benefits, given the number of attributes grouped in this class; and

a base rating to the managerial attributes as these are a fundamental to any botanic garden.

RELEVANT FINDINGS FROM THE ASSESSMENT OF THE
LIVING COLLECTIONS

Table 3.3 shows the findings of the assessment process. Within the table attributes have been rated 1-5 and sub-totals have been provided for each attribute class and then a total score for each collection.

In terms of the attributes that were assessed, the table indicates that:

the Sub-Antarctic collection (68.5), the Tasmanian Native Garden (67.5), the Tasmanian Seed Conservation Centre (66) and the Potted Conservation Collection (62.5) and the Conifer Species Collection (62) have the highest overall ratings followed by the plants of the Conservatory (57), Greater Hobart (55.5) and the Tasmanian Ferns (55);

the Tasmanian Seed Conservation Centre (48) and the Potted Conservation Collections (48) , have the highest ratings in terms of defining the Gardens followed in order by more moderately rated collections including the Tasmanian Native Garden, the Greater Hobart Garden and the East Coast Garden (39) and the Sub-Antarctic, Tasmanian Ferns, Epacridacea and the Potted Southern Hemisphere Collections (36);

the plantings of the Conservatory (30) have the highest rating for its use attributes followed by Pete's Patch and the Japanese Gardens (27); and

the Conservatory and the Mixed Border (9) have the highest rating for their managerial attributes followed by a large cluster of collections rated 8.

Looking at the attributes individually, the horticultural and site suitability attributes, rate highest (122 and 128 respectively), reflecting the skill of the RTBG staff in establishing and maintaining the Gardens.

The table reveals that the RTBG's regional (112) and botanical attributes (104) along with its educational attributes (87) and tourism attributes (84) achieved more modest ratings.

Insert Table 3.3 A4 Analysis of Living Collections

3.3.3 The Significance of the Living Collections

At the broadest over-arching level, the Living Collections form the *raison d'être* for the Gardens and their maintenance is critically significant above the majority of other values that the Gardens have. In particular, elements of the collections essentially define what it means to be the *Royal Tasmanian Botanical Gardens* [Consultant's emphasis]. The living collections are also the principle means through which the vision, mission, goals and interpretive themes of the *Strategic Master Plan* will be expressed.

At a more specific level, the RTBG has international significance for the Tasmanian Seed Conservation Centre, the potted Southern Hemisphere Collection and the Conifer Collection.

The RTBG exceptional significance under the *Threatened Species Protection Act 1995* and the *Environmental Protection and Biodiversity Conservation Act 1999* for its role in conserving 12 listed rare or threatened native species.

The Tasmanian Significant Tree Register is a useful indication of the considerable significance of the listed trees in the Garden.

The collections with the highest level of correlation to the vision and mission of the Gardens, and therefore of exceptional significance to the organisation are the collections in the Tasmanian and Conservation and Research categories and specifically, the highly ranked Sub-Antarctic collection, the Tasmanian Native Garden, the Tasmanian Seed Conservation Centre and the potted collection of Southern Hemisphere conifers.

Other highly significant collections, as rated by the above analysis, include the plants of the Conservatory for their high tourism, recreation and commercial attributes. Other commercially valuable collections include the bedding plants, the Easy Access and the Japanese gardens.

Nonetheless, there are collections that have limited value or have considerable scope to be improved. Consequently, the living collections are recognised as one of the principle challenges to be addressed in the SMP (see Section 4.2.2).

3.4 CULTURAL VALUES

Cultural values arise from:

the value of the Aboriginal heritage within the Gardens (Section 3.4.1);

the early history surrounding the establishment and growth of the Gardens (Section 3.4.2); and

the contemporary contribution of the Gardens to the landscape of the City and its landscape values 'in and of itself' (Section 3.4.3) and the 'sense of place' engendered in the community by the RTBG (Section 3.4.4).

3.4.1 Aboriginal Heritage Values

The Royal Tasmanian Botanical Gardens is the traditional country of the Mouheneenner group of the South East Aboriginal people who were one of the first groups to encounter the 'ghostly' strangers who intruded on their country in 1804.

The Royal Tasmanian Botanical Gardens is part of the history of colonisation in Tasmania. Characterised initially by friendly encounters and the curious exchange of goods between the Mouheneenner and the British, but with the subsequent dispossession and alienation of the Mouheneenner from their traditional country, and ultimately the adaptation and survival by Aboriginal people.

The shell middens and stone artefacts within the Gardens—evidence of continuing occupation and use and trade by Aboriginal people—are an increasingly rare and precious component of the history of Aboriginal Tasmania prior to colonisation.

Aboriginal people and the wider community value the evidence of Aboriginal occupation of the RTBG site. Such artefacts speak to a long and continuous occupation of the area by Tasmanian Aboriginal people, and how they used resources and traded with neighbouring groups prior to colonisation by the British. The value arises because such evidence, including shell middens and stone artefacts, are increasingly rare (albeit significantly disturbed in parts by a long history of cultivation within the Gardens) and for the meanings they have to the contemporary Aboriginal community.

At a broader scale, the RTBG forms part of the larger open space of the Queens Domain, which can be described as an Aboriginal cultural landscape,

shaped and adapted over a long period of time by Aboriginal firing practices. Such landscapes are valued by the contemporary community as examples of the way of life practised by their ancestors.

Significance of Aboriginal Heritage Values

All sites known from the RTBG are listed on the Tasmanian Aboriginal Site Index held by the Aboriginal Heritage Office in DEPHA. Protection is provided to all Aboriginal sites under the *Aboriginal Relics Act 1975*.

The Aboriginal community does not differentiate levels of significance of sites. Rather, they assign a high value to all known sites of Aboriginal occupation, due to the linkages they provide to the history and culture of the Tasmanian Aboriginal community, and because they are part of a very small fragile remnant of a vast and rich culture that existed prior to white settlement.

Aboriginal sites are also of interest, and have a high value to many non-Aboriginal people.

3.4.2 Historic Heritage Values

Value to the Nation's Historic Heritage

The RTBG was established in 1818, only two years after the Sydney Botanic Gardens were founded by Governor Macquarie. The establishment of the Gardens reflects the astute and inspired civic vision for Hobart Town of Lachlan Macquarie, Governor of New South Wales and Van Diemen's Land, whose instructions for the reservation of land for a Government Domain and Garden in 1811, is an enduring legacy of Macquarie's distinguished skills in town planning and civic improvement.

The Gardens are an integral part of the nation's history of convictism and also reflect the significant and continuing commitment to the global exchange of scientific knowledge and research, and the collection, propagation, display and conservation of indigenous and exotic flora within a purposefully designed Victorian landscape setting with substantially intact precincts of dedicated plants designed for public recreation and enjoyment.

The RTBG are part of a group of nationally significant botanic gardens in Australia established in capital and major cities throughout the nineteenth century, including: Sydney (1816), Melbourne (1851), Geelong (1851), Brisbane (1855) and Ballarat (1855). Like other Botanical Gardens in Australia, the RTBG played a key role in the advancement of botanical and

horticultural knowledge through education and research, acclimatisation, propagation and provision of recreation and leisure.

The Royal Tasmanian Botanic Gardens contains exceptional living collections of exotic and native species dating from its earliest establishment. These collections have value to the nation as archives and resources that have informed and continue to inform scientific research and inquiry and our understanding of conservation. The collection rated as having the highest value in this regard is the conifer collection.

The Royal Tasmanian Botanical Gardens is one of only a small group of landscapes in Australia imbued with nationally significant aesthetic values that express the evolution of garden design, display and embellishment influenced by and expressed through a unique translation of British and European influences.

Value to the State's Historic Heritage

The Gardens of are illustrative of successive phases of British colonial occupation from its early days as a farm, to its role in supplying fresh fruit and vegetables to the Governor's farm to its modern role as a botanic garden.

The RTBG retains many extant features and historical archaeological attributes which, together with complementary archival references, have the potential to yield information on the evolution of a major public Botanical Garden over time and its important relationship with the history of Tasmania.

The amassing of a public botanical collection since the early nineteenth century and the retention of some of those plants now forms the core of the Garden's historic heritage values and also demonstrates a high degree of technical achievement in the science of the day.

The Gardens are synonymous with the names of a broad range of prominent individuals from history whom are associated with the creation, development and or management of the RTBG and have made a vital contribution to the fields of botany, horticulture, education and conservation in Tasmania. Such personages include Governors Macquarie and Arthur, the various Superintendents who have served the Gardens, respected Royal Society members and more latterly with the highly regarded television presenter and community activist, Peter Cundall.

The Gardens also has strong historical and scientific associations with the Royal Society of Tasmania and the Port Arthur penal settlement.

Through its activities, the RTBG has connections with other historical sites (e.g. Port Arthur), organisations (e.g. The Royal Society of Tasmania) and people (early naturalists, botanists and various Governors and other high ranking officials of the time).

The RTGB has also connections with the establishment of agriculture in Tasmania, scientific discovery and strong links with the convict system. The creation and subsequent development of the Gardens was closely associated with the penal system in Van Dieman's Land and was a critical component of the food supply system that sustained early Hobart.

Connections with early agriculture experimentation are still evident in the landscape of the gardens, in the remaining fruit trees and the Arthur Wall, which was originally constructed as a heated wall to aid in the over-wintering of food plants.

Significance of Historic Heritage Values

The Gardens are of exceptional national, state and local heritage significance and are an integral part of the nation's history and the history of Tasmania, displaying a continuity of purpose of endeavour from their earliest beginnings in 1818 whilst reflecting the society's advancement from a subsistence colony to an aspirational society.

The Gardens reflect an important and continuing commitment to the global exchange of scientific knowledge and research, and the collection, propagation, display and conservation of indigenous and exotic flora and through their design exhibit a gardensque style (some elements of which date from its earliest colonial and Victorian beginnings) that is freely accessible for public recreation and enjoyment.

The Gardens' exceptional historic significance is indicated by the inclusion of the RTBG (including its gates and walls) on the Register of the National Estate, the Tasmanian Heritage Register and the Hobart City Council's Heritage Register (Schedule F of the City of Hobart Planning Scheme 1982) all of which have statutory authority of one kind or another.

The RTBG "Wrought Iron Gates and Brick Wall" is classified on the National Trust of Australia (Tasmania) Register (this listing has no statutory force).

Aboriginal artefacts are known to occur within the grounds of the RTBG, and have significant value to the Aboriginal community, and are protected under the *Aboriginal Relics Act 1975*.

The SCAMP assessed individual built elements against the HCH Act criteria and found that at least 7 individual elements had considerable cultural heritage significance in their own right including the Friend's Cottage, the Wombat 1 Shelter, the Superintendents Cottage, the Conservatory, the Arthur Wall, the Eardley-Wilmott Wall and the Main Entry Gates.

The exceptional significance of the Gardens, and the recognition of the need to protect its cultural heritage through a comprehensive Conservation Management Plan is recognised as one of the principle outcomes required of the SMP and poses important questions that need to be addressed in an integrated way in the SMP proper (see Section 4.2.3).

3.4.3 Landscape Values

The *Hobart Open Space Strategy 1993*³² defined a range of factors that contribute to the perceived value of a landscape that have been used herein to evaluate the landscape values of the RTBG. Six landscape factors are evaluated including the RTBG's:

contribution to the 'image' of the City of Hobart;

beauty;

role as a record of settlement;

experiential qualities;

symbolic qualities; and

value as a spiritual refuge.

Contribution to the Image of the City

The image of the city refers to the mental picture that people have of it – in the current case, the visual quality of Hobart and the clarity with which the form and shape of the City is understood by residents and visitors as a coherent pattern through reference to the RTBG.

The RTBG has a recognisable position in Hobart's landscape being located at the 'front gate' of the City and presenting a strong arrival scene, in conjunction with the larger Queens Domain area, when arriving across the Tasman Bridge from the eastern shore or when departing north along the Domain Highway. In

³² Hepper Marriott Tasmania and Jerry de Gryse Pty Ltd 1993. "Hobart Open Space Strategy" unpublished report to the Hobart City Council.

this sense it is an understood and valued part of the arrival experience to the City.

People also experience the RTBG as part of the more localised Queens Domain landscape and its adjacent cultural precinct that includes: Soldiers Memorial Avenue, Government House, the Beaumaris Zoo, the Powder Magazine and the Cornelian Bay Cemetery.

Many people refer to the RTBG as an 'oasis of green' within the urban setting of the City of Hobart. To them, the Gardens, including its varying green and autumnal blaze and the striking colours of its bedding plants, contrast with the muted tones of the surrounding native grasslands of the Queens Domain and the eucalypt woodlands visible on the eastern shore of the Derwent Estuary. In these experiences the RTBG makes a valuable contribution to people's image of the more localised setting.

Visitors from drier places often comment on the 'lush' vibrancy of the RTBG landscape, as a relief from arid landscapes and water restrictions elsewhere in the country – a feeling that carries over to their experience of Hobart's parks and open spaces generally. In this sense the RTBG has value in establishing a positive perception of the City in distant visitor's minds.

The above discussion, then, suggests a valuable contribution to the way people 'see the City' and the image they have of how this place 'is'.

Beauty

The creative and aesthetic development of the Gardens set within the outstanding beauty of the Queen's Domain and the Derwent River arguably make it one of the finest Botanical Gardens in Australia.

At a detailed level, the beauty of the Gardens derives from:

its overall retention of a 'gardenesque' landscape style³³ popular in the 19th century (and still so in contemporary society), "the age of the common man, and public enthusiasm for knowledge and information, especially about the botanical world"³⁴;

³³ The 'gardenesque' style emphasises the garden as a work of art (as opposed to the 'picturesque' wherein the garden was not recognisable from wild nature). In the gardenesque style, designers use combinations of forms ranging from formal, geometric layouts to smooth flowing lines (or the "mixed, middle or irregular style) and the picturesque. Both the formal and the mixed middle styles are evident in the layout of the RTBG. See "Gardenesque" in the **Oxford Companion to Australian Gardens** (Aitken, R. and Looker, M. 2002, Oxford University Press and the Australian Garden History Society, Melbourne Victoria.

³⁴ Simons, P. 1987. **Historic Tasmanian Gardens** Mulini Press, Canberra Pg.32.

its mature landscape comprised of many advanced specimen trees (many of significance in their own right or as collections – see Section 3.3) set in established shrub and perennial beds and a changing pattern of annual plantings;

the strength of its visual relationship to the Queens Domain (particularly the contrast between the naturalness of the Domain and the structured aesthetic of the Gardens) and more specifically to Government House (especially its strong visual integration when viewed from the Derwent River, the eastern shore or the Tasman Bridge);

its expansive outlook to the Derwent River and distant landscape features including Mt Wellington and the Wellington Range in combination with or framed by well designed and maintained foreground elements of beauty in their own right; and

a mix of spatial enclosures (some created by historic features such as the Arthur and Eardley-Wilmott walls, others through plantings) and internal views and vignettes of great delight, including water features, plantings of varied colour and texture, stonework, feature elements and/or buildings, etc.

In these latter senses, people value the beauty they see in the RTBG in its own right, independent of its larger regional setting.

Appreciation of the aesthetic value of the RTBG is consistently evident in comments obtained from various surveys. Respondents to surveys conducted as part of the current study, indicated that they particularly liked “the beautiful presentation of the gardens”, the “bright coloured plants” and that the “layout and scenery are beautiful”.

Role as a Record of Settlement

As outlined previously, the RTBG encompasses an important record of both Tasmanian Aboriginal occupation of the area (Section 3.4.1) and of European settlement from its earliest occurrence in Tasmania (the remains of a Shepard’s hut in the area of the education pod is thought to be one of the oldest remains of European settlement in Tasmania) the rich history of which is intricately interwoven with the gradual evolution of the place from a subsistence colony to an aspirational society (Section 3.4.2).

The Gardens also record a more recent history of aspirations in the community to achieve greater social and environmental sustainability in modern life. Social responsibility, for instance, is evidenced in the Easy Access Garden (the first of its type in Australia), its horticultural therapy programs and the educational courses and events run for migrant communities. The various conservation collections of the Gardens including the Tasmanian Seed Conservation Centre, (Section 3.3), amongst other things, demonstrate the growing role of the RTBG as a positive agent of environmental change and community education.

Experiential Qualities

Visitors to the RTBG experience the landscape in many different ways, and are seeking a wide variety of experiences.

The visual experience is the most commonly expressed (see above) along with reference to the standard of care achieved, visitors expressing that they like “the beautiful presentation of the gardens” and the “well kept grounds”, and that “the whole Gardens are looking great and [are] a credit to those responsible”.

However, as indicated by numerous survey comments, visitors also value and are seeking out other experiential qualities including a broadly defined sense of ‘nature’ and/or more specific experiences arising from the “smell of spring flowers”, the colours in autumn and spring, the sound of the water features and/or the texture of the vegetation and shape of the plants. Such experiences are particularly important to those people who have limited outdoor space in their living environments.

The slower pace and tranquil atmosphere of the RTBG is also highly valued - “I always enjoy the ambience and the fact that everyone who visits is also in a lovely mood - lots of smiles and others just strolling around - no one is on a mission”. The Gardens are then, for some, a respite from the pace and built environment of the city.

Many visitors also value the “peaceful, clean, safe, beautiful environment” of the Gardens and the resultant suitability of the Gardens for special occasions, family gatherings, and for visitation with small children.

It is worth noting that there are, for some, negative experiences in the Gardens that detract from the value of their experience including the:

access difficulties experiences by some (see Section 3.1.2);
and

impact of traffic noise arising from the proximity of the Gardens to the Domain Highway.

Notably, accessibility issues impinged on the experience of 51% of survey respondents who indicated that increased parking would enhance their enjoyment of the gardens, and 47% who indicated that the development of a good quality walking trail from the City is a needed improvement.

Nonetheless, some visitors described the Gardens as having “easy access to all display areas” and “easy access to everything” and that visitors could gain access to most of the key features of the RTBG during the course of a single visit.

Symbolic Qualities

The RTBG has value for Aboriginal people as a symbol of a traditional way of life by Aboriginal people prior to European settlement.

More widely the Gardens are seen to symbolise aspects of:

changing social attitudes that have dominated since early colonial times and the Victorian era through to the present, and particularly the influence of various approaches to design, plant selections and building materials;

family and personal life in Tasmania across long-standing generational links; and

the history of horticultural discovery and knowledge, and more recently, of conservation efforts in the community to create a more sustainable modern lifestyle.

Value as a Spiritual Refuge

The landscape of the RTBG offers a place of refuge within the urban setting of the City, in which visitors can be peaceful and reflective. Surveys respondents hinted at the value of the gardens as an escape or refuge by describing it as having a “feeling of peace and tranquillity”, or being “a lovely retreat”, “a peaceful, relaxing place”, and as a place of reflection - “today I just wanted to sit quietly...”.

The RTBG is valued as a place within in which to relax, recharge and contemplate issues concerning the inner self, similar experiences to which are sought and respected in sacred places.

Significance of the RTBG's Landscape Values

The RTBG has exceptional landscape value.

The RTBG has considerable value for the contribution it makes to the 'image of the city' by giving delight to its residents, acting as focus for community and individual life, as a trigger for memory and as an "extension of the meaningfulness and richness in the world"³⁵.

The aesthetic values of the RTBG are of exceptional significance when evaluated against the former criteria for listing on the Register of the National Estate – Criteria E being "exhibiting particular *aesthetic* characteristics valued by a community or cultural group".

The record of settlement embodied in the Gardens and the RTBG's connections and associations with other historical persons and organisations of note is recognised by its inclusion on the Register of the National Estate, the Tasmanian Heritage Register and the Hobart City Council's Heritage Register (Schedule F of the *City of Hobart Planning Scheme 1982*). These registers recognise the exceptional significance of the place.

The Gardens have considerable experiential, symbolic and spiritual refuge value to Tasmanians, particularly those who live in or near Hobart, through the contributions it makes to the lives, experiences, memories and spiritual health and wellbeing of Tasmanians, by providing a sanctuary for the mind and soul and a venue for various beneficial pursuits including passive recreation, social occasions and commercial events.

3.4.4 Sense of Place Values

The people of Hobart have had free access to the RTBG since 1859. Since this time, as suggested by the discussions of cultural values so far, the Gardens have been a focus of community activity, and have become part of the identity of the Hobart, and more broadly, the Tasmanian community. Many local residents and regular visitors express a strong connection and attachment to the RTBG, which in many cases span across generations, and is the result of childhood experiences and memories associated with the gardens.

Hay³⁶ suggests that the significance of a place stems from "shared perceptions of an evolving space" which locates value in the "structure of

³⁵ Lynch, K. 1960. *The Image of the City* MIT Press, Cambridge, Massachusetts. Pg. 2.

³⁶ Hay, P. (1994) "Introduction" in de Gryse, J. and Sant, A. (eds.) *Our Common Ground*, Australian Institute of Landscape Architects and the Centre for Environmental Studies, University of Tasmania.

environmental reference points that define the character and quality of place through the aggregated perceptions of people with a common bond”.

‘Sense of Place’ in these terms, means the value of the RTBG in a self-determining way – that is, to its contribution to the uniqueness of living in Hobart and Tasmania more generally, to people’s appreciation of that uniqueness and to their definition of themselves through that appreciation.

The Living Collections Working Group rated the ‘regional value’ of the various collections, these being collections that had valid geographic connections to the region. Such collections, because of their ‘localness’, contribute significantly to resident’s self-appreciation and express their pride in the uniqueness of Tasmania. For visitors it makes visible the contribution of native vegetation to the way that Tasmania ‘is’. Highly rated collections in this regard include the conservation collections, the Sub-Antarctic collection, the Tasmanian collection and the specific collections of Tasmanian ferns and Epacridaceae.

The strength of attachment to a place can be indicated by a number of factors. In the current study, the factors utilised to determine the ‘sense of place’ significance of the RTBG are those identified by Dearden³⁷:

familiarity and the sense of loss from changes in the familiar landscape;

accessibility, that is, the ease with which people can interact with the landscape;

knowledge and the value that people place on the things they know and understand about a place; and

culture and the way it shapes the appreciation for a place.

Familiarity

Indications of the level of familiarity that people have with the RTBG are exhibited by:

the large number of local visitors who visit the gardens on a regular basis, attend workshops and/or are involved in voluntary work;

³⁷ Dearden, P. 1984. “Factors Influencing Landscape Preferences: an Empirical Landscape Evaluation” in *Landscape Planning*, Elsevier Science Publishers, Amsterdam Volume 11, Pgs. 293-305.

the high number of people who expressed their life and/or inter-generational connections to the place; and

the high number of people who are familiar with the Gardens through its being featured on the ABC Gardening Program as home to Pete's Patch.

Many of these visitors expressed that through these experiences and connections they have been marked emotionally, forming a deep bond with the place. Through such bonds, people are sensitised to the RTBG's many and deep meanings and significances, some few to the point where they know that it is a place to which 'they belong'. People in this sense are 'familiar' with the place in a deeply significant way³⁸ – one workshop participant espousing their "unconditional love" for the place.

Evidence of the sense of loss felt by the community with the familiar landscape of the Gardens is found in the:

extreme success of the fund raising campaign to stem the spread of *Amillaria* in the significant trees of the RTBG which threatened their death (see Section 4.2.2);

widely expressed loss (even outrage) over the removal of the mature blue gum (*Eucalyptus globulus*) in the lower Gardens adjacent to the historic line of the foreshore; and

the number of survey respondents who indicate they are happy with the RTBG and that it 'should remain as it is'.

Accessibility

The following discussion relates to access to the RTBG. Access within the Gardens has been dealt with elsewhere in Section 3.1.2 (e.g. in relation to Topography) and in Section 3.4.3 (Experiential Qualities).

The close proximity of the RTBG to the City of Hobart, being within walking distance of the CBD, is a key strength for a number of local residents who incorporate the Gardens into walking/jogging routines, and/or who choose to access the gardens on foot via the Queens Domain.

³⁸ In Relph's hierarchy of place connectedness, such visitors get 'inside' the place in a deeply meaning way seeing beyond the value of the landscape as a backdrop or a set of objects to the point in an emotional and empathetic way to the essential elements of its identity. At its deepest existential sense, those most 'inside' the Gardens know implicitly that it is a place where "they belong". See Relph, E. 1976. *Place and Placelessness* Pion Press, London. Pgs 54-55.

Out of the 202 survey respondents regarding a question about access, 86% indicated that they accessed the RTBG by private car, 6% walked, 2% tour bus, and 1% by bicycle.

One measure of the ease of access to the RTBG is the number of respondents (97%) who indicated that they did not have any trouble finding the gardens.

Nonetheless, the high level of satisfaction in relation to accessibility generally refers to those visitors that drove to the RTBG, rather than walked, cycled or used public transport. Comments relating to the difficulties in accessing the gardens from the City and surrounding suburbs by those on foot were raised throughout the consultation process (see Section 4.2.5).

The need to improve access to the RTBG for these alternative modes of transport is evidenced by:

47% of survey respondents indicating that a good quality walking trail from the City to the RTBG would enhance their enjoyment of the gardens;

17% of respondents indicated that a good quality walking trail from the City to the RTBG is within the top three most important improvements (it should be noted that not all respondents completed this question); and

9% indicated that a more frequent public bus service is within the top three improvements³⁹.

Knowledge

Knowledge of the RTBG is reflected in the high number of visitors who regularly visit and/or repeatedly return to the Gardens, and the overall level of satisfaction with the way that it is. These visitors are likely to 'know' the Gardens in a range of ways from an understanding of its layout and general features, to wider knowledge its history and meanings.

To a large extent there is a limited knowledge, by those outside the Hobart region who have never visited the Gardens, of the values of the RTBG.

Within the local community and amongst those who have visited the Gardens, there is a high regard for the *knowledge* and skill of the horticultural and other staff at the RTBG, and the way in which they share this knowledge through the

³⁹ Note the need to improve access by alternative modes of transport is potentially made urgent by rising oil prices, a scarcity of available oil or other factors that might impact on use of private motor cars for transport.

Friends of Gardens, partnerships with other organisations, and educational programs (see Section 3.3.2).

Throughout its history, the Gardens have been a leader in horticultural science, initially introducing food and ornamental plants in to the community and more recently pioneering techniques in propagating and growing plants of conservation significance. The establishment of the Tasmanian Seed Conservation Centre continues this trend.

Culture

The Gardens are valued for the role they play in the culture of the City as a venue for personal, community and commercial cultural events and, as a host to numerous art exhibitions in the Visitor Centre and on the grounds, and as a place to practice the arts in a beautiful setting.

The role of the Gardens in the culture of the community is also seen in the way in which it has been depicted to the community in the arts i.e. through photography, painting, film, literature, etc. The scope of the current study did not allow for this to be explored, but there is no doubt the Gardens has factored in the culture of the place in this way and is increasingly doing so.

The Gardens are recognised by many Australians and international visitors as an important part of the experience of visiting Hobart. In concert, with other cultural institutions and visitor attractions, the Gardens fit comfortably within Tasmania's 'brand' —a place of inspiring landscapes and natural beauty.

Significance of the RTBG's Sense of Place Values

The RTBG has a considerable value for the contribution it makes to the community's sense of its place.

Significance stems from:

people's deep familiarity with the way the RTBG 'is', that is they understand it as a physical environment but also appreciate its more subtle experiences, its deeper meanings and significances – they care about, and will react to change in the Gardens;

the relative ease of access to the Gardens experience by those arriving in motor vehicles;

the depth of knowledge about the place amongst some members of the community; and

the expanding role of the RTBG in the culture of the community.

The significance of the sense of place is affected by the difficulty of access experienced by some visitors in getting to or moving within the Gardens and the degree to which it might limit their appreciation of their visit and detract from their overall sense of well-being. This impact on the values of the Gardens is likely to be exacerbated by the aging of the population projected for Tasmania⁴⁰, the age profile of tourists, and the increasing community and legislative demand for infrastructure improvements that provide improved opportunities for mobility impaired people.

3.5 RECREATION, TOURISM AND EDUCATION

3.5.1 Recreation and Tourism

“The value of the Gardens to the community and its economy is reflected in the Gardens being one of the most visited recreational and tourism attractions in the State⁴¹”

As mentioned in Section 1.1, over 460,000 people visited the Gardens in 2007/08⁴², and of these, roughly three-quarters were Tasmania visitors. The survey conducted during the preparation of the SMP indicated that the general demographic of visitors to the Gardens is:

95% Australian residents;

65% female; and

of an older age group with 24% in the 50-59 year age group, 21% were 65+, 16% were 60-64 14% were 40-49 with only 13% being 30-39 and 12% in 20-29 age bracket.

These figures belie the percentage of children and young adults under 20 who were not generally picked up in the survey but comprise a noticeable proportion of the visitors to the Gardens, especially amongst visitors from the Hobart area.

Within these total numbers there are distinct visitor markets, that is, visitors come for different reasons and because of this, visitors and their rationale for visitation have been categorised for the purposes of the SMP as ‘recreational users’, ‘tourism visitors’ and ‘events participants’. Analysis of these groups

⁴⁰ Demographic Change Advisory Council (2007) *Demographic Change in Tasmania: challenges and opportunities*, Government of Tasmania

⁴¹ Inspiring Place Pty Ltd (2003) *Strategic Conservation and Asset Management Plan*, ii.

⁴² RTBG internal data.

allows for a better understanding of how the three groups interact with and use the RTBG during their visit.

It should be noted that whilst visitors can be loosely categorised into these user types, overlap occurs, with many tourism visitors also engaging in recreational activities and vice versa. The two broad categories do, however, provide a basis for considering future interpretation options, and the most effective mediums for reaching particular audiences.

Recreational Users

Recreational users are generally comprised of local (from the Greater Hobart Area) and Tasmanian visitors, many of whom are repeat visitors, whose main motivation for visiting the RTBG is for passive recreational or social purposes.

Recreational users will, amongst other things, place an emphasis on the RTBG as a location for health and wellbeing (e.g. exercise or relaxation) and for social gathering (e.g. family picnics), and are, therefore, the main users of lawn areas.

Recreational activities regularly undertaken within the gardens include:

- informal viewing of plants and other garden features;
- picnicking;
- relaxing on the lawns;
- walking and jogging;
- children's games;
- social gatherings (includes knitting groups and mothers groups);
- photography and art; and
- meditation (including tai chi).

Some regular recreational users choose particular spaces within which they congregate. For instance, mothers groups typically gather in the Playground area because of its flat, shaded and contained character.

Collections or features that change on a regular basis are also popular. For instance, the Conservatory with its annual floral displays and the Japanese

Garden with its seasonal delights are good examples of features that attract regular visitation by repeat visitors.

Recreational users, nonetheless use the whole of the Gardens and in fact are most likely to be those who use the more distant areas away from the main upper and lower entries. For recreational users, the Gardens is largely a known space with which they are familiar and around which they can navigate easily without the use of a map.

For recreational users the Gardens are a backdrop, similar to what they seek elsewhere in other parks and gardens. RTBG staff pointed out that the provision of recreational facilities or spaces is a by-product of the other activities of the Gardens rather than a principle goal of the organisation.

Tourism Visitors

The RTBG is one of Tasmania's most significant tourism attractions, benefiting from its close proximity to the City, the range of experiences that can be had in a beautiful, tranquil and safe setting, its capacity to cater for a diverse range of individuals and their interests, and to a lesser extent the engaging visitor experiences that can be had there (see Section 4.2.6).

Tasmanian Visitor Survey (TVS)⁴³ data indicates the Gardens received the seventh highest visitation by international and interstate visitors out of Tasmania's premier attractions in 2006/2007. The RTBG's own visitor data indicates that total visitation (including Tasmanians) is approximately 463,935 for the 2007/08 financial year⁴⁴.

Visitation is not consistent throughout the year. Figure 3.1 indicates that higher visitation occurs from September/October through to March. The prominent peaks occurring in the October most likely reflect the occurrence of the Spring Tulip Festival and other special events held at that time of the year.

Figure 3.2 illustrates the number of international and interstate visitors who visited the RTBG between April 2004 and March 2008:

⁴³ The Tasmanian Visitor Survey (TVS) is conducted annually by Tourism Tasmania, collects visitor information at major exit locations (airports) throughout the State, providing an indication of the numbers and preferences of international and interstate visitors. The RTBG is included as a specific attraction in the TVS. TVS data can be accessed at <http://www.tourismtasmania.tas.gov.au>. Data herein was sourced from the TVS on 07.12.07.

⁴⁴ The RTBG have gate automatic counters installed at all three main entrances and within the Visitor Centre to monitor visitation from which its visitor data is drawn.

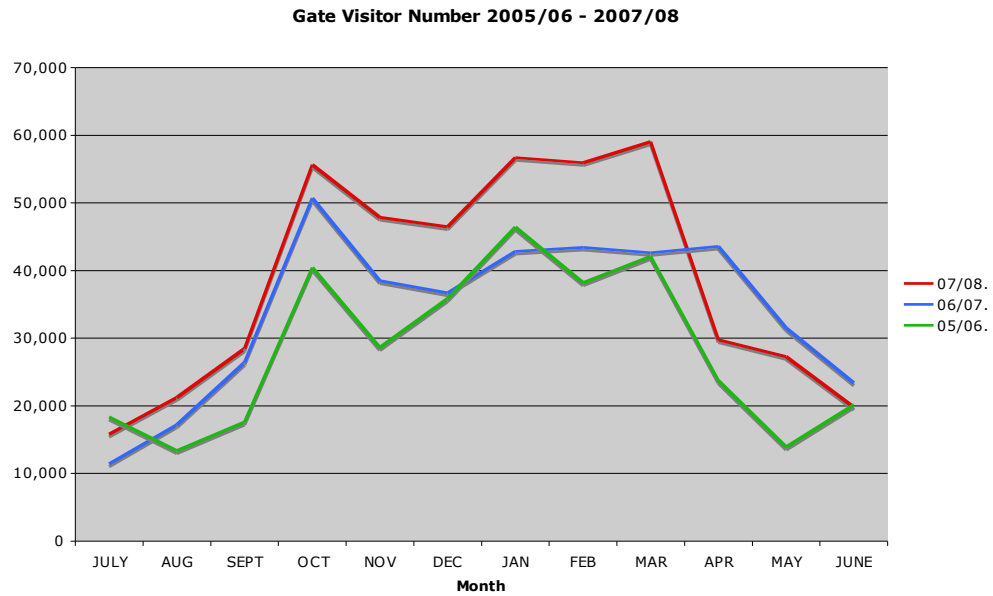


Figure 3.1. RTBG Gate Visitor Statistics by Month 2005-2007/08.

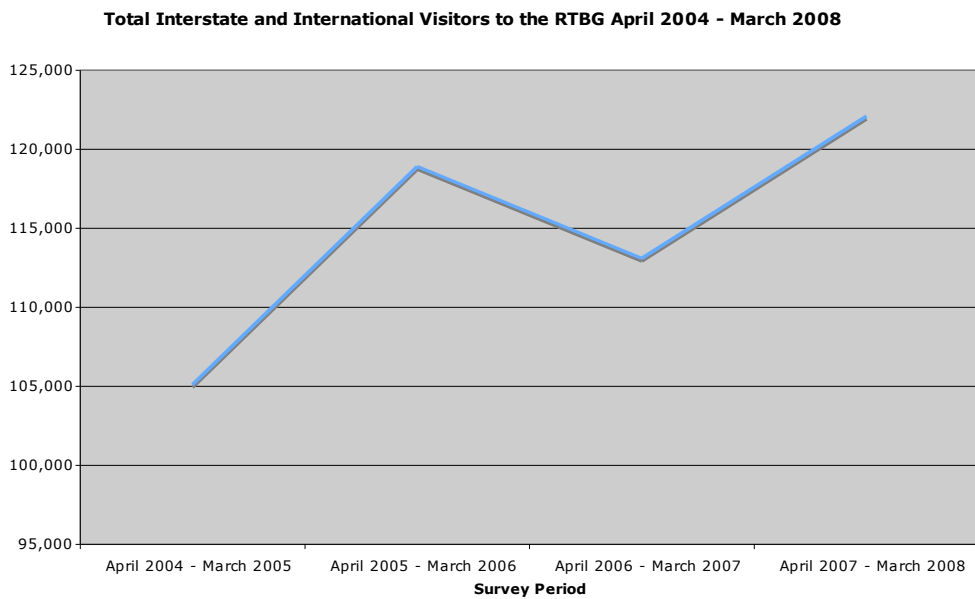


Figure 3.2. Total International and Interstate Visitors to the RTBG between April 2004 and March 2008.

There has been an overall increase in the number of international and interstate visitation, increasing from 105,100 visitors in 2004/05, to 122,100 in 2007/08 – an increase of 17,000 people over the four year period, which is a significant and positive trend.

Comparison of the TVS data with that from the RTBG indicates that international and interstate visitors were roughly 26% of the total visitors to the RTBG over the last financial year. The majority of visitors were Tasmanians, comprising 341,835 of the total 463,935 visitors to the Gardens. Of this total number it is difficult to determine the split between Tasmanians who come to the Gardens for recreation (as above) and those that come as tourists. The different visitor types seek different experiences from, and have differing expectations of, their visit to the RTBG.

Despite the trend in increased visitation by international and interstate visitors, the RTBG only receives a small proportion of the total market of such visitors to the State - that is only 16.5% of Tasmania's 2007-08 visitors coming to the RTBG. Of the international and interstate visitors who came to the Hobart area in 2007-08 (609,400), however, the number is higher at ~20% providing a clearer picture of the RTBG's place in the visitor mindset.

The TVS data also gives a picture of the various distinct categories of international and interstate visitors (Figure 3.3). Of these, 'Holiday' category visitors (visitors who are visiting Tasmania primarily for leisure, and not visiting friends or relatives or work business or employment) comprised approximately 67% of the market in 2007/08. The Visiting Friends and Relatives (VFR) market comprised approximately 19%, and the Business market 6%.

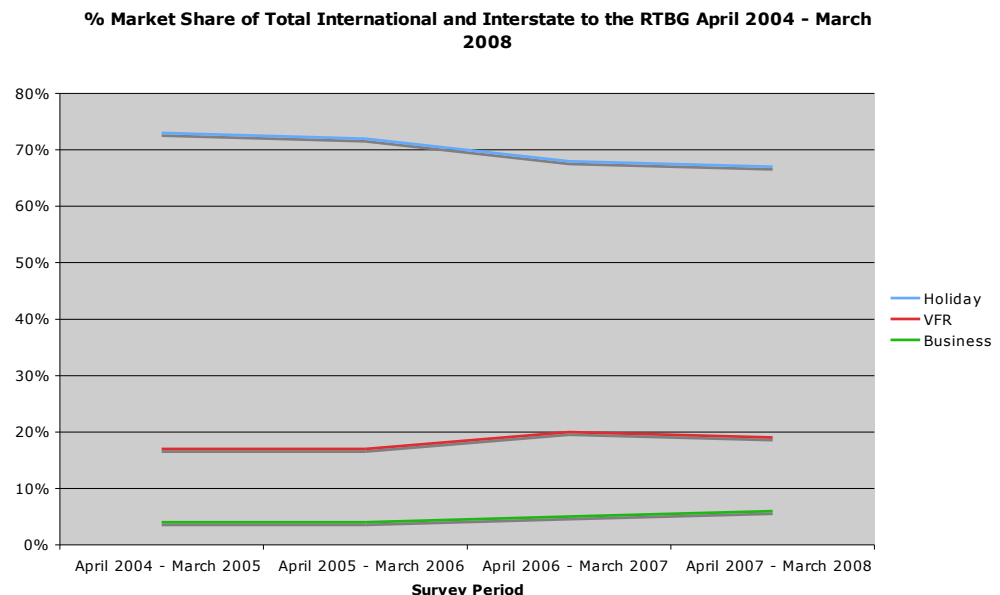


Figure 3.3. International and Interstate % Market Share (TVS).

Figure 3.3 shows a decline in the number of holiday visitors to visit the RTBG between April 2004 to March 2008 of approximately 14%. The VFR market shows an opposite trend, with a slight increase of 2% between the same survey period. This market is considered significant in that it indicates that Tasmanian residents value the experience of the Gardens enough to encourage their visiting friends and relative to go to the gardens during their stay.

Tourist visitors typically have a set amount of time allotted to their visit based on their overall itinerary and in general. Their time allotment means that they generally stick to the core features of the Gardens that are easily accessible by the main path system from the main upper and lower entries. They are also likely to require and use a map to navigate the grounds. Amongst the living collections, the Sub-Antarctic and Tasmanian collections and Pete's Patch have a high value for their point of difference from other botanic gardens. Tourists also highly regard the collection of bedding plants, the Japanese Garden and the Conservatory for their spectacle.

Events Participants

Events are an important activity of the RTBG's operations whether they are sponsored by or simply use the Gardens' as a venue for hire.

Major events previously held include the Spring Festival and the Antarctic Midwinter Festival which each attract thousands of visitors to single day programs that include exhibitions, demonstrations and temporary retail and food stalls spread over a wide area of the gardens in the area between the main entries and in the Visitor Centre.

More frequent minor events are also held using discrete areas, indoor and outdoor areas, within the Gardens. These include exhibitions, corporate gatherings and weddings.

The above events generally build on a strong connection with the history and directions of the Gardens as an organisation.

In contrast, the theatre productions that have been traditionally held at the RTBG (and to some extent the Antarctic Midwinter Festival) and some future events (Cinema in the Gardens and the Blues and Roots Concert) simply use the garden setting as a backdrop for events that could reasonably be held in any number of other locations.

The over-use of the Gardens for such un-related events or indeed for too many events generally (especially where fees are charged and or treasured

areas of the Gardens become temporarily off limits), could compromise other significant values.

Nonetheless, events participants value their experience in the Gardens for the beauty of the backdrop, the safety of the environment and the central location of the Gardens within the region. Events also stimulate first time visitors to the Gardens to return to take in the Gardens in their own right.

Events also have a significant financial value to the RTBG - funds acquired providing an important source of income to support the operations of the Gardens.

Significance of Recreation and Tourism Values

The RTBG has exceptional significance as a backdrop for recreational activities, particularly those that benefit from a beautiful or tranquil setting. The proximity of the RTBG to the city of Hobart, and free entry provides local residents with an affordable, unique setting for family gatherings, and a place to undertake personal recreational health and wellbeing activities - a respite from urban living. The RTBG is a well-established social gathering place for the people of Hobart, and more broadly, Tasmanian residents.

The RTBG has exceptional significance at a State level as a tourism attraction, ranking highly as a destination to be visited by Tasmanian, intrastate and international tourists.

The RTBG is a valued part of the itinerary of some visitors to Tasmania, more so for those who are based in the Hobart area. The RTBG is renowned for its beauty and diversity, particularly among botanical and garden enthusiasts, which contributes to its reputation as a tourist attraction.

Importantly, the RTBG is significantly valued by Tasmanians and locals to the extent that they influence visitation to the Gardens by tourists who are visiting with them.

Tourism at the RTBG also has a considerable significance for its commercial value to the Gardens as a source of operating revenue and a more general value to the tourism industry for its influence on the choice of places to visit and the length of stay and/or expenditure by visitors.

3.5.2 Education and Interpretation

Education and interpretation are core activities of the RTBG and are recognised as such by their placement within the organisational structure (i.e. set within the Botanical and Public Programs Business Unit) and the resources that are committed to them.

The RTBG currently has two permanent staff members involved in the development and delivery of educational programs (education officers). There is no one currently working in interpretation, although there has been in the recent past.

Education

Educational programs draw inspiration and content from the various living collections and from contribution that the Gardens make to various fields of interest including commercial and domestic horticulture, plant science and conservation, environmental sustainability and the arts. The Gardens are, then, a multi-faceted, living and built resource for the enlightenment of students in these disciplines.

A range of educational programs is currently on offer, including schools programs, adult education and TAFE courses along with formal training opportunities (e.g. horticultural apprenticeships). Some of the programs currently on offer include:

‘Grow a Brain’ – Lessons in the Gardens: The program has been developed for school groups, and includes 1.5 hour sessions that can be tailored to suit all ages (Kinder through to Senior Secondary). Topics include the ‘cyclic nature of growth’, seed germination, plant adaptation, threatened species, biodiversity, and the evolution and classification of plants.

Horticulture VET Certificate 1 - A one week work experience unit providing students with experience in horticulture, landscaping and nursery.

School Holiday Activity Program: This program is available every school holiday period, and offers a range of supervised activities for children aged 4 – 12.

Plant Conservation and Horticulture Courses for

Teachers: RTBG staff provides information and examples for teachers wanting to integrate sustainable gardening and basic plant science into their school curriculum.

Green Thumbs Classes and Explore the Gardens

Tours: These programs offer educational opportunities for the general public and include 2 hour sessions on Fridays based around a range of topics or themes. Topics include native plant propagation, container gardening, nursery tour, bush foods, hanging baskets, waterwise plants of the Greater Hobart and the East Coast, and landscaping with natives. Other classes are also offered that have an emphasis on conservation education.

Horticultural Therapy: These sessions are tailored for groups from nursing homes, hospitals and other care facilities. The Easy access Garden was originally developed with such groups in mind.

Migrant Program: This program is aimed at teaching recent migrants to Tasmania, particularly Sudanese people, how to grow their own vegetables. The courses focus on familiarity with local fruits and vegetables, and how best to grow them. This program has won two adult learning awards.

Amongst the collections, the Sub-Antarctic, Tasmanian and succulent collections, the Easy Access plantings and the economic garden/vegetable patch are rated most highly by the RTBG staff for their educational value.

Interpretation

Interpretation aims to be “a means of communicating ideas and feelings which enrich people’s understanding and appreciation of their world and their role within it”⁴⁵. Its intent is to reveal new perspectives in an enjoyable way and not merely to provide entertainment or facts that may be quickly forgotten.

Interpretation, then, is a valuable means for the Gardens to deliver key messages about itself to visitors. Through interpretation, the Gardens gives people an understanding of its place in the world, its vision and mission, the valuable work it does, the meanings of its history and the experiences to be had there.

⁴⁵ Interpretation Australia Association, 2004

Visitors, for their part, value interpretation that enriches their experience of the Gardens and opens them to the messages and meanings delivered. Discerning tourists, in particular, expect to find and respond positively to high quality interpretation facilities, programs and services. For tourists, good interpretation is a value-adding product that heightens their appreciation of and connects them to the places they visit in a deeper way – their heightened appreciation opening them to greater expenditure where there are site related opportunities, greater word-of-mouth advertising for the place and increasingly to volunteer or philanthropic involvement with the place. For recreational and social users it adds to their experience and understanding of the place and highlights opportunities for them to be involved in the care of the place.

At present, however, interpretation in the Gardens is presently fragmented in its coverage and mainly of a passive form (see Section 4.2.6). In the surveys, visitors noted their desire for more, better integrated and quality interpretation.

Amongst the collections, the Sub-Antarctic house is rated most highly by the RTBG staff for the interpretive experience it delivers.

Significance of Education and Interpretation

The educational programs offered by the RTBG have considerable significance in that they provide open learning opportunities for the broader community as well as for students of formal educational institutions.

Many of the programs offered by the RTBG are unique (i.e. the Migrant Program) and of considerable significance for the individuals and communities they serve.

The focus on environmental best practice (e.g. waterwise and organic gardening) and the conservation of native plant species has resulted in the RTBG achieving a high level of respect from their peers in the education professions.

At present, interpretation in the Gardens has only a limited significance. Its potential, however, to significantly bring benefits to the Gardens and its visitors is, consequently, one of the principle challenges of the SMP (see Section 4.2.6).

3.6 CONSERVATION AND RESEARCH

Plant conservation and research are core functions of the RTBG and fundamental to its role as a botanic garden. The commitment to biodiversity conservation (including through educational programs), and more broadly sustainability as a management philosophy, is directly reflected in three of the current RTBG Strategic Plan goals (Goals 2, 5 and 6).

The RTBG is a signatory to the Botanical Gardens Conservation International, resulting in various obligations and commitments relating to threatened plant species and biodiversity conservation, sustainable operational practices and education, and a commitment to working towards addressing the issues associated with climate change.

The RTBG is also a key partner in the global Millennium Seed Project, housing and supporting the Tasmanian Seed Conservation Centre (see below), which is a highly valued part of the conservation collections of the Gardens. These collections also include in ground and potted collections of threatened and rare species and the remnant bushland at the far northern extremity of the gardens.

To date, the majority of the RTBG's involvements in project-based conservation initiatives have occurred via external funding and partnerships. TEMCO and the Tasmanian Minerals Council have provided, and continue to provide, funding for various Tasmanian threatened species programs. Other organisations contribute to similar programs via funding, support or in partnership including the Australian Flora Foundation, the Federal Government Envirofund grants program, Natural Resource Management (NRM) Tasmania, the University of Tasmania Plants Science Department and the Threatened Species Section (Department of Primary Industries and Water).

The following discussion briefly describes some of the key aspects of the conservation and research work of the Gardens.

Rare and Threatened Species

RTBG involvement in the conservation of Tasmanian rare and threatened species is largely practiced through the propagation of such species (including propagation research), dissemination of propagated specimens for environmental rehabilitation projects, and the housing of ex-situ threatened species collections (see Section 3.1 above for further detail). The RTBG is also a participant in nine of the twelve formal Threatened Species Recovery Plans prepared by the Threatened Species Section of the DEPHA. The involvement of the Gardens reflects the considerable skills and knowledge of RTBG staff members regarding native plant propagation techniques.

Some of the projects undertaken include:

Propagation of *Philotheca freyciana* (listed as 'Critically Endangered' under the EPBC, and 'Endangered' under the TSPA) in collaboration with the University of Tasmania with some funding provided by TEMCO. The project has involved the development of an ex-situ collection at the RTBG, and the supply of a number of plants to the Parks and Wildlife Service for landscaping around the Freycinet Visitor Centre. It is intended that seed will be collected from the ex-situ collection for storage in the Tasmanian Seed Conservation Centre. A number of the propagated plants have also been given to the DEPHA for *Phytophthora cinnamomi* testing.

Propagation and development of an ex-situ *Lomatia tasmanica* collection (listed as 'Critically Endangered' under the EPBC, and 'Endangered' by the TSPA) collection. This project was undertaken in collaboration with the University of Tasmania – Plant Science Department with funding from TEMCO.

Development of the Rare and Threatened Species (RATS) database. This database provides an inventory of rare and threatened Tasmanian species suitable for use in environmental rehabilitation. This is an ongoing project, initially funded by TEMCO. It is intended that the database will be available on the RTBG website. Several of the species included in the database have been propagated and planted out at various mine rehabilitation sites.

Ongoing monitoring of species trials occurs via funding provided by Mineral Resources Tasmania.

A significant number of other Tasmanian rare and threatened species are under propagation for various recovery projects throughout the State.

The RTBG is also working towards formalising the partnership with the Threatened Species Section through a Memorandum of Understanding, to improve work productivity and communication.

In 2002 the Friends of the RTBG received a Federal Government Envirofund Grant to rehabilitate the section of the Derwent Estuary foreshore area, now owned and managed by the RTBG. Local seed was collected by volunteers

and propagated by RTBG Nursery staff. This project included volunteer planting by Goulburn Street Primary School and Claremont College.

Tasmanian Seed Conservation Centre

As briefly outlined in Section 2.2, the Tasmanian Seed Conservation Centre (TSCC) is housed at the RTBG. The Tasmanian Seed Conservation Centre (TSCC) is a joint effort of the Royal Botanic Gardens Kew, the Biodiversity Conservation Branch (BCB) of DPEHA, the Tasmanian Herbarium (Tasmanian Museum and Art Gallery) and the RTBG.

The Tasmanian Seed Conservation Centre currently forms part of a global program known as the Millennium Seed Bank Project, coordinated and funded in part by the Royal Botanical Gardens Kew, and instigated in 2004 with funding until 2010. The aim of the project is to:

Collect and conserve seed from some 24,000 species, principally from drylands, by 2010; and

Develop bilateral relationships worldwide to facilitate research, training and capacity-building in order to support and advance the seed conservation effort⁴⁶.

At a local level, the Seed Bank project aims to provide a means of conserving the biodiversity of Tasmania's flora via:

Ex-situ support for plant conservation programs;

Seed material to assist in the scientific study of our native plants; and

Long-term preservation of plant biodiversity loss caused by environmental degradation⁴⁷.

The Centre is managed by a coordinator, with seed collection undertaken by staff from the Resource Management and Conservation Unit (DEPHA), plus staff from the RTBG and volunteers. Volunteers also support staff in the laboratory.

Seed from viable in-situ specimens is collected, cleaned, dried and sealed in packages for storage at -20°C. Half of the seed is stored at the RTBG laboratory, the other half is sent to the Royal Botanical Gardens Kew for inclusion in the Millennium Seed Bank, providing a back up in the event that

⁴⁶ MSB project aim sourced from the 'Seed Safe – helping to Secure a Biodiverse Future' brochure, produced by the RTBG.

⁴⁷ The aim of the Tasmanian Seed Conservation Centre has been sourced from the RTBG website.

one collection is damaged or destroyed. Seeds are to be stored for 200 years or more.

The seed bank has set a date of 2010 to meet Target 8 of the Botanic Gardens Conservation International's *Global Strategy for Plant Conservation*. Target 8 : "60% of the threatened plant species in accessible *ex-situ* collections, preferably in the country of origin, and 10 per cent of them included in recovery and restoration programs."

At the time of this writing, the TSCC had already collected 486 Tasmanian native taxa since its inception in August 2005 and holds seed of 92 species listed as threatened (21% of the total).

Tissue culture research is also a component of this program, and has been undertaken to date in collaboration with the University of Tasmania Plant Science Department with funding from TEMCO.

Ultimately, the seed bank will be the RTBG's most effective conservation instrument, although funding for the activities of the Centre is only secured up until 2010 after which time alternative sources of funding may need to be found.

Other Contributions to Sustainability

As noted above, the RTBG's commitment to sustainability is reflected in the goals of the Strategic Plan, and within other key operational documents.

To date, the RTBG has integrated the following 'sustainable' or 'best practice' elements into the operation and promotion of the Gardens:

- environmental education programs for all ages, including those on organic gardening techniques, 'Waterwise Plants of the Greater Hobart and the East Coast', native plant propagation, and 'How to Garden Without Wasting Water';

- the establishment of sustainable display gardens such as the grey garden (salt and drought tolerant) and the rain garden (an example of storm water reuse);

- the promotion of organic gardening practices through Pete's Veggie Patch;

implementation of water saving practices, including watering in the morning and the evening, mulching garden beds, use of minimal water use irrigation systems and the recycling of water from the ponds and water features; and contributions, to biodiversity conservation and environmental rehabilitation as discussed above, including weed management and plant disease control.

RTBG staff expressed a strong commitment to sustainability through the consultation process, and highlighted areas in which greater effort could be applied, including sustainable water use, and the display, interpretation and conservation of Tasmanian native species, particularly those considered to be highly vulnerable due to the projected impact of climate change (e.g. alpine and sub-alpine species).

Significance of Conservation and Research Programs

The RTBG is of exceptional significance for its collections and individual specimens of native plants listed under the TSPA and the EPBC. These collections and plants and the research by the Gardens related to them are of exceptional significance from a scientific point of view, providing a means of increasing our understanding of Tasmania's native flora.

The Tasmanian Seed Conservation Centre is of exceptional significance, given that it is one of only two institutions in the world that houses a viable collection of Tasmanian seeds (the other being Kew). The TSCC also has significance as an excellent exemplar of an international conservation partnership at work.

The value and significance of the TSCC and the Gardens' in ground and potted conservation collections will continue to increase in importance, given the global threats to biodiversity, including the projected impacts of climate change (e.g. species displacement due to projected rapid changes in plant habitats and specialised niches) and continuing environmental degradation.

The RTBG as an organisation has considerable significance in its own right for the knowledge base and skills related to the propagation and care of rare and threatened species that is embodied in its staff. Their experience to date, and their enthusiasm for further involvement in the expansion of the conservation programs of the Gardens, suggest that the RTBG has the potential to be a leader in sustainable practice –through research, education and operational and institutional examples of the protection of threatened species and environmental best practice.

3.7 OVERALL STATEMENT OF SIGNIFICANCE

The Royal Tasmanian Botanical Gardens are of exceptional national, state and local significance. Established in 1818, the Gardens are an integral part of the nation's history reflecting, the transition of the country from a subsistence outpost to a community of people making a valuable contribution to global conservation through the collection, propagation, display and conservation of Tasmania's native flora. In the process of its evolution, the RTBG has become a garden of exceptional beauty that holds a significant place in the hearts and minds of its many users and attracts visitors from around the world. The Gardens retains significant reminders of its various stages of development including built elements and living collections and individual plants dating from the period of its colonial establishment and later Victorian era gardenesque landscaping.

The Gardens have exceptional international significance as a leader in the conservation of Tasmania's flora. Many of the species under their care and/or research only occur in Tasmania (i.e. are endemic to the State) and as such are of importance for the conservation of the world's biodiversity.

SECTION 4

ISSUES AND OPPORTUNITIES

This section sets out a SWOT analysis of the Gardens (Section 4.1) gleaned from a broad overview of the identified strengths, weaknesses, opportunities and threats that emerged from the review of past reports, stakeholder consultation and site visits.

Section 4.2 synthesises and elaborates on what has been identified as the critical issues for the Strategic Master Plan⁴⁸.

4.1 SWOT ANALYSIS OF THE GARDENS

The SWOT analysis draws on the consultant team's assessment of the RTBG, a review of past reports and the information gathered from stakeholders during the project's consultation program and the results of other surveys. The draft *Visitor and Community Views Report* documents the comments received about the perceived strengths, weaknesses of and opportunities for the RTBG during the consultation program⁴⁹.

Table 4.1 indicates the results of the SWOT analysis.

In summary, the core strengths that distinguish the RTBG from many other botanical gardens are:

the Tasmanian Seed Conservation Centre (TSCC) with its links to international conservation programs;

its Living Collections and in particular the Sub-Antarctic and Tasmanian plant collections, its conservation collections (including the TSCC as above) and the conifer collection;

its connections to the early colonial system including associations with the convict system and the continuous use of prison labour in the management of the Gardens since 1818;

⁴⁸ Some of these issues are discussed at greater length in the relevant pre-requisite plan.

⁴⁹ The *RTBG Strategic Plan 2003-2007* (Appendix B – Stakeholder Issues) also presented a SWOT analysis based around plants, people, place and profit, the findings from which have been incorporated here where they are relevant. Interestingly there is a considerable similarity between the results of the SWOT analysis. The Strategic Plan also identifies a number of strategic risks to the Gardens and approaches to their mitigation. Where appropriate these too have been incorporated in the SMP.

its setting including its complex topography and the combination of this with its layout and living collections (particularly its mature trees) which create a landscape of exceptional beauty;

its location in relation to the City which makes for easy access; and

its history as the second oldest Botanical Garden in Australia and only one of six Royal Botanical Gardens in the world.

The perceived weaknesses relate to the limitations of the RTBG's physical location and the limited scope to expand or add further to the Gardens; the limited resources to manage and improve the Gardens and the need to address issues related to the quality of the arrival experience, visitor facilities and interpretation.

A wide range of identified opportunities emerged from the consultation – many of which respond to the identified weaknesses. These include ways to:

support the capacity of the RTBG to upgrade its facilities, programs and services;

improve the quality of the visitor experience of both the living collections and the cultural heritage values in the future; and

improve visitor accessibility and strengthen links with adjoining land, land managers and activities.

The perceived threats relate to:

the inability of the Gardens to source or raise sufficient resources to manage itself on a sustainable basis;

the impacts of high use and the limited capacity to mitigate these impacts; and

the threats posed by climate change and the challenges for the Gardens in maintaining its living collection in the face of changing conditions.

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> ▪ Accessible to all people (no entry fee) ▪ Geographical location (relationship to surrounding landscapes such as Government House, Queens Domain, the foreshore and proximity to the City) ▪ European and Aboriginal heritage values and historical feature, infrastructure and people (walls, Victorian-style layout, heritage buildings, links to the convict system, Royal Society members and to early explorers) ▪ Native plant seed bank (links to international program) ▪ Perceived role as a scientific repository and research facility, opportunities to contribute to conservation (growing threatened and rare plants) ▪ Recreation, open space and parkland (safe place for children and others) ▪ Connections to the colonial (convict) system (continuous use of prison labour since 1818), and importance in relation to the development of agriculture in Tasmania ▪ Age (second oldest Botanical Garden in Australia) and the 'Royal' distinction (only six in the world) ▪ Living Collections (Tasmanian collection, conifers. conservation collections, Sub-Antarctic collection) ▪ Diversity of collections / layout, topography / scale of the gardens (opportunity to see large variation in short time) 	<ul style="list-style-type: none"> ▪ Lack of a brand position for the Gardens that distinguishes its competitive advantages ▪ Despite its proximity to the city centre, the connections are not well developed and presented ▪ Parking and safety issues on arrival to the Gardens ▪ Arrival experience is not strong and engaging ▪ Location of visitor services away from the 'front door' arrival/exit point ▪ Interpretation is not thematic but limited and generally passive ▪ Garden map, signs and information are not powerful marketing the visitor experience ▪ Many constraints (space, cultural heritage, existing collections requirements and presence of mature/significant plants) limit the potential to add or allow growth or evolution of the RTBG ▪ Future expansion is constrained by land tenure and conservation constraints ▪ Physical location (altitude, climate) limits capacity to presenting the full diversity of Tasmania's flora ▪ Incapacity to undertake scientific research suited to conservation objectives 	<ul style="list-style-type: none"> ▪ Improve the directional signage and links between the city and Gardens ▪ Resolve safety issues with access on arrival to the Gardens ▪ Upgrade the visitor arrival experience including parking, paths, visitor interpretation, safety, improved public transport services ▪ Review options for future growth of the Gardens through partnership arrangements with neighbouring sites ▪ Build stronger links with the natural and cultural experiences on the Queens Domain e.g. Soldiers Memorial Avenue, Grassland Gully, conifers outside the Gardens ▪ Identify RTBG opportunities for use or relationship with the future use of the Beaumaris Zoo site ▪ Consider ways to strengthen links to the Derwent River foreshore, cycleway and historic walking paths ▪ Expand or introduce new plant displays to support the brand and key messages ▪ Develop Centre of Plant Conservation ▪ Install fully integrated watering system ▪ Examine options to open the Superintendent's house for visitor access 	<ul style="list-style-type: none"> ▪ Lack of political support and resource commitment to allow for implementation of the SMP ▪ Incompatible development of nearby properties that impact on the value of the Gardens ▪ Limited resources to respond to the loss of living collections through senescence ▪ Risk of pathogens and diseases affecting living collections ▪ Inappropriate activities, lack of appropriate facilities and/or over-use leads to degradation of core values and visitor experience ▪ Loss of scientific and research recognition if resources limitations restrict adoption of new and best practices ▪ Potential loss of appeal if not satisfying the expectations and needs of visitors and local community ▪ Loss of core staff and knowledge and their knowledge of the Gardens through inability to hold or attract appropriately trained personnel ▪ Increased competition for sponsors, community donations and philanthropic inputs limiting fund raising opportunities

Strengths (cont)	Weaknesses (cont)	Opportunities (cont)	Threats (cont)
<ul style="list-style-type: none"> ▪ Visual and aesthetic values ('lushness' and contrast with surrounding landscapes) ▪ Established international, national and state links with other Botanical Gardens ▪ Partnership arrangements with other organizations/agencies and garden attractions/operators ▪ Media awareness – Pete's Patch, events ▪ Relationship with the community (childhood connections, reputation, social gatherings, relaxation) ▪ Events / artistic space (venue for theatre, exhibitions, cinema, festivals artist inspiration) ▪ Intimate and private ('sacred') spaces (venue for weddings, anniversaries) ▪ Peace and quiet ▪ Quality of horticulturists / knowledge, long serving staff and willingness to engage with visitors ▪ Good pathway network within the Gardens ▪ Volunteer program (relationship with volunteers) ▪ High level of satisfaction with the visitor experience ▪ High level of presentation of gardens (i.e. the horticultural value) ▪ Suitability of the site to the care and maintenance of the existing collections (i.e. site suitability values) 	<ul style="list-style-type: none"> ▪ Topography inhibits visitor access to the whole of the Gardens ▪ Perception of the RTBG by the corporate community as being a government body ▪ Age, condition and limitations with existing infrastructure e.g. utility services, storage, office space, nursery ▪ Asbestos within a number of the buildings ▪ Disconnection from the river and safety issues in accessing the foreshore ▪ Ageing workforce 	<ul style="list-style-type: none"> ▪ Provide greater engagement opportunities through thematic interpretation and education ▪ More product development branded with the Gardens ▪ Add and improve the range of visitor facilities e.g. Interpretative arrival centre, kiosk/café, themed walks ▪ Capitalise further upon the presentation of the living collection strengths (Tasmanian, conifers / Gondwana, Sub-Antarctic, ferns) ▪ Play a stronger role in conservation and education e.g. climate change, impacts on plants and people, sustainable practices ▪ Provide botanical play facilities for children ▪ Improve the accessibility for people with mobility difficulties ▪ Consider closure of Lower Domain Road ▪ Engender greater reasons for visitor donations and bequeaths ▪ Look at ways to improve the amenity of the Gardens e.g. Buffer or reduce noise levels from east Derwent Highway ▪ Create greater range of roles for facilitating volunteer support ▪ Possibility of annex sites or network of collections for RTBG horticulture ▪ Rationalise some plantings ▪ Improved training facilities ▪ Statewide organisation 	<ul style="list-style-type: none"> ▪ reliance on inappropriate events to raise funds and potential impacts on values and appreciation of the Gardens ▪ Climate change and in particular limited availability or reliability of water ▪ Limited commitment and resources for heritage conservation including ongoing maintenance cost and care of heritage features ▪ Bushfire risk from Queens Domain (albeit that a fire management plan exists) ▪ Upgrading of road works that further impacts on amenity values and isolates access to the Gardens ▪ Loss of volunteer support because of an ageing community profile or a lack of support ▪ Finding new qualified staff

4.2 CRITICAL ISSUES

This section provides an overview of the critical issues for the Gardens synthesised from the broad overview provided by the SWOT analysis (Section 4.1). The critical issues for the Gardens are the:

lack of an integrated and strategic management framework with supporting policies (Section 4.2.1);

need to maintain or renew existing living collections and/or create new ones in line with the vision, mission and goals for the Gardens (Section 4.2.2);

need to manage and conserve the historic heritage of the Gardens (Section 4.2.3);

limited space and/or flexibility to allow the RTBG's facilities and activities to evolve to meet contemporary expectations for the experience of the Gardens (Section 4.2.4);

constraints imposed by existing visitor access and facilities (Section 4.2.5);

lack of brand definition (Section 4.2.6);

limitations of existing interpretation and its impacts on visitor engagement (Section 4.2.7);

aging infrastructure of the Gardens (Section 4.2.8); and

need for additional funding to sustain the role and functions of the RTBG into the long term future (Section 4.2.9).

An outline of each of the issues is presented below, along with the potential implications and possible opportunities for the RTBG to respond to the issues.

4.2.1 Lack of an Integrated Planning Framework

Outline of Issues

As discussed in Section 1.1, the *Royal Tasmanian Botanical Gardens Act 2002* (the Act) provides the legislative framework for the long-term management of the Gardens. One of the principle requirements of the Act is the preparation of a Strategic Master Plan for the Gardens.

The main purpose of the Strategic Master Plan is to develop a long term (20 year) integrated planning framework for the RTBG, which establishes an appropriate strategic framework for management including a vision, mission, goals, key policies and interpretation themes for the Gardens.

The SMP will fill identified gaps and rationalise policy and operational processes, and give guidance to managers about the day-to-day decision making for the Gardens. The requirement to prepare pre-requisite plans for the Living Collections, Cultural Heritage and Visitor and Community Survey will address key gaps in policy for the Gardens.

One further result of adopting the SMP will be the re-positioning of the Strategic Plan as a 5-year operational guide giving a sound basis from which to develop detailed annual business operations plans.

Possible Implications

The lack of an over-arching policy framework that supports the RTBG Act and the mission, objectives and goals of the Gardens has two key implications:

the potential failure of the activities of the Gardens to meet the intentions of those who drafted the RTBG's enabling legislation (arising in part from the need to continually assess decisions against the RTBG Act which is necessarily broad and lacking in technical detail); and

the potential for inappropriate decisions to be made over the next years that, although based on the available information at the time, create major problems for or place substantive constraints on future managers for decades to come.

The RTBG has recognised the need to improve in-house policy, guidelines and practices for operational procedures and future decision-making – it is one of the drivers for the preparation of the SMP.

Continuing to operate without the benefit of a comprehensive suite of policies could, therefore, limit the ability to deliver the vision for the RTBG. One of the indicators of the success of the Strategic Master Plan, then, will be the achievement of an overarching and supportive policy framework that will help guide future decision-making and overcome the risks of *ad hoc* or isolated management decisions.

Recommended Response

The SMP is a crucial step in setting a vision for the RTBG and priorities for long-term investment within the Gardens for the next 20 years. Crucial to this is a strong overarching strategic decision making framework wherein the key elements that guide governance of the Gardens are fully integrated and respond to one another (see Figure 2.1).

In developing an overarching policy framework for the Gardens, the SMP gives consideration to:

1. Revision of the existing Strategic Plan 2003 in light of the development of the Strategic Master Plan, to give the Strategic Plan a more operational focus for action over the next 5 years, whilst the SMP will prescribe the strategic framework for the Gardens over the next 20 years.
2. Incorporation of a strategic level policy framework to guide implementation of the SMP, including policies on:

Core Values - Living Collections, Biodiversity Conservation (includes research), Heritage Conservation, and Education;

Visitor Experience– Interpretation, Visitor Survey, Visitor Facilities (includes access and new development) and Events and Activities; and

Capacity to Manage - Expansion, Funding and Resources, Management Partnerships, Future Use and Development, Coordinated Planning, Monitoring and Review of Plans and Policies and Procedures, Operations and Asset Management (includes water use), Occupational Health and Safety and other Personnel Management and Employment Policies⁵⁰.

4.2.2 Managing and Maintaining Living Collections

Outline of Issues

BACKGROUND

The living collections comprise the core business of the RTBG, around which most all other roles and functions, including interpretation, education and marketing are based.

The significant importance of the living collections to the Gardens and a lack of clear and comprehensive policies for their management (see Section 4.2.1) are two of the principle issues addressed in the SMP and through the preparation of its pre-requisite *Living Collections Plan*. Of particular concern, the lack of a clear policy direction for the living collections has led to *ad hoc*, opportunistic and/or reactive decision-making, and inaction in some cases, due to uncertainty in relation to the protection of the Gardens numerous values whilst addressing the desire to incorporate new elements and collections of significance to contemporary society and botanic gardens.

The *Living Collections Plan*, then, addresses three clusters of issues, which are summarised herein, including those:

arising from the adoption of the vision, mission, goals, policy framework and interpretive themes adopted by the *Strategic Master Plan*;

identified by the analysis of the collections against their various attributes; and

concerning matters of day to day operations and the management of flora and plant collections.

⁵⁰ The following policies have been prepared as part of the SMP - Living Collections, Biodiversity Conservation (includes research), Heritage Conservation, Interpretation, Visitor Survey, Visitor Facilities (includes access and new development) and Land Acquisition. Some of the other listed policies have been prepared by the RTBG or will need to be prepared in the future implementation of the SMP.

ISSUES IN RELATION TO THE ADOPTION OF THE VISION,
STRATEGIC FRAMEWORK OF THE SMP

Issue 1 Focus of the Collections

Analysis of the collections indicates there is a disconnection between many of the existing collections and the mission, objectives, goals and interpretation themes that are stated in the SMP.

In particular, the strategic framework seeks to focus collections on Tasmanian species, related cool climate species from the Southern Hemisphere and/or species of conservation significance whilst continuing to manage some areas of the Gardens for their heritage values (including setting) (Section 3.4).

The assessment of the living collections (described in Section 3.3) shows the strengths and weaknesses of each collection in relation the strategic framework of the SMP. By contrast the assessment also shows the great benefits to be gained by bringing the collections into alignment with the strategic direction of the SMP. For instance, the Sub-Antarctic collection and the Tasmanian Native Garden rate highly as regional and botanical collections and in turn draw high ratings against their interpretation, education and tourism attributes indicating the degree to which the Gardens has capitalised on the unique attributes of these collections.

Issue 2 Lack of Clear Policies – Establishing New Collections

There is a lack of a clear policy position relating to the establishment of new collections and/or the renewal or removal of existing collections. As noted above, collections have been largely developed in an *ad hoc* or opportunistic manner. The development of clearer policies will provide greater direction and certainty to decision makers about where and how to develop the collections more in line with the strategic directions of the SMP.

Issue 3 Lack of Clear Policies – De-Accession

The lack of clear policies has also resulted in uncertainty about the de-accession of plants and collections.

At the broad level, it is recognised that whole collections and/or individual plants have little value to the vision, mission, goals or interpretive themes and take up valuable space that might be put to better use.

At the specific level, there is a great deal of uncertainty about how to manage mature tree senescence. This is particularly important given there are a large

number of mature trees in the Significant Trees and Conifer collections that are within the same age cohort and have heritage significance. Furthermore, many of these will reach the end of their life span within a similar time frame, and leave large open spaces, changing the historical landscape of the Garden, and potentially having an impact on the perceptions of visitors and the reputation of the RTBG⁵¹.

Issue 4 Lack of Botanical Integrity

As mentioned, the often serendipitous manner in which specimens have been chosen or collections developed means that few of the existing collections are of a known provenance. Known provenance is scientifically and historically important and critical to gardens that seek to meet high conservation standards such as the RTBG. Consideration will need to be given, then, to developing collections or replacing collections with materials that are accurately sourced.

In saying this, it is important to note that there are difficulties surrounding the importation of living materials that will make achievement of this aim more problematic in the future than it might once have been (see Quarantine below).

Issue 5 Lack of Space

The Gardens has a finite area in which to express its vision. At present there is little space that can be readily be used to develop new collections or to expand collections (or undertake other activities that might benefit the place) - Section 4.2.4) that meet the strategic framework for the Gardens.

For instance, the Southern Hemisphere Collection has been held in pots since 1998. Ideally the collection would be planted as whole in a single location. However, if there is no opportunity to secure ground to plant the whole collection, it may be necessary to split the collection into related parts and plant them in several locations or to consider using the individual species as replacement plantings for mature conifers as they die.

The Tasmanian category of collections is good example where the lack of space limits the capacity of strategically important collections to grow. For instance, in an ideal situation, the Gardens would hold a representative sample of all of the eucalypts found in Tasmania (30 species), instead only seven are held as in ground specimens.

⁵¹ N.B. The time frame in which various tree species will senesce is uncertain, as there is not enough available data about the lifespan of trees in cultivation relative to those in their natural setting. In some cases, the time periods could be 50+ years or more.

Presently, the Tasmanian category collections range in area from 100m² for the Water Sensitive Urban Design Garden (WSUD) to 750m² for the Tasmanian Native Garden and with the other collections in the category occupy only 2.5% of the Gardens proper.

Efforts to find space are hampered by existing collections about which there is no clear policy or rationale for removal (see above) and/or the extent of the area of the Gardens of significance (here the issue is as much about individual specimens or collections as it is about the landscape setting they create). It will be important, therefore, to identify those areas within the Gardens where new collections might be developed, where existing collections might be renewed and/or where collections might be wholly removed to better address the strategic directions of the SMP.

ISSUES IDENTIFIED BY THE EVALUATION OF THE COLLECTIONS

At the broad level, the analysis of the collections shows the relatively low total scores achieved by any one collection, the highest rating collections amassing only slightly more than half of the available score – this suggests room for across the board improvement in even the most highly valued of the collections.

More specifically there is a need to:

strengthen the defining attributes in each of the collections if the Gardens is to clearly differentiate itself from other botanic gardens (Issue 6);

gain greater return from the collections in terms of their use benefits (Issue 7); and

better interpret the collections as the principle means of deriving greater benefit from them (Issue 8).

Issue 6 Strengthening the Defining Attributes – Making the Most of the Points of Difference

In looking at the attribute classes, the analysis revealed relatively low scores for the definitional attributes against their total possible scores with none of the attribute sets reaching 50% of their possible score. These low results indicate great scope to do better in matching the collections to the strategic direction for the Gardens.

In particular, the collections scored:

only moderately well against the regional and botanical attributes suggesting the need to strengthen the representation of Tasmanian species and associated cool climate Southern Hemisphere plants in the Gardens and the botanical integrity of collections, particularly in the Cultural and Ornamental collections category;

very lowly against the conservation attribute (the lowest score of any attribute) indicating the degree to which greater conservation value needs to be injected into the collections as whole if the Gardens is to meet its mission; and

the relatively low score against the heritage attribute overall and the concentration of higher scores against a few key collections which indicates that the heritage values of the Gardens are located in specific collections and areas rather than being a feature of the Gardens as a whole.

Issue 7 Limited Return from Collections

The relatively low scores across all of the use attributes suggest that the RTBG is not getting enough 'return' on its investment. At a broad level, the Tasmanian, Conservation and Research and Southern Hemisphere categories of collections scored lowly against use attributes. In particular, there are no use benefits derived from these collections suggesting a potentially untapped resource for garnering additional income from the Gardens.

The scores also show that there is not a direct correlation between high scores for definitional attributes and high returns in terms of use. For instance, there is a strong disconnection between the high definitional scores of the Conservation and Research Collections and their low scores against their use attributes. The same is true for the Tasmanian Ferns⁵² and the Epacridaceae. Together, this suggests that many 'point of difference' collections are not being 'used' in any significant way resulting in a loss of benefits to the Gardens. By comparison great benefits are derived from the Sub-Antarctic and Tasmanian collections, albeit these could generate greater value if exploited differently.

Alternatively, strong scores against use attributes do necessarily correlate with strong definitional values. Here, the Cultural and Ornamental category of collections is a good example, scoring much more highly against use attributes

⁵² Note, redevelopment of the Fern House has been mooted for many years given its run down condition and its failure to meet contemporary access standards. In recent years, the path through the Fernery was redeveloped (2002) and the display reinvigorated to focus on Tasmanian native ferns and those from other cool climate Southern Hemisphere locations of known provenance to try to raise the presentation of this well liked facility

than definitional ones. This situation is particularly evident in cultural and ornamental collections with a demonstration focus (such as the Cacti and Succulent collection and the Easy Access Garden). These collections bring a range of benefits across a number of attributes but have almost no relationship to the key defining attributes of the Gardens. This suggests that these collections could be adapted to better represent the mission of the Gardens.

The scores also show some interesting results including:

the low ranking of the recreational attributes of the Gardens which suggests that the recreational benefits are not derived so much from the collections themselves but from the spatial qualities they produce as a setting for recreation;

the correlation between the collections that scored low or moderate and those that the staff of the RTBG thought could be most readily replaced including the collections of conifer cultivars (low), the Asian woodlands (moderate) and the Protea and Erica collections (low) (albeit staff recognised that these collections could be redeveloped to achieve higher definitional values and therefore higher scores);

the disjunctions between the high score for the definitional attributes of the WSUD garden and against its low horticultural score which suggests the need to improve its appearance if the community is to be encouraged to take up WSUD techniques;

the disconnect between the exceptional historic value of the Gardens and the limited number of collections that contribute to this value albeit the significant heritage trees that have a high historic significance are widely spread through more collections than the table would lead one to believe – this ranking also possibly suggests that the historic values of the Gardens are more in the built fabric, the arrangement and design of the place or the combination of effects that these contribute to the setting;

the limited commercial return from the economic garden and veggie patch – this is surprising considering the popularity of Pete's Patch and the wide potential for merchandising that it presents;

the moderate (New Zealand and Gondwana collections) or low (Proteas and Ericas) rating of collections which are of a southern hemisphere origin or affinity and have the potential to more strongly contribute to a collection featuring such plants; and

the limited use benefits derived from the foreshore and the remnant bushland at the north of the Gardens.

Importantly, the findings suggest that without reinvigoration of the collections, there is the potential that the Gardens will appear out of date to or out of touch with the daily lives of visitors.

Issue 8 Limited Interpretation

The analysis of the collections highlights the limited use of interpretation to tell the stories of the Gardens and in particular the lack of any over-arching interpretive thematic framework. The low scores for the collections interpretation attributes suggests the un-realised potential of interpretation to benefit the Gardens and its many visitors.

The low scores of against the interpretation when seen in conjunction with the only moderate score against tourism values also suggests considerable opportunities to improve the experience of the Gardens for tourists in particular.

The lack of interpretation of the collections is compounded by the fragmented way in which it is presented, mostly in the passive form.

These issues have long been recognised by the Gardens and are reflected in the fact that the preparation of the *RTBG Interpretation Plan 2008-2013* and the *RTBG Conservation Management Plan 2008-2013* were prerequisite plans to the preparation of the SMP (see Section 4.2.6).

ISSUES IDENTIFIED WITH THE ESTABLISHMENT AND CARE OF THE LIVING COLLECTIONS

A further suite of management concerns relate to the establishment and care of the living collections.

Issue 9 Obtaining Plants and Plant Materials

The establishment of new collections is potentially affected by issues surrounding quarantine requirements regarding the importation of plant materials to the State, and the lack of an adequately isolated quarantine facility

at the RTBG for materials that do come in. Quarantine requirements particularly affect the procurement of some cool climate species that have slow growth rates (plants are required to exhibit a certain level of vegetative growth for quarantine assessment before they are released).

The issues around quarantine require long-term planning in the development of collections and have implications for the types of collections that can be established.

Obtaining plants and plant materials from the wild is also difficult. Expeditions to gather materials are expensive and costly of staff time. Beyond cost and time interstate and/or international collecting trips are made more problematic by the quarantine issues raised above.

Issue 10 Pests and Disease

The RTBG living collection is impacted on by the presence of both disease pathogens and pest organisms. Issues associated with pathogens in the Gardens are considered to be relatively well documented, with the soil borne diseases *Phytophthora* and *Armillaria* comprising the most significant risks. Although *Phytophthora* presently poses more of a problem for the Gardens than *Armillaria*, a cure for either of the diseases is unlikely and the control measures now in place are the best means of preventing further infection.

Conifer (Cypress) Canker (*Seiridium unicorne*) is also present and has been identified and documented as a significant disease in the garden. A range of other plant diseases of localised distribution are also encountered from time to time as many of these lie dormant until conditions become favourable for their establishment.

Other diseases have been known to enter the Gardens and nursery via insect vectors, pruning tools, garden machinery and/or imported garden and construction materials (particularly sandy loam soils).

The in-ground collection and the nursery suffer attack from the obvious range of pests such as aphids, thrips, white fly and various beetles and their larvae. These are controlled on a needs be basis as they arise. Two pests that have had a more significant affect on the collections are green spruce aphid and possums, the latter being a problem to a whole range of tree species from natives to exotics.

Issue 11 Weeds

Weeds pose problems to the living collection both in terms of routine maintenance and the potential for the plants themselves to become weeds. The reality is that many of the plants that have been and still are displayed in botanic gardens throughout Australia can be considered environmental weeds.

The Council of Heads of Botanic Gardens (CHABG) initiated an Australian Botanic Gardens Weeds Network in 2005. CHABG has formulated a policy, adopted by the RTBG, and procedures to ensure a uniform Australia-wide response to the weed problem by botanic gardens.

Issue 12 Site Suitability and Horticulture

The assessment of the collections found an overall high score attributed to the core operations of the Gardens suggesting that staff is generally highly skilled at the care of plants and their selection for the conditions of the site.

Nonetheless, there are inherent issues arising from the nature of the site (i.e. the affect of location and climate on the types of plants that can be grown) and the condition of the site and its infrastructure. Some of the more important issues in regards to the latter include watering, soil compaction and poor drainage and water logging.

There are also operational issues that arise from the nature of particular collections. For instance, the Bedding Plants collection provides a great deal of interest and appeal to the public as evidenced by the high scores against the tourism and commercial attributes in the analysis of the collections. However, the Bedding Plants require many hours by horticultural teams to maintain them to a high standard.

Maintenance of mature plantings is also a major issue in the Gardens given the age of some, their resultant scale and the degree of shade they cast. The age of some trees means they need a regular regimen of pruning and other care to maintain their structure, stability and health. In some locations, trees have reached a size where their canopies are intertwined with other specimens leading to crowding and loss of symmetry. The density of some crowns creates deep shade and prevents rainfall from reaching the ground limiting opportunities for growth in the understorey.

Issue 13 Capacity to Manage

Funding and staff numbers are the two principle constraints on the capacity to effectively manage and expand the living collections (see also Section 4.2.8).

Funding for effective management includes funding to:

- maintain existing collections;
- improve or rationalise existing plantings (which could potentially enable more to be done with less staff);
- plan for and develop new collections or initiatives; and
- participate as a partner in various agreements or programs aimed at biodiversity conservation.

At the broadest level, the limited monies available to the Gardens severely restricts the potential to engage new staff and/or to plan, manage and make change within the Gardens.

More specifically, popular collections, such as the Japanese Garden and the Sub-Antarctic collection are labour-intensive and expensive to maintain. Other collections or areas (say for instance the Rills) are well past their useful life and require significant maintenance to achieve a reasonable level of presentation.

New collections have, nonetheless, been introduced with an inevitable increase on staff workloads to maintain collections and displays to a high standard.

Even high value collections can be affected by a lack of funding. Notably the funding for the Tasmanian Seed Conservation Centre is only guaranteed to 2010. The loss of this collection would be a serious blow to the credibility of the RTBG as a conservation organisation.

Further issues affecting the capacity to manage the living collections are the constraints on the functionality of the Nursery and its operational areas and the lack of funding to overcome these.

Issue 14 Big Picture Commitments and Issues (Climate Change)

As discussed in Section 2.1.2 the RTBG has significant nature conservation responsibilities in relation to various non-statutory agreements into which it has entered notably at an international level through membership of the Botanic Gardens Conservation International.

Specifically, as a signatory to the BGCI, the RTBG is making considerable progress in its contribution to the achievement of Target 8 of the 2010 Targets regarding conservation of threatened plants⁵³, through the work of the Tasmanian Seed Conservation Centre and other collections involving the propagation of the threatened and rare Tasmanian native species.

Nonetheless there is significant room for improvement in the collections to assist in meeting the objectives of the various agreements that have been made and specifically to the meeting of the BGCI targets.

Importantly climate change presents a range of potential issues for the management of the collections at the RTBG including the potential effects of:

reduced rainfall and increased temperatures;

rising sea level; and

greater frequency of extreme weather events.

Each of these impacts will affect which plants can be grown in the Gardens, their requirements for on-going maintenance and their longevity. Ultimately, changes in climate may limit the opportunities to grow some plants at the RTBG, forcing the creation of off-site annexes in more conducive locations if affected plants are to remain in the overall collection.

Climate change is also likely lead to an increase in the numbers of species that are rare and threatened. Therefore, at a global and national level, botanic gardens, including the RTBG, will have an increasingly important place in the *ex situ* conservation of species through the growing of plants and/or in the conduct of related research. This role has been recognised by the BGCI and in the *National Climate Change Adaptation Strategy* adopted by CHABG that have both established goals and committed to actions to prevent species loss. These in turn will require the RTBG to play an expanding role, through its living

⁵³ Target 8 – 60% of threatened plant species in accessible *ex situ* collections, preferably in the country of origin, and 10% of these species included in recovery and restoration programs (see <http://www.bgci.org/index.php?id=74>).

collections and the TSCC, if it is to meaningfully contribute to nature conservation and commitment as a member of the BGCI and CHABG⁵⁴.

Possible Implications

Without the implementation of a strategic *Living Collections Plan* and policy, the RTBG will likely continue to manage and develop its living collections in an *ad hoc* manner, and respond to issues associated with their management on an as needs basis. In line with the above evaluation and other discussion, this does or could lead to:

a failure of future collections to reflect the vision, role and intent of the RTBG, resulting in a lack of cohesion and potentially impacting on the overall significance of the RTBG as a botanical gardens and a respected horticultural and plant conservation organisation;

a failure to meet the requirements of various agreements (e.g. the Botanical Gardens International 2010 Goals) and expected standards of a modern botanic gardens (e.g. through lack of provenance collections or lack of commitment to exhibiting and conserving regionally important species);

a continued lack of interpretation and the broad implications of this (see Section 4.2.6);

a poor return from investment with the potential to affect the operations of the Gardens (see 4.2.8);

missed opportunities to gain strengthen the definitional value or return from many of the existing collections despite these collections performing well in one way or another;

a failure to capitalise on key points of difference in the collections held;

a failure to recognise those collections that could be replaced with higher value collections;

significant alteration of the cultural landscape, as a result of a failure to adequately address mature tree senescence, or deterioration of aging collections leading to the loss of significant values;

⁵⁴ Note that such an expanding role is limited by available funding and further threatened by the lack of guaranteed funding for the TSCC beyond 2010.

the placement of plantings and collections in inappropriate locations within the Gardens, that hinder future development opportunities, and potentially result in the spread or activation of pathogens, or damage to heritage fabric (e.g. tree roots are presently impacting on the structural integrity of the historic walls);

failure to respond to changing environmental conditions, such as the projected impacts of climate change, resulting in increasing difficulty and cost to maintain existing and inappropriate collections to a high standard of presentation; and

the risk of being perceived as a 'static' organisation, due to in-activity in relation to the development of new collections with attendant losses in visitation and return from investment and loss of reputation as a leader.

Recommended Response

The SMP and the Living Collections Plan are crucial steps to the achievement of the vision of the Gardens. In addressing the issues surrounding the living collections, the SMP gives consideration to:

1. Implementation of the *Living Collections Plan* and policy, including guidance relating to the potential removal of existing collections and the development of new collections, and the appropriate action in cases of mature tree senescence, consistent with the intent of the *Thematic Interpretation Plan*, the *Conservation Management Plan* and other strategic documents.
2. How the RTBG's strengthening role as an organisation committed to conservation and sustainability can be incorporated in the presentation, development, maintenance and interpretation of existing and new collections.
3. Injection of the 'precautionary principle' and projected climate scenarios into the development of living collections planning and policy documents, given the uncertainty that surrounds the future effects of climate change on the world's flora.
4. Issues of quarantine requirements, and its potential impact on future collection development. This may result in the preparation of a

Memorandum of Understanding with Quarantine Tasmania, or the development of up to date facilities at the RTBG.

5. Investigation of the potential to develop new collections on adjacent locations (i.e. elsewhere on the Queens Domain or river foreshore) or at other locations around the state (i.e. annexes), as a mechanism to present a wider range of Tasmanian native plants and plants with cool climate southern hemisphere affinities, to address the desire to contribute to biodiversity conservation more generally and specifically to overcome limitations on growing conditions at the Gardens that might arise from climate change.
6. Updating and/or developing operational documents to address the various issues associated with the health and management of the living collections, including pathogen, pest and weed management.

4.2.3 Managing and Conserving Historic Heritage

Outline of Issues

The present character of parts of the RTBG is heavily influenced by their historical beginnings in the early 1800's as the Governors' garden, and their subsequent development as a public garden and plant repository from the mid 1800's onwards. The need to maintain the colonial and Victorian era elements of the cultural landscape, whilst ensuring that the gardens continues to cater for contemporary audiences, ideals and environmental conditions presents a key future challenge for the RTBG.

The *Conservation Management Plan*, prepared as part of the current project, is an integral component in the development of the Strategic Master Plan. The final Statement of Cultural Significance therein will influence the way in which particular sections, buildings and other structures within the Gardens are utilised and maintained in the future.

The ageing infrastructure and condition of historic fabric is of some concern, particularly in relation to structures of heritage significance such as the Anniversary Arch, Arthur Wall, Eardley-Wilmont Wall, Friends' Cottage, the Main Entrance Gates and the Administration Building. Maintenance to date has been undertaken largely on an *ad hoc* basis (albeit in a more structured way since the completion of the SCAMP 2003), and in some cases (e.g. in relation to maintenance works associated with the historic walls) may not have been undertaken in accordance with the standards and procedures required under the relevant heritage legislation, the principles of the Burra Charter, or general best practice.

A general lack of knowledge, policy, procedure and, to a large extent, available resources in relation to the maintenance of heritage fabric has heavily influenced how and how much cultural heritage management is undertaken.

Whilst damage to buildings due to inappropriate use does not appear to be a significant issue at the RTBG, it has resulted in the exclusion of public access to one of the most prominent heritage features remaining in the Gardens – the Superintendent’s cottage. This building is currently used as an office for administration and managerial staff, and is not open to the public. The Superintendent’s cottage, in conjunction with other heritage structure and features, provides a tangible link to the Garden’s past and evolution, and a physical ‘anchor’ or representation on which stories and thematic interpretation could be based.

Such cultural heritage buildings, structures, and stories are important in a broader sense as examples and insights into the colonial Tasmanian life and society, and should, therefore, have value for contemporary visitors to the Gardens.

Other issues associated with the management and conservation of cultural heritage include:

- a general lack of interpretation of the historic heritage values of the site (see Section 4.2.6), including the development of the site over time - the lack of interpretation, or story telling is particularly poor in relation to the Aboriginal cultural significance of the site;

- the need to manage heritage features and structures in line with state and national legislation to ensure their conservation, resulting in potential use and development constraints;

- the high costs associated with maintaining heritage features and structures, which could constrain improvement and/or development of other facets of the RTBG due to funding constraints (see Section 4.2.8); and

- a general lack of formal monitoring of changes in cultural heritage fabric condition over time.

Implications

The potential implications that may result from an inability to address the management of historic heritage values include:

the irreversible deterioration and damage that could occur through a failure to undertake regular maintenance, and in some cases restoration of heritage fabric which, in turn, could undermine the various cultural heritage legislative and non-statutory requirements and agreements the RTBG is party to;

the inefficiencies that arise from continuing to maintain cultural heritage fabric in an *ad hoc* manner that could potentially result in higher overall maintenance costs, due to a lack of a strategic approach;

the limitations on the experience of visitors that arise from the lack of interpretation relating to the cultural heritage values of the site places and the failure to engage visitors in a meaningful way which in turn could impact visitor numbers, particularly repeat visitors, and/or visitor expenditure ; and

the continuing prohibition of access to some of the key features of the site, therein lessening the potential experience of the visitor.

Recommended Response

The SMP and the Conservation Management Plan (CMP) are crucial steps to the achievement of the vision of the Gardens. In addressing issues of historic heritage management, the SMP gives consideration to:

1. Implementation of the recommendations of the final *RTBG Conservation Management Plan*.
2. Incorporation of the recommendations of the CMP into the asset management program for the Gardens, including updates based on feedback from monitoring programs on a regular basis.
3. Incorporation of a condition rating system into the existing asset management plan to assist in maintenance planning, including a record of works undertaken and the appropriate procedures essential to the ongoing management and maintenance of fabric. Such information should be regularly updated.

4. Investigation of options for the appropriate reuse of heritage buildings and/or other structures that provide opportunities for public access and thematic interpretation, in particular the Superintendent's cottage (currently used as the Administration Building).
5. Investigation of joint arrangements with Government House and the Hobart City Council to protect and manage the cultural landscape values of the broader precinct, given the significance of the historic buildings and plant collections, and the historical connection between these now distinct areas.
6. Development and implementation of a monitoring program to track the condition of the cultural heritage fabric.

4.2.4 Limited Space and Flexibility to Expand the RTBG's Facilities and Activities

Outline of Issues

Further expansion or development of new facilities or collections within the RTBG boundaries is constrained by:

limited site areas that are available and/or suitable for expansion given the linear shape of the property, the current uses to which it is put and known community views about retaining and maintaining the Gardens much as they are now (see Section 3.1 and the *Visitor and Community Survey Plan*);

the requirements to protect known values and significance of the current living plants collection (see Sections 3.3 and 4.2.2);

the requirements to protect and conserve known cultural heritage values and their significance (see Section 3.4);

the local topography and the limitations this presents for access to, and within the Gardens (see Sections 3.1.2, 3.4.3 and 4.2.7); and

limited resources to develop new facilities and expand services (see Section 4.2.8).

In the past, the RTBG has successfully negotiated acquisition of a portion of land from Government House to allow the development of the Gardens to the east of the Eardley-Wilmot Wall (including the Japanese Garden and French Memorial Garden). It was also able to reach agreement with Government House for use of land for the existing Nursery and works area on ground at the rear of Rossbank Observatory (which is included in the Government House estate).

Discussions with Government House during the current study indicated strong views that no further land would be released from Government House and that it was imperative that the landscape values of the historic estate be retained in their entirety in line with its Conservation Management Plan, the *Government House Land Act 1954* and the wishes of the Governor. The view was also expressed that Government House wished to pursue its own grounds management agenda given the poor experience in Melbourne and Sydney where joint management arrangements have been tested between Government Houses in those locations and their adjacent botanic gardens.

In more recent years the RTBG has also acquired foreshore land from the Crown (known as Pavilion Point) that had been previously used as a wharf and industrial storage shed. Rehabilitation works (planting out with locally indigenous species) at the site were initiated prior to the RTBG acquisition of the land, and have been maintained since that time by the RTBG. Pedestrian access to the site from the Gardens involves crossing the Domain Highway and given the high traffic volumes and speeds, is considered unsafe. There are no other pedestrian crossing points on the Domain Highway that allow safe access between the Gardens and the foreshore (including the inter-city cycleway).

The land at the western and southern boundaries of the RTBG is part of the Queens Domain reserve, which is owned by the Hobart City Council.

Nearby, and part of the larger Queens Domain cultural landscape, is the historic Beaumaris Zoo site. The site has high conservation significance and includes extant features from the period of its use as a zoo. The site also includes specimen conifers and Gondwanan species of some maturity and botanical interest.

Possible Implications

For the RTBG to be recognised as a centre of excellence ultimately requires significant investment in the upgrading of its existing operational facilities including its research, education, administration and interpretation capacities.

However, the lack of space and the resultant lack of flexibility make it difficult for the RTBG to readily achieve its stated long-term vision.

Lack of space affects:

the capacity of the Gardens to deliver on its core messages – for instance, lack of space severely constrains the RTBG's capacity to establish new collections or to renew and expand existing ones (see Section 4.2.2);

opportunities for improvements that would meet changing visitor expectations and needs – the risk being that some visitors may perceive the Gardens as under-delivering compared to other attractions resulting in fewer visits, shorter stays and/or less spending by visitors;

the ability of the Gardens to respond to known issues such as those around insufficient and unsafe car parking and access and the disjointedness of administration activities and nursery/storage functions – the former again, affecting the visitor experience and the latter the capacity of the staff to operate in a safe, efficient, cost-effective manner and/ creating issues for bio-security;

the capacity of the Gardens to meet its obligations for plant conservation under various obligations and policies through the development of new collections which require adequate space for sufficient numbers of plants to be grown on; and

the ability of the Gardens to expand current programs or facilities such as the popular and highly valuable Sub-Antarctic plant house.

Recommended Response

The SMP is an important tool in identifying areas of potential expansion of the Gardens and for making change within the grounds to free up space for future growth. In addressing the issues surrounding the lack of space, the SMP gives consideration to:

1. Rationalising or removing facilities, plants or collections within the Gardens to create space for facilities, plantings or uses that better meet the strategic directions of the Gardens.
2. Integrating or relocating various operational functions that may in turn free-up existing facilities or space for new uses.
3. Future use options for the foreshore land managed by the RTBG and ways that safe physical links can be made between it and the Gardens. In doing so, thought will be given to how the Gardens can benefit from its proximity to the cycleway and the railway, assuming that one future use of the latter might be public transit.
4. Options to partner the RTBG with its neighbours (e.g. Hobart City Council) to allow for agreed access, shared management responsibilities and/or use of their land for RTBG purposes. In particular, consideration will be given to options for:

possible closure and redevelopment of Lower Domain Road to improve parking and access arrangements at the main entry;

joint management arrangements with Hobart City Council (HCC) over the that part of the Queens Domain immediately above the entry to the Gardens) given the significance of the conifers there and the other threatened species there that could be interpreted as part of the RTBG's conservation collections;

joint management arrangements with HCC to better integrate with, improve access to and develop the interpretation of the Soldiers Memorial Avenue and Grassland Gully;

future management, acquisition or lease of the Beaumaris Zoo site from the HCC; and

joint arrangements with Government House to allow for managed/controlled access between the RTBG Gardens and the estate grounds for the purposes of guided walks.

5. Potential partnership arrangements with other institutions or sites to create the annex areas to expand the RTBG's collection of Tasmanian plant species that are not suited to the growing conditions in the Gardens (i.e. saltmarsh and wetland species, alpine plants, horticultural varieties and forms, etc.).

Importantly, the RTBG must plan now how they might use such areas if they became available at short notice. The Gardens needs to be ready to justify how expansion will assist them in achieving their vision.

4.2.5 Visitor Arrival and Facilities Constraints

Outline of Issues

Whilst various surveys of visitors to the RTBG consistently indicate high levels of satisfaction with their visit to the Gardens, a number of areas for improvement of the visitor experience have been identified through site visits, consultation program and review of past reports.

For instance, survey work in early 2007⁵⁵, indicated that by comparison to other botanic gardens, the RTBG had a lower response from visitors in terms of the:

cleanliness and presentation of its built amenities;

adequacy of its plant labelling⁵⁶;

informative value of its signs;

accuracy of the information presented;

suitability of the food and drink facilities; and

value for money of the food and drink provided.

⁵⁵ Centre for Tourism and Leisure Management, University of South Australia. *Perceptions of Service Quality*.

⁵⁶ Despite the surveys, and based on personal observation, the RTBG's plant labeling is considered above average (Fountain *pers. comm.*).

The survey conducted as part of the SMP⁵⁷ asked a question about possible improvements that would enhance visitors enjoyment of the RTBG. The findings revealed desires for:

- increased parking (51%);
- a good quality walking trail from the City (47%);
- more plant species labels (46%);
- more restaurant and café facilities (45%);
- more kiosk options (44%);
- less lawn and more trees (44%);
- choice of self-guided walks (44%);
- more retail space (43%);
- more scientific/conservation interpretation (41%); and
- more exhibitions in the gallery (40%).

Some visitors expressed frustration with the service delivery time at the restaurant during busy periods and with the time taken queuing at the kiosk. Others mentioned the lack of adequate roof cover and seating facilities at the kiosk. These can be negatives for those visitors with limited time who are want to focus on points of interest or facilities within the Gardens.

The above survey responses suggest that visitors recognise scope for improving the visitor experience at the RTBG and particularly the quality and safety of the arrival experience and the levels or presentation of its built facilities, which are both discussed below.

Note that issues of access within the Gardens are discussed at Sections 3.1.2 (Topography) and 3.4.3 (Experiential Qualities). Matters related to interpretation are discussed at Section 4.2.6.

⁵⁷ Conducted during September 2007 on both weekdays and weekend by Inspiring Place Pty Ltd. A detailed analysis of the survey is provided in the Draft Visitor and Community Survey Report.

A R R I V A L

The current arrival experience to the Gardens is affected by the:

lack of directional signs and poor walking connections leading to the Gardens from the City – some visitors are lost even before they get to the RTBG;

haphazard parking arrangements and limited car parking near the main entry – when they arrive, the parking situation is confusing and on many days inadequate to meet demands;

siting of the parking along Lower Domain Road, a public road with a relatively high volume of through traffic;

lack of designated pedestrian paths in the arrival area – visitors are required to walk along Lower Domain Road to reach the Gardens raising concerns for their safety; and

lack of an engaging arrival experience in the vicinity of the entry/exit to the Gardens – once they arrive visitors are perplexed about where to go and how to get there (observations during the SMP surveys suggest that many visitors do not have a map and do not seek information from the entry board).

More specifically, the walking links from the City to the Gardens are not well signed or integrated and some visitors indicate the difficulty they have had in finding the Gardens⁵⁸. This is not surprising given there is a lack of good pathways, poor signage and few convenient crossing points along the Tasman Highway as well as poor links between the existing Queens Domain walking tracks (including Soldiers Memorial Avenue) and the Gardens.

Ease of access and options for alternative forms of transport to the Gardens than by vehicle is further affected by the limited frequency of public transport services to the area.

For those arriving in their cars, parking is problematic. For instance the historic carriage drive to the front gates is used for parking, drop down and service vehicle deliveries. Its small size means that many cars enter only to find all space are full, resulting in frequent manoeuvring of cars in the area that detracts from the experience of the historic gates and creates confusing and

⁵⁸ The Centre for Tourism and Leisure Management Survey of visitor perceptions of service quality at the gardens during early 2007 indicated that 7% of visitors walked to the Gardens, 4% used public transport and 2% used a bicycle. Most visitors (83%) had used a private car to access the Gardens.

dangerous situations for visitors. Large service vehicle trucks park at the entry to deliver supplies and this also detracts from the arrival experience at the Gardens.

The remainder of the main parking area is along Lower Domain Road requiring visitors to walk back along the road (as there are no defined pedestrian paths) to the front entry. During busy times (e.g. weddings held in the Gardens, weekends, event days) visitors often have to park well away from the main entry gates.

The lower car park off the East Domain Highway provides an alternative car park but given its gradient, it poses access issues for people with mobility difficulties. Its entry and exit points are also unsafe given the speeds and volumes of passing traffic and potential conflicts with people who cross the highway at this point. The ambiance of the area is also affected by traffic noise, as indeed is the ambiance of much of the lower Gardens (see Section 4.2.6).

VISITOR CENTRE

The Visitor Centre incorporates the restaurant, kiosk, retail shop, gallery and on its lower levels administrative offices⁵⁹. Whilst not all visitors intend to use the upper level facilities (restaurant, kiosk, retail shop and gallery) when coming to the Gardens, it is important to the RTBG revenue stream that visitors have easy and direct access to them on arrival or exiting from the Gardens that encourages expenditure during their visit. Importantly for visitors, in this regard, the Visitor Centre is not located at the 'front entry' to the site.

Visitor surveys have indicated that only about a third of the visitors had visited the restaurant, shop or gallery during their visit to the Gardens. Figure 4.1 bears this out with figures for the last financial year indicating that only 42% of visitors entered the Visitor Centre during their visit to the RTBG⁶⁰.

⁵⁹ Note the administrative areas of the Visitor Centre have their own problems (lack of air conditioning, lack of space, adequacy of storage facilities fit for purpose, etc.), which are not discussed here.

⁶⁰ Note Figure 4.1 also shows an aberrant drop in visitors to the Visitor Centre from 24,617 in January 2007 to 7,014 in February 2007. This drop in visitors is a result of the shop and Visitor and Interpretation Centre being closed for renovations.

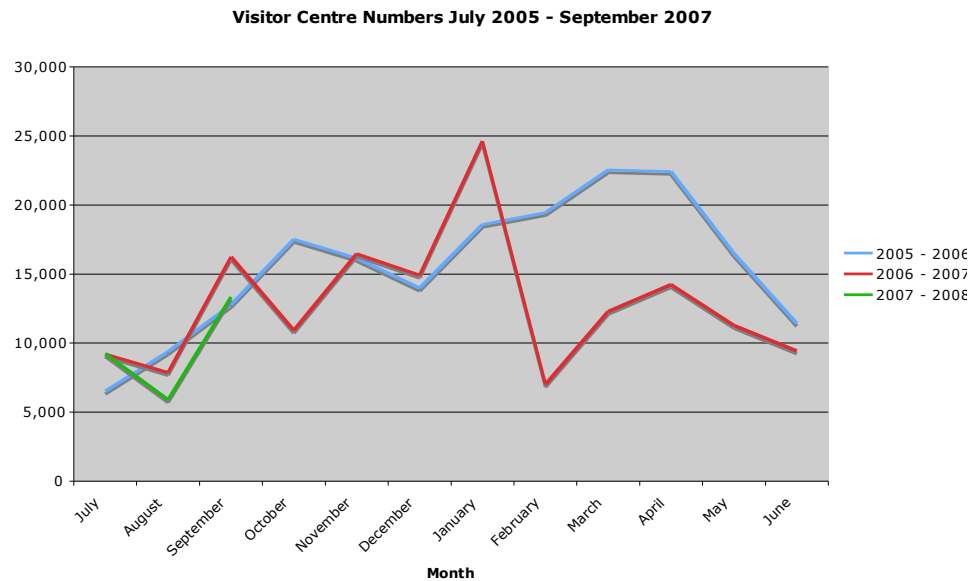


Figure 4.1. Number of Visitors to Enter the RTBG Visitor Centre by Month 2005-2007/8.

At the Visitor Centre,

the kiosk is severely constrained in its staffing capacity and space and does not offer suitable areas for visitors to sit and enjoy the food and beverage products or to expand the service and product choice to better cater for a wider range of visitor needs;

the function room is limited spatially, and in its facilities (i.e. no separate kitchen) and servicing (i.e. the air conditioning is loud and affects the ambiance of the experience of the space) – on the positive side the outlook from the room is stunning and the proximity to the main kitchen allows for ease of catering; and

issues were raised about the restaurant kitchen in the SCAMP that still need to be addressed.

Access to the Visitor Centre is also an issue for people with movement disabilities as the universally accessible route is circuitous and lengthy.

Implications

The physical layout of the RTBG and its visitor facilities reflects past decisions made in the absence of an agreed strategic vision or master plan for the Gardens. The possible implications arising from these decisions are that:

some visitors will leave the Gardens with dissatisfaction about the quality of the experience due to their frustration with access to the RTBG, insufficient parking and the quality and limited range of visitor facilities and services on offer;

some visitors, especially local Tasmanians, will perceive the restaurant and café facilities as being inconvenient given its distance from the City and limited on-site parking and its distance away from the entry and facilities;

visitors will end up spending less within the Gardens as a result of not visiting the restaurant, kiosk, retail shop and gallery;

risk management, safety issues and impacts on visitor experience and heritage values will continue as a result of continuing use of the historic entry to the Gardens by both pedestrians and vehicles; and

impacts will occur on the surrounding environs as vehicles are being parked in undesignated areas off the road, including in areas with significant conservation value.

Given an aging profile of the Tasmanian community and the visitor market, it is expected that there will be more visitors with mobility difficulties visiting the Gardens in future years. The inability to access the main entry comfortably or easily as well as parts of the Gardens and facilities including the Visitor Centre is likely to lead to some dissatisfaction or frustration. It may also lead to more requests on the RTBG to provide mobility assistance (e.g. wheelchairs, 'wombat' trikes), all of which add to the operational costs and workforce downtime and potentially detract from the experience of other visitors.

Recommended Response

A number of long-term options for overcoming visitor access and facilities constraints are explored in the Strategic Master Plan. These include:

1. The upgrading of directional signage and information that leads visitors in a safe and convenient way to the RTBG including the identification and agreement of improved pedestrian linkages from the city centre and existing pathways on the Queens Domain and Tasman Highway.
2. Better integration of the RTBG experience with the facilities and experience of the natural and cultural values of the Queens Domain.
3. Investigation of various options for the upgrading of car parking capacity and pedestrian safety in close proximity to the main entrance to the RTBG and/or reducing the need for parking. Potential options include:

improved public transport services from the city centre;

use of some parts of the Queens Domain (off Upper Domain Road in the area adjacent to the Beaumaris Zoo) for future car parking with pedestrian pathways leading to the RTBG entry, subject to protection and management of identified natural and cultural values (see also Section 4.2.1);

closure of Lower Domain Road or a redevelopment of it for use of the road pavement as designated car parking and the provision of a safe pedestrian footpath within a low speed traffic movement

conversion of the entry road to the historic main gates to a pedestrian friendly forecourt/walking entrance to allow for better interpretation of the cultural heritage and living collection values in this area;

designation of an alternative location for vehicles delivering supplies to the restaurant and shop that avoids parking at the main entry gates.

4. Investigation of the development of a more accessible and inspiring hub for contemporary visitor facilities and services that is better linked to the arrival of the RTBG in the longer term by upgrading the existing arrival experience leading from the main gates to new visitor facilities and services that would integrate with existing visitor facilities, allow for consolidation of some RTBG functions and also improve universal access into the RTBG

5. Exploration of innovative opportunities for overcoming access constraints within the RTBG and by providing new pathway linkages that would allow the Gardens to become more universally accessible in the future.

6. Exploration of options for a major upgrading of some existing facilities (including 'experiential' developments) to better house and present living collections with high values (e.g. the Sub-Antarctic plant house and the Fernery) or the creation of new facilities/areas to house other collections that would strengthen the vision for the RTBG (e.g. southern cool climate plants, wetlands, rare plants).

7. Exploration of the possible options for developing or supporting a new visitor attraction(s) at Pavilion Point/Derwent River foreshore that is strongly integrated and connected to the RTBG experience.

8. Exploration of opportunities to resolve access issues at the lower entry to the Garden whereby better, safer linkages to the foreshore, Pavilion Point, the cycleway and the Cornelian Bay walking track are created.

4.2.6 Lack of Brand Definition and Positioning

Outline of issues

The branding process is increasingly being adopted by organisations as a way to influence customers, stakeholders and funding sources. This contemporary approach to branding is much more than a logo or slogan and, in fact, goes to the heart of what an organisation stands for and why it is worth supporting.

The Gardens, as opposed to the organisation that is the RTBG, has developed a recognisable brand identity as a by-product of its role, activities and promotion. This identity is evidenced by the abiding community connection with the Gardens as a peaceful parklands where plants are grown.

While RTBG has no formal branding or positioning in place, it currently takes itself to the market on the basis of:

intimate, beautiful gardens that relax and refresh those who visit;

layers of cultural heritage, including convict heritage; and

the Gardens as a place to learn about plants.

This positioning has succeeded in fostering community loyalty and has contributed to the RTBG's role as an enduring organisation. However, it is a somewhat diffuse positioning and fails to adequately differentiate the RTBG and the Gardens in the minds of all of its target markets. In addition, it does not capitalise on the RTBG's strengths as a leader in promoting biodiversity and as an innovator in horticulture.

Active brand management is crucial for RTBG to be an effective, focused communicator and for it to adopt a consistent, integrated approach that undisputably positions the organisation and the Gardens it operates, reinforces and builds its credibility, and manages its key messages for measurable outcomes.

The development of a formal brand and a related brand management program would take RTBG communications to the next level, giving it greater control over marketing and communications that are a driver for organisational growth.

Branding would also have benefits internally for the organisation, providing a shared vision for what it is that RTBG stands for, above all, and the way in which RTBG will be presented internally through its organisational culture and externally.

For branding to truly succeed, it must be adopted as a process that is lived by everyone in the organisation.

Implications

RTBG has already established brand equity that can continue to be leveraged for marketing and communications purposes. However, the organisation has potential to derive significantly greater benefits from its marketing and communications activities with the development of a formal brand that focuses on its strengths, extends its positioning beyond that of 'nice gardens', and incorporates a persuasive identity for the organisation itself. In a competitive funding climate, this positioning must reflect the true relevance of RTBG and the needs that it meets.

RTBG is already an active communicator, across promotional activities, partner and stakeholder relationships, community and school-level education, and corporate communications. With the underpinning of an actively-managed brand, its communications function will become a greater strategic force in helping the organisation to achieve its goals.

Recommended Response

It is recommended that RTBG develop a brand model that provides a shared organisational view on the values, stakeholder and customer benefits, attributes and over-riding essence that will form the core of its visual, verbal and written communications. This brand model will be matched to the needs of its stakeholders and customers and will be the primary filter for all communications, including marketing, interpretation and lobbying activities.

In developing the brand model, it is essential that RTBG considers its existing brand, its aspirational brand and the strategies required to manage the desired brand shift over time. Currently, much of the RTBG communication effort is focused on existing positioning. The proposed brand development strategy is likely to result in a greater direction of the communication effort to the RTBG's point of difference and a low-key 'maintenance' strategy to continue the positive aspects of the existing brand identity. However, in the absence of a brand it is difficult to develop strategies to drive the shift in perceptions.

It is noted that the development of the RTBG Interpretation Plan has pre-dated brand development and would need to be reviewed in light of the adoption of a brand model. However, the Thematic Interpretation process has drawn on authentic RTBG values and messages and it is therefore likely to be consistent with a future brand model.

4.2.7 Limited Interpretation and Visitor Engagement

Outline of Issues

Interpretive themes developed as part of the RTBG Interpretation Plan, the strategic framework for RTBG and outcomes of wide-ranging SMP consultation sessions, visitor surveys and Tourism Tasmania visitor research suggest that there are missed opportunities for differentiation as an attraction and that the benefits that accrue from better clarity in the presentation and marketing of the value of the Gardens are yet to be fully realised.

Currently the interpretation of the Gardens is presented in a fragmented way using a range of different methods, mostly passive in form. Consequently many visitors leave without necessarily receiving any clear or powerful message(s) about the significance of the RTBG. The RTBG's competitive edge is not readily apparent to visitors and interpretation is not being used as the powerful tool it could be to engage with the visitor market or to ensure that local users fully appreciate the significance of RTBG and the important management role being undertaken.

For instance, the concept of the Discovery (Visitor) Centre as an interpretive facility has been lost nor does the RTBG currently have a strategic plan for delivery of effective, cost-efficient interpretation. While visitors are not necessarily disappointed with their current experience, the limited interpretation and lack of an overall 'game plan' mean that the opportunity for visitors to be engaged and inspired and for RTBG to influence their attitudes and behaviour is not being fully realised.

A further indication of the failure to deliver meaningful interpretation is evidenced by the poor arrival experience which leaves many visitors, especially international and interstate visitors, 'finding their way' around the Gardens in an unstructured or unplanned way.

The survey of visitors conducted in September 2007 support the need for better interpretation with visitors wanting:

- more plant species labels (46%);
- a choice of self-guided walks (44%);
- more scientific/conservation interpretation (41%); and
- more exhibitions in the gallery (40%).

Amongst these and other demands, and in the absence of an Interpretation Plan, it is difficult for RTBG staff to determine their priorities in responding.

Whilst the RTBG education program relates directly to the specialist needs of school and community groups for interpretation and some limited thematic interpretation occurs in the Gardens, there is considerable scope to update and expand the wider interpretive program to better meet the needs of tourism visitors and locals.

As an example, the existing self-guided brochures and maps of the Gardens have a number of shortcomings (e.g. single interest or topic based, fragmented in their coverage, developed in a reactive rather than proactive manner, etc.) and could be improved. Furthermore, most brochures are only available in the retail area of the Visitor Centre, which attracts only one-third of all visitors to the Gardens.

The Thematic Interpretation Plan is, therefore, an integral component of the Strategic Master Plan and has had a significant role in informing the priorities for development of the built infrastructure and living collections of the Gardens.

Implications

Visitor expectations of interpretation facilities, programs and services at key visitor attractions have increased, due to the growing sophistication of the tourism market, greater awareness of new social and educational trends, and advancements in techniques used to engage with visitors.

Without strong interpretation underpinning both the way RTBG presents itself and its marketing program as a major tourism attraction, it is missing a significant opportunity to value-add to the experience at the Gardens and to extend local understanding and support for its critical role.

In the absence of a dedicated commitment to thematic interpretation, the implications for the RTBG will be that:

- it fails to capitalise upon one of the most effective ways in which to grow its business in the market place and to foster strong public and stakeholder support;

- visitors find the RTBG experience less engaging and out-dated compared with many other attractions where interpretation actively shapes the experience;

visitors will continue to leave the Gardens with a limited understanding of its values and significance, why it is important and how to support the RTBG's and operations and management; and

as a consequence of the above, potential fund-raising opportunities through donation of resources or funds will not be fully realised, thereby affecting ongoing improvements and maintenance of the Gardens (see Section 4.2.8).

The role and emphasis of botanical gardens nationally and internationally is shifting, which is nothing new for botanical gardens - history shows close linkages in the evolution of gardens to social attitudes and needs of the time.

Of importance to the SMP, is the way in which contemporary society values support the conservation of the environment. With this, there is increasing pressure for gardens such as RTBG to play a stronger role in conservation and related education. Emerging concern about climate change is just one example. At the same time, RTBG and other botanical gardens need to continue maintaining community support and government funding, they must be relevant to their communities and contribute to the local economy.

While RTBG aims to strengthen its appeal to its local market, it also seeks to position itself as a must-see attraction in the tourism market (see Section 3.3.1). It is, therefore, important to reach a shared understanding of the RTBG's competitive advantage – its 'edge' – for the tourism and the local markets, as the interpretive program must reflect and deliver on this competitive advantage.

A review of the extensive SMP consultation outcomes to date, market research from the Tasmanian Visitor Survey, and RTBG-specific surveys including the Perceptions of Service Quality at the Royal Tasmanian Botanic Gardens report by the University of South Australia Centre for Tourism and Leisure Management indicates that, in relation to the tourism market, the RTBG competitive advantage does not rely on a single point of differentiation.

As a botanical garden, a critical part of the competitive advantage is the value-add that takes it beyond the function of a park – i.e. its role in conservation, education and research and the significance of this locally, nationally and in the world. In addition, there are place-specific elements that serve to set it apart from other tourism attractions, gardens or sites for recreation and socialising.

Recommended Response

The overall purpose of the Thematic Interpretation Plan is to provide an interpretive framework that guides the future development and refreshing of RTBG interpretation in a way that strengthens the visitor experience on-site and the Garden's educational programs. In achieving this purpose, the plan considers existing and emerging audiences for interpretive and educational services, to ensure that the document looks to the future and is not based on an historic perspective. The Thematic Interpretation Plan has the capacity to:

provide interpretative experiences that support positioning of the RTBG;

enhance the visitor experience at the RTBG by revealing the meaning and significance of the site, its collection and its role;

contribute to local sense of place and identity;

achieve positive public and stakeholder support for the RTBG;

stimulate increased spend by visitors at the RTBG; and

minimise visitor impacts.

It is recognised that the RTBG operates in a sensitive environment in that Tasmanians have a strong sense of public ownership of the site and it is imperative that the Thematic Interpretation Plan delivers interpretation that meets or exceeds visitor expectations but at the same time, has solid support from stakeholders and the community.

Interpretation planning to date indicates that the delivery of interpretation themes will necessitate finding ways to bring the RTBG's conservation role and horticultural practices to 'front-of-house' – making this element more immediate and integrated into the visitor experience.

The opportunities to respond to these issues are addressed in the Thematic Interpretation Plan, and include the potential for the RTBG to build a competitive advantage based on the:

intimate, beautiful, relaxing gardens within close proximity to the City centre;

experiences of special plants from the 'bottom of the world' – Tasmanian (in particular Tasmanian ferns), Sub-Antarctic, Gondwanan plants and other southern hemisphere cool climate plants;

experiential plant displays that provide a higher level of visitor interaction (i.e. as has been achieved with the artificial climate and audio installations in the Subantarctic Plant House or could be achieved, say, in the Fernery);

visitor engagement in learning about leading horticultural and conservation practices, particularly relating to Tasmanian plants; and

layers of cultural heritage, including convict heritage within the site.

The *Thematic Interpretation Plan* is not necessarily about increased levels of interpretation per se. It will provide audience-relevant, effective interpretation through a strategic framework and continual improvement in interpretation delivery.

In addressing the issues involved with interpretation, the SMP gives consideration to:

1. Identifying strong, meaningful and thought-provoking interpretive themes that are targeted to audience types and learning styles. Themes will build connections with sense of place and locals.
2. Identifying a diverse range of innovative and practical interpretation techniques that will help deliver the themes to the audience types.
3. Developing guidelines and standards for interpretation and education programs in the RTBG.
4. Incorporating visitor interpretation facilities and services within the assessment of potential site developments that aim to strengthen the front-door arrival experience to the RTBG.
5. Investigating more effective ways to better present and to refresh the delivery of information and maps to visitors.

6. Considering greater choice in the delivery of interpreted experiences to better match the needs of visitors.
7. Delivering holistic interpretation that incorporates appropriate aspects of the restaurant/food and beverage offering, infrastructure and merchandise.
8. Building a stronger relationship with the Hobart City Council to look at ways to work together to integrate the visitor experience of the Queens Domain with the RTBG.

4.2.8 Infrastructure

Outline of Issues

Major infrastructure issues for the Gardens have been previously described in by the SCAMP and the Situational Analysis. Some of the issues raised in these reports have been addressed since the time of their writing including substantive conservation works to the Conservatory, the reconstruction of the main east-west path and risk related repairs to paths elsewhere.

However, infrastructure related issues raised in previous studies that have not been addressed have again been restated during the current consultation, particularly by operational and horticultural staff, as being important to the future of the Gardens. These include concerns related to water infrastructure, roadways and paths, the nursery and works areas, the location of administrative offices and highway noise. All of these issues will require significant funding commitments to undertake the major physical works and changes in operational practices required.

Note that issues of path gradient are discussed elsewhere at Section 3.1.2 (Topography) and at Section 3.4.3 (Experiential Qualities) for their impact on visitor experience. The discussion in this section, therefore, is focused on the condition of the surfaces of these features.

Issues associated with heritage structures (Section 4.2.3) and the Visitor Centre (4.2.5) are also discussed elsewhere.

WATER INFRASTRUCTURE

Several issues were raised in relation to the water infrastructure in the Gardens.

Amongst these, were the regular loss of large volumes of water as a result of leakage from standing water bodies within the Gardens, including the Lily

Pond, the French Memorial Fountain and the Japanese Garden pond. Ponds and other water features are constantly topped up to compensate for this leakage – a practice that is not economically or environmentally sustainable.

Stormwater management was also raised as an issue in terms of volumes and quality. For instance, the Lily Pond requires frequent draining due to the high amount of silt and debris in the storm water, which washes down from the slopes above the pond (including from the Queens Domain and the impermeable surfaces of the Lower Domain Road and parking areas). There is currently no infrastructure in place to filter sediment from stormwater before it enters the Gardens.

In addition to concerns about sediment, there is also some concern regarding the quality of water entering the Gardens. At the Lily Pond this is due to the fact that the area of soccer fields above was once a refuse disposal site, the contents of which were never recorded. More generally, the high amount of nutrients in external storm water can impact on the growth of aquatic and other plant species downstream.

Frequent draining of ponds requires the input of significant staff and financial resources that could be redirected into other areas. The RTBG does not have the capacity to store and reuse the water from the ponds, therefore it is released as storm water into the Derwent River.

Concerns were also raised about the irrigation system. Many staff hours are consumed by the need for manual application of water, particularly in summer, due to the absence of irrigation system or the decrepit state of the system (i.e. leaking fixtures, pipe corrosion, uneven delivery) where it does exist. The aging irrigation system causes further impacts in terms of water-logging and compaction of soils that affect the living collections and the use of some areas by visitors.

ROADS AND PATHS

Maintaining the internal roadways and paths to a high standard has been an ongoing issue for the RTBG. Throughout the Gardens the condition of the surface of roads and paths varies considerably, particularly at the more remote ends of the place and/or at more secondary or tertiary level paths but also in areas along some of the main paths. Tree roots and poor drainage are the principle causes in the failure of pavements.

The ability to maintain roads and paths is affected by:

the overall length of roads and paths involved (4 kilometres⁶¹);

their variable widths (from less than 1m to approximately 4m in width) and construction materials (the most common surface materials are bitumen and Besser *Unipave* – flagstones, concrete, pinebark and compacted gravel are also used);

plant hygiene issues associated with run off from hard surfaces, in particular from the Lower Domain Road;

changing legal requirements associated with construction and safety standards for such works (e.g. standards for disabled access); and

a general lack of funding to make large scale or comprehensive changes to the road and path network.

Both of the common surfaces are patchy in their condition – the older bitumen surfaces are in the most obvious state of deterioration, however, damage to the Besser *Unipave*, although localised, is considered to present a higher pedestrian safety risk.

Concern has also been raised about the safety of use of some paths given:

the large number of operational vehicle movements that are required between the northern storage area and the depot and more generally for maintenance of the various collections; and

the lack of clearly differentiated pedestrian and vehicle access at the main entry to the site (Section 4.2.5).

Whilst issues of disabilities access are dealt with elsewhere, it is important to note here that the upgrading of the east-west path and the provision of universal access from the main entrance to the Visitor Centre and beyond, has improved internal access over the past few years. Nonetheless, it still remains a significant issue to be addressed in the SMP.

⁶¹ Dr Alan MacFadyen and Natalie Papwork (April 2006) *A Situational Analysis of the Cultural Landscape of the Royal Tasmanian Botanical Gardens*, RTBG, 76.

THE NURSERY AND NORTHERN WORKS AREA

The SCAMP outlined issues with the workings and design of the Nursery and the Northern Works Area of the Gardens citing staff concerns with:

- the functionality of the Nursery;
- the use of portions of it for staff car parking; and
- potential stormwater contamination issues with the poisons store and pot cleaning area and the Sub-Antarctic stores (shipping containers)⁶².

The SCAMP also highlighted concerns with particular buildings and elements that affected ease, comfort and security of operation.

During the current study, staff also highlighted issues around matters of the dual purposes of the Nursery for ornamental and conservation activities, quarantine and the aging of infrastructure that will require its replacement or refurbishment during the life of the SMP. Other matters concerned lack of space (external shade and open areas and in greenhouses), issues of greenhouse design and use of the nursery as a more general vehicle access into the Gardens and the potential for this to contaminate materials or spread disease.

The split in the operations areas between the Nursery area and the northern extremity of the site have also been raised at various times as a concern. Tight space within the Nursery means that the Northern Works Area is increasingly used for bulk materials storage. This requires frequent vehicle use to move materials through and around the Gardens.

Current arrangements within the Nursery also limit opportunities for visitor access and interpretation.

Together, the variety of issues indicates the need for the current study to look at options for relocation, refurbishment and/or redevelopment of some or all of the operational facilities within the Gardens.

⁶² Inspiring Place 2004. op. cit. Pg 56.

ADMINISTRATION OFFICES

The elements of the Gardens administration are presently split between three locations:

the Superintendent's Cottage (Director, Major Projects and Programs, Horticultural Assets, Marketing and Events, Business Services)

the Visitor Centre (Education and Training, Interpretation, Botanical Resources and Botanical Gardens Restaurant); and

the Nursery (Tasmanian Seed Conservation Centre).

The situation is, in part, an opportunistic solution to the problem of housing the Gardens administration rather than a considered response to a carefully planned brief as would befit the organisation.

The split between buildings impacts on staff and their general functionality. For instance, the offices in the lower part of the Visitor Centre were not designed for their purpose and suffer from a lack of storage and air conditioning/heating affecting staff comfort and productivity. The split impacts time management of staff, requiring frequent movement between sites.

The use of the Superintendent's Cottage for offices has resulted in changes to the buildings historic fabric and perhaps more importantly has isolated the building from the public despite its great interpretive potential.

Perhaps, more importantly, the split between offices could be stifling the synergistic benefits of the entire management team and their support staff being in a centrally located and purposefully designed location.

HIGHWAY INTERFACE

The impact of noise on the experience of the Gardens is the biggest gap perceived by visitors between their expectations and their experience of it⁶³. When expectations are not met, visitors can leave the Gardens with a bad impression that affects their likelihood of repeat visitation, their support for the Gardens in terms of word-of-mouth advertising and/or their expenditure at the Gardens.

The Domain Highway is arguably one of the busiest roads in the State and is unlikely to be downgraded in purpose or use during the life of the SMP nor is it

⁶³ Centre for Tourism and Leisure Management, University of South Australia. *Perceptions of Service Quality*.

practical to tunnel under the Domain to a more suitable location (as is often suggested). It is, therefore, of some importance to find alternative means of mitigating the impacts of traffic-generated noise.

The maintenance of the highway corridor is also a source of frustration for the Gardens – the poor and unsightly condition of the vegetation along the boundary to the RTBG and along the foreshore contrast sharply with the high standards achieved by the Gardens' staff on its properties.

OTHER INFRASTRUCTURE MATTERS

Operational staff identified the lack of permanent event infrastructure as being a major issue (e.g. lack of permanent electricity outlets). However, the RTBG is currently working to improve this situation, and will be installing a number of permanent electricity outlets in the near future to cater for the increasing number of events.

Implications

The following points summarise the potential implications that may result from if action is not taken to improve the infrastructure of the Gardens:

- Continuing *ad hoc* repair of infrastructure i.e. avoiding solutions that address underlying causes or comprehensively deal with the issues at hand – has the potential to compound the problems, result in a higher overall cost and/or lead to a serious disruption to the operation of the RTBG.
- Failing to act on the significant infrastructure issues may result in a degradation of the quality of the visitor experience, and therefore the reputation of the RTBG as a place of outstanding quality.
- Aging infrastructure and poor utilities management will likely prevent the RTBG from reaching its goals in relation to sustainability and environmental best practice, resulting in a wider gap between the management vision for the RTBG and the operational reality of the place. This may also in turn impact upon the perception and reputation of the Gardens within the community.
- Constraints imposed by the infrastructure of the place may also limit the types of events and programs that can be hosted by the RTBG and, therefore, the potential income that could be generated.

Recommended Response

In addressing the issues involved with aging infrastructure, the SMP gives consideration to:

1. Issues such as incoming storm water filtration, water storage and reuse capacity, and upgrading of pond and irrigation infrastructure to minimise leakage. A specific Water Management Plan for the RTBG may be required in support of the recommendations that will be made in the SMP.
2. Options for improving internal access within the RTBG, in particular to provide a comprehensive, safe and universally accessible pathway of roads and paths throughout the Gardens (see also Section 4.2.5).
3. Options for improving pathway surfaces and construction to better withstand wear and tear.
4. Site design options that would result in reduced or safer vehicular traffic on the main internal pathways.
5. Options for the upgrade and/or replacement of existing visitor, staff and operational infrastructure, including the spatial layout of such infrastructure to facilitate access and the efficient use of space (see also Section 4.2.4).
6. Options for noise control along the Domain Highway.

4.2.9 Limited Funding to Sustain the Role and Functions of the RTBG

Outline of Issues

A review of the 2006-07 and 2007-08 State Government Budget Information about the RTBG indicates:

grants to the RTBG constitute about 70% of the total RTBG income, the sale of goods and services constitute about 26% of the total income with remainder of income (4%) being derived from interest revenue and other revenue sources;

grants increased by 3.2% and the sale of goods and services increased by 6.2% between the 2006-07 and the 2007-08 budgets;

the major groupings of allowance for expenses in the 2007-08 RTBG budget were employee entitlements (44% of total expenses), supplies and consumables (37%), depreciation and amortisation (14%) and superannuation (5%);

the net operating result (income less expenses) was \$216,000 debit in 2006-07 increasing by 142% to a \$523,000 debit in the 2007-08 budget⁶⁴;

the financial assets increased by 95% (includes cash held in trust for completion of specific projects) , non-financial assets by 72% (due mainly to the asset revaluation that occurred between the two budgets) whereas the liabilities increased by 19% resulting in a net asset value of \$14.2M for the RTBG in 2008 (up from \$8M in 2006-07 budget); and

overall the net cash used in operating activities fell by 47% in 2008, largely due to the increased expenses (as indicated above) whilst growth in income was relatively small.

In simple terms, the RTBG has a good net asset value but does not have the resources to undertake much work beyond the basic maintenance of its existing roles and functions. The RTBG is highly dependent upon government grants, particularly for infrastructure upgrades, and consequently must compete with other priorities within a great diversity of projects and programs administered and supported by the State Government. As a result, major infrastructure initiatives are difficult to progress.

Given the extent of competing interests for limited Government funding, the Gardens have pursued ways to become more self-supporting.

Goal 6 of the *RTBG Strategic Plan 2003-2007* states “to deliver innovative, proactive and sustainable business practices to support and enhance RTBG programs and resourcing”.

The strategies for achieving the goal put forward in the Strategic Plan were:

increasing the effectiveness and efficiency across all RTBG programs;

⁶⁴ It should be noted that superannuation had increased during this year due to a revised estimate of superannuation expenditure and that the depreciation and amortisation had increased following the asset revaluation process. These two expenses alone accounted for 85% of the increased debit between the budget years.

developing a resource identification, attraction and retention strategy to meet strategic plan initiatives;

increasing RTBG generated income;

increasing external income streams; and

providing sound corporate governance.

Whilst some opportunities for improving efficiencies and cost savings have been identified to date, others may be available in the RTBG operations. However, to achieve these savings often requires capital investment to overcome the basic inherent problems (e.g. aging and failing infrastructure and utilities or the need for better information and asset management systems).

The capacity of the RTBG to create expanded and new internal revenue streams is also limited. To a large extent the Gardens internally generated funds are derived from the profits from the sale of food, beverage and merchandise at its relatively small-scale restaurant, kiosk and retail shop constrained as these facilities are (see Section 4.2.5). Nonetheless there is scope to improve the revenue stream from these facilities through a range of improvements and/or new development.

Other income is derived from:

the hire by others of the Gardens, or areas of it, for events and from the profits; and

the events that it conducts in its own right (Spring Tulip Festival) or in partnership with others.

Issues arise, however, from the impacts that such events have on the Garden's values (see Section 3.5.1).

Education programs do not currently cover costs and are unlikely to ever be a big income earner given the price-sensitivity of the client market.

Visitor donations to the ongoing management and maintenance of the RTBG through contributions to money boxes or other mechanisms are low but are expected to increase with the introduction of Thematic Interpretation based on experiences elsewhere⁶⁵.

⁶⁵ Powell, R. & Ham, S. (in press). Can ecotourism interpretation really lead to pro- conservation knowledge, attitudes and behaviour? Evidence from the Galapagos Islands. *Journal of Sustainable Tourism*. Results suggest that well designed and delivered interpretation during the ecotourism experience can increase knowledge of the host protected area, supportive attitudes toward resource management issues facing the host protected area, general environmental behavioral intentions, and philanthropic support of conservation.

As part of the implementation of the *RTBG Strategic Plan 2003-2007*, the opportunities for increased external income streams were explored (e.g. sponsorship, donations, bequests). However, this takes start up time and funding investment in staff and materials to achieve results, which has not always been available.

Unlike many business operations or tourism attractions, the RTBG does not charge an entry fee for public access other than during special events. Whilst the community tolerates payment for entry at these times, they are, nonetheless passionate about the RTBG being freely accessible to the general public, and have strongly defended this against the suggestion of introducing entry fees in the past.

The RTBG is also restrained by the level of sponsorship it can attract given the need to maintain the community and visitor expectations of the gardens as a public space and the general perception in the business community that as a government body the RTBG should be funded by government.

Parking fees provide a source of income for some botanic gardens. However, at the RTBG, parking areas are provided freely on Council land outside the Gardens' grounds. There is an opportunity there for revenue sharing to be explored.

Implications

The implications of limited funding to sustain the RTBG's role and functions are significant. At the broadest level, without a significant increase in funding (from whatever sources), many of the values of the Gardens are at threat or significantly un-realised. More specifically, without an increase in funding:

the RTBG will not be able to realistically achieve its stated vision other than through small, piecemeal steps or in an opportunistic manner as windfall funding or grants occur;

the infrastructure of the Gardens will continue to deteriorate, affecting a variety of the RTBG's values (see Section 4.2.7);

the living collection values of the RTBG will be threatened (see Section 4.2.4);

the cultural heritage values of the RTBG will be threatened (see Section 4.2.3);

best-practice management, maintenance and conservation practices will not be to be adopted;

operational costs will continue to rise potentially affecting the capacity to successfully operate some RTBG facilities, programs (particularly educational offerings) and services;

the capacity to achieve greater efficiencies in the organisation will be limited;

existing facilities will continue to fail to deliver on their potential for income through the sale of goods and services;

visitor expectations for the quality of service, experience and infrastructure may not be met and possibly leading to a loss of brand reputation and income;

cost savings may be imposed on existing operations that lead to a reduction in the capacity of the Gardens to deliver on its commitments to other organisations and the community; and

the Gardens will continue to experience difficulties in retaining and attracting skilled staff as they seek more attractive work opportunities with better funded or more progressively supported organisations or in other trades/professions altogether⁶⁶.

Recommended Response

The SMP is a crucial step in setting a vision for the RTBG and priorities for long-term investment within the Gardens for the next 20 years. The ability to achieve the full scope of the vision for the RTBG almost certainly depends on the Gardens' capacity to secure greater funding commitment and support from Government and through its own revenue generating activities.

At the government funding level, it is critical that the arguments herein are used to leverage a major capital investment program over the next 20 years based, if necessary, on joint partnership funding arrangements between the State Government and Federal Government or if possible from State Government funds alone and/or with private enterprise.

In terms of the RTBG's capacity to generate its own income, some mechanisms, identified through the project to date, for sourcing additional funds sit outside the scope of the SMP. These include:

⁶⁶ The RTBG also noted the difficulties they face in finding well trained entrant level staff from within the TAFE system as highly motivated and better educated students are not seeking horticultural training but rather moving into higher paying or less physically demanding professions.

the establishment of a Foundation to help attract funds;

improvements to basic organisational operations and procedures that could lead to enhanced profitability and cost recovery; and

the scope for greater organisational support by the Friends of the RTBG and other volunteers.

Other mechanisms, however, are directly affected by the strategies that will be generated by the SMP. These include:

the development of the *Thematic Interpretation Plan*, a result of which is an expected increase in visitor donations, personal bequests and sponsorship for the Gardens;

the possible prioritisation of capital works, programs or services that will generate increased or new sources of revenue above other recommendations;

identification of opportunities for partnerships to help facilitate implementation of some of the recommended strategies; and

identification of sources of additional funding through enhanced cost recovery or profitability of existing facilities, programs or services.

SECTION 5

THE RTBG STRATEGIC FRAMEWORK

This Section describes the vision, mission, goals, strategies, policies and interpretive themes that make up the strategic framework for future decision-making about the evolution of the Gardens.

Figure 5.1 indicates the overall strategic framework for the SMP. It shows that the policies and interpretation themes are important elements that help integrate the vision, mission, goals and strategies described in this section and consequently the recommended actions set out in Chapter 6.

5.1 RTBG VISION

The Vision of the RTBG is

“The Vision of the RTBG is to create and maintain an exceptional garden that enriches Tasmania’s social and cultural life, educates the community about the importance of plants and contributes to the conservation of the flora of Tasmania and the world.”

The vision

sets aspirational aims for a reputation of excellence within the international arena;

provides a focus on Tasmania as the locus for the operations and the identity of the Gardens (i.e. its sense of place but also as a focus for collections); and

specifies that the Gardens contribute to flora conservation initiatives.

Insert Figure 5.1 Policy Framework

5.2 RTBG MISSION

The transformation of vision into reality is an active process in which the organisation's mission is a central guiding force, therefore,

In common with other botanical gardens, the RTBG will:

act as an ex situ repository for species of conservation significance and participate in other conservation programs aimed at preserving bio-diversity in the world; and

incorporate plants of an economic value to the community.

In achieving its mission, the RTBG will create and maintain core/priority plant collections based on Tasmania's flora and associated cool climate flora from the southern hemisphere.

In respect to its history, the RTBG will maintain:

the Gardens in a manner that recognises and interprets the layered history of the site from Aboriginal times through to the present;

identified heritage collections of plants that are of State, national and international significance for their historic heritage values; and

the place in a manner that respects its important landscape and sense of place values.

The mission reiterates the aspiration to excellence, identifies the importance of the Gardens to the Tasmanian community, provides focus on the experience of the place through education, emphasises the role of the RTBG in conservation and identifies the core values that underpin the place as Tasmania's botanic gardens i.e. Tasmanian endemic flora and associated cool climate plants from the southern hemisphere and the heritage values of the site.

5.3 RTBG ORGANISATIONAL VALUES

In achieving its vision and mission, the RTBG is committed to a range of values that will guide its operation. These values include:

- sustainability;
- pursuit of excellence;
- fair dealing in commercial and community service;
- social and environmental consciousness;
- scientific inquiry and integrity;
- public accessibility and responsiveness;
- staff involvement in planning and programs;
- recognition of, and assistance for, friends, volunteers and supporters;
- administrative efficiency and accountability; and
- respect and recognition for employees and all other stakeholders.

5.4 RTBG MANAGEMENT GOALS AND STRATEGIES

Three principle goals have been formulated to describe the outcomes that the RTBG is trying to achieve in pursuit of its vision and mission and through the application of the above values to its operations whilst remaining cognizant of its capacity to fund its activities. These goals in turn suggest a range of more specific strategies for their achievement. The RTBG's goals and the strategies for achieving them are:

Goal 1. To sustainably manage the core values of the RTBG as Tasmania's botanical garden.

Strategy 1.1. Insure the RTBG is internationally recognised for its collections of southern hemisphere cool climate plants with a particular emphasis on Tasmania's flora.

Strategy 1.2. Respect, conserve and interpret the cultural values of the site.

Strategy 1.3. Support and be involved in world flora conservation programs.

Strategy 1.4. Be a community leader in sustainable environmental programs.

Strategy 1.5. Engage in appropriate research related to the conservation of species of conservation significance from southern hemisphere cool climate areas with a particular emphasis on Tasmania's flora.

This goal addresses the definition of the RTBG as a 'Tasmanian botanical garden' (see Section 1) and recognises the significant values embodied in the Gardens as described in Section 3 and that these values must be managed in a sustainable manner if the SMP is to be considered successful.

This goal also addresses a principle requirement to maintain the integrity of the RTBG as a true botanical gardens through appropriate curation of living collections, involvement in the conservation of the world's flora and the conduct of targeted research.

Goal 2. To promote and manage the Gardens to ensure its users have the opportunity to attain a quality experience of the place and its values.

Strategy 2.1 To achieve excellence in horticultural and botanical education, training and extension programs;

Strategy 2.2 To communicate the relevance, importance and history of the RTBG, its programs, people and context through meaningful and valued interpretation;

Strategy 2.3 To be a recognised deliverer of quality programs, products and services;

Strategy 2.4 To position the RTBG as one of the top Tasmanian attractions in terms of number of visits and levels of awareness;

Strategy 2.5 To develop the built environment to facilitate the experience of the Gardens

Strategy 2.6 To maintain the built environment of the RTBG in a manner that addresses requirements for basic function, safety and public amenity.

This goal addresses the use value of the Garden and the benefits to be derived from the successful management of the RTBG as an education and training centre, a community asset and a tourism destination.

The management of the visitor experience is directly related to people's expectations for the Gardens as a destination for daily life and/or for tourism.

Goal 3. To ensure there is sufficient capacity to sustainably manage⁶⁷ the RTBG.

Strategy 3.1 To ensure that the legislative requirements for the operations of the Gardens are effectively met.

Strategy 3.2 To ensure that the funding available to the Gardens is adequate to realise its vision and mission.

Strategy 3.3 To deliver innovative, proactive and sustainable business practices to support and enhance RTBG programs.

Strategy 3.4 To provide a safe and enriching work and social environment for staff, stakeholders and visitors.

This goal addresses the core operational activities of the Gardens and recognises that the RTBG has a responsibility to achieve a consistent and integrated approach to the management of the Gardens and that to achieve this the RTBG must have the legislative power, the organisational and procedural capacities and the funding necessary to implement, monitor and evaluate the strategies set out in the SMP.

5.5 THE POLICY FRAMEWORK

5.5.1 Need for a Policy Framework

Policies provide principles, standards and guidelines and direct the creation of procedures that will apply in the operations of the Gardens. Policies have no statutory weight, but supply decision makers with criteria and guidance in setting a course of action.

Policies are different to 'regulations' that have been established to prohibit, control or allow activities within the Gardens. Regulations have legislative force arising from the *Royal Tasmanian Botanical Gardens Act 2002*. Part 3 of the Act establishes a range of regulations for the Care, Control and

⁶⁷ Manage being defined as the day to day activities which serve to direct or control use so as to protect the values of the place, to ensure the safety of users and/or to improve their access to the area.

Management of the Gardens. Part 4, Section 29 allows for the establishment of new regulations for the purposes of the Act.

Policies are also different to 'procedures', the latter being developed as tools for the implementation of policies. Procedures are developed by the staff of the RTBG and detail the content or step by step processes that are undertaken in relation to the tasks of managing and maintaining the Gardens.

5.5.2 Recommended RTBG Policy Framework

Analysis of the Goals for the RTBG suggests a range of policies that will assist in their achievement (Table 5.1). The Table highlights the policies developed as part of the SMP process. Other policies outside the scope of the current project, are either in place or are expected to be developed by RTBG Staff as required to complete the suite of policies necessary for the operations of the Gardens.

Goals	Policy Areas	Policies
1. To sustainably manage the core values of the RTBG as Tasmania's botanic gardens.	Core Values	<u>Living Collections (SMP)</u> <u>Biodiversity Conservation (includes research) (SMP)</u> <u>Heritage Conservation (SMP)</u> Education
2. To promote and manage the RTBG to ensure its users have the opportunity to attain a quality experience of the place and its values.	Visitor Experience	<u>Interpretation (SMP)</u> <u>Visitor Survey (SMP)</u> Visitor Facilities (includes access and new development) SMP Events and Activities
3. To ensure there is sufficient capacity to sustainably manage the place.	Capacity to Manage	<u>Expansion (SMP)</u> Funding and Resources Management Partnerships Future Use and Development Coordinated Planning Monitoring and Review of Plans and Policies and Procedures Operations and Asset Management (includes water use) Occupational Health and Safety and other Personnel Management and Employment Policies ⁶⁸

Table 5.1. RTBG Policy Framework

⁶⁸ The RTBG is subject to the Health and Safety Policies of the Department of Tourism, Arts and the Environment. Policies include but are not limited to: Remote and Isolated Work Safety Policy, OHSMS Management and Coordination Policy, Incident Accident Reporting Policy, Hazard Identification, Risk Assessment and Control Safety Policy, Dangerous Good and Hazardous Substances Safety Policy. The RTBG also works within Governmental policies related to personnel management and employment.

5.6 THE POLICIES

Table 5.2 summarises the scope of the policies prepared as part of the SMP process. Attachment A provides greater detail about these policies and the guidelines that apply to their interpretation and implementation⁶⁹.

The policies herein may be added to as demand dictates or amended as policy 'learning' occurs.

Additional policy components may also need to be added to the policies on events and activities, expansion, funding and resources, management partnerships, future use and development, monitoring and review of plans and policies and operations and asset management as full documentation of these policies was beyond the scope of the current project.

Policies	Policy components
Living Collections	Management of Collections Living Collections will be developed and managed in accordance the RTBG vision, mission, goals, policies and interpretation themes and the policies and objectives of the RTBG <i>Living Collections Plan</i> .
	Operational Procedures The RTBG will establish a comprehensive suite of Operational Procedures for the Living Collections to guide the day-to-day management of the Living Collections in its pursuit of the highest standards of horticultural practice.
	Collections Establishment or Renewal All new collections will support the <i>RTBG Living Collections Plan</i> , the RTBG vision, mission, goals and interpretation themes. In creating new collections, priority will be given to those featuring Tasmanian species or related cool climate species from the Southern Hemisphere.
	De-Accessions and Disposal of Plant Material (including Mature Trees) Mature trees may from time to time be removed from the Gardens (de-accession) in response to the <i>RTBG Living Collections Plan</i> , the RTBG vision, mission, goals and interpretation themes.
	Review of the Living Collections Plan The Living Collections Plan will be evaluated and reviewed to ensure that it supports the vision, mission, goals, policies and interpretation themes of the RTBG and the directions established in the Strategic Master Plan.
Biodiversity Conservation	Conservation Collections The RTBG will address its role as a conservation organisation through the establishment and maintenance of <i>ex situ</i> collections of species of conservation significance.
	Remnant Vegetation

⁶⁹ Note that, if deemed to conflict, the policies in Attachment A take precedence over those in the summary table.

Policies	Policy components
	The RTBG will manage remnant native vegetation within its boundaries seeking to ensure the preservation of its native ecosystem values and its self-managing capacities.
	<p>Tasmanian Seed Conservation Centre</p> <p>The RTBG will be a key partner in the operation of the Tasmanian Seed Conservation Centre (the TSCC).</p>
	<p>Conservation Research</p> <p>The RTBG will participate in research related to threatened plants.</p>
	<p>Conservation Partnerships</p> <p>The RTBG will develop and participate in conservation activities that align with the vision, mission and objectives of the RTBG, sharing its knowledge and skills relating to plant conservation with local, state, national and international authorities and approved conservation groups.</p>
Heritage Conservation	<p>Manage in Accordance with Established Heritage Standards</p> <p>The Gardens is a place of outstanding cultural significance in the local, state and national context, which will be conserved.</p> <p>The heritage values of the RTBG will be managed in accordance with the RTBG vision, mission, goals, policies and interpretation themes and the policies and objectives of the RTBG <i>Conservation Management Plan (CMP)</i>.</p> <p>The heritage values of the Gardens will be managed according to the standards for a site of recognised State significance, applying established heritage principles through the application of the CMP.</p> <p>New development within the Gardens should respect the area's heritage values.</p>
	<p>Significance Guides Conservation and Planning</p> <p>The Gardens is a botanic garden of outstanding cultural significance in the local, state and national context, which should be conserved.</p> <p>The CMP will guide the management and development of the Gardens.</p>
	<p>Maintaining Legibility of Site Configuration.</p> <p>The ability of the Gardens to demonstrate early and original land uses/landscape must be conserved and enhanced.</p> <p>This policy provides a framework for interpreting key aspects of the function and use of the site and subsequent evolution as part of its conservation and ongoing development.</p>
	<p>Minimising Adverse Impacts Caused by Change</p> <p>Change within the Gardens will be aimed at conserving and/or enhancing the heritage values of the place. Major aspects of significance will be given 'conservation priority' in the management of the place.</p>
	<p>Works Application</p> <p>All applications for planning permits will be professionally assessed for potential adverse heritage impacts, applying the principles and policies contained in the CMP.</p> <p>Tasmanian Heritage Council approval for certain major and minor works) will be sought in archaeologically sensitive areas.</p> <p>The standard exemptions for works requiring Tasmanian Heritage Council approval will apply to the area of the Gardens covered by the THR listing.</p>
	<p>Communication of Heritage Values.</p>

Policies	Policy components
	Ensure that the heritage values and constraints of the Gardens are effectively communicated to all relevant personnel.
	<p>Appropriate Qualifications and Heritage Training</p> <p>All works to the Gardens embodying significant heritage values will be carried out by suitably qualified personnel/tradespeople/contractors with practical experience or proven ability with respect to heritage conservation.</p>
	<p>Corporate Knowledge Management</p> <p>Consolidate and preserve use of the corporate knowledge of RTBG staff and volunteers to enhance understanding of the history and heritage values of the Gardens</p>
	<p>Conservation and Maintenance Records</p> <p>An ongoing record of change at the site will be maintained as part of the management of the Garden's heritage values.</p> <p>The management of the heritage values at the Gardens will involve an active and ongoing program of archival recording.</p>
	<p>Heritage Register Listings and Nominations</p> <p>The RTBG will safeguard the heritage values of the Gardens by pursuing a policy of nominating it to, and/or maintaining it on, relevant heritage registers/lists.</p>
	<p>Further Research</p> <p>The management of the heritage values within the Gardens will be informed by an ongoing program of research</p>
	<p>Distinguishing between original/early and new fabric.</p> <p>The authenticity of significant early elements at the site will be identified and, wherever possible, retained as part of any works. Where new work is introduced, it will be identifiable as such.</p>
	<p>Adaptation</p> <p>The appropriate authorities will adopt a cautious approach to adaptation works. The nature and extent of adaptation works will be guided by assessed heritage values and tolerance for change.</p>
	<p>Evaluation of Alternatives</p> <p>Changes to significant remains/elements of Gardens will be aimed at conserving and/or enhancing the heritage values of the site.</p>
	<p>In Situ Retention</p> <p>The retention of significant fabric in situ will be the preferred management approach.</p>
	<p>Aboriginal Community</p> <p>Aboriginal people are the rightful interpreters of their history and cultural heritage.</p> <p>Undertake, with the assistance of the Tasmanian Aboriginal Heritage Office, consultation with the Tasmanian Aboriginal Land and Sea Council and other relevant Aboriginal community organizations, to develop historic themes, storylines and appropriate interpretative initiatives for the Gardens.</p>
	<p>Aboriginal Archaeology</p>

Policies	Policy components
	Any Aboriginal archaeological sites/objects exposed at the site will be managed in accordance with the <i>Aboriginal Relics Act 1975</i> (TAS) and in consultation with the Tasmanian Aboriginal Land and Sea Council.
	<p>Management of Archaeological Resources</p> <p>The identified archaeological resource in the Gardens represents an integral part of its overall cultural significance; conservation and management of this archaeological resource will be a high priority.</p>
	<p>Movable Heritage</p> <p>The history and heritage significance of items and equipment specifically related to the Gardens should be actively interpreted to the public.</p>
	<p>New Development</p> <p>New development within the Gardens should respect the area's heritage values</p>
	<p>Further Research</p> <p>The management of the heritage values within the Gardens will be informed by an ongoing program of research</p>
Interpretation	<p>Commitment to Best Practice</p> <p>The RTBG is committed to interpretation strategies which reflect world best practice. It will take account of contemporary trends and published research on approaches demonstrated to be of the highest standard for communicating effectively with interpretive audiences.</p>
	<p>Engaging Audiences</p> <p>The RTBG interpretive program will engage its audiences in ways that are meaningful and relevant to the range of audience needs and interests. It uses a multidisciplinary approach that supports a high level of engagement, ranging from personal interpretation to publications, educational programs and interactive activities.</p>
	<p>Research</p> <p>Interpretation will be accurate and based on sound research and scholarship.</p>
	<p>Commitment to Monitoring and Evaluation</p> <p>The RTBG is committed to ongoing monitoring of and regular evaluation of its interpretive program, to ensure that resources and effort are directed to the most effective outcomes for the interpretation investment.</p>
	<p>Interpretation Delivery and Sustainability</p> <p>The interpretive program is a vital means for protecting and sustaining the RTBG heritage values and its delivery will not in any way impair those values.</p>
	<p>Community Involvement</p> <p>RTBG recognises the significance of the site, its collections, assets and role to the local community. The interpretation program seeks to foster local involvement to nurture the local connection and also as an important mechanism for delivering interpretation.</p>
	<p>Inclusivity</p> <p>While RTBG has a legal obligation to abide by the <i>Disability Discrimination Act 1992</i>, it acknowledges that its interpretive program represents a key strength in meeting the needs of those with ambulant, sight and hearing impairment. The interpretive program will represent equality of opportunity and experience.</p>
	<p>Planning Framework</p> <p>An Interpretation Plan will be prepared and/or reviewed every five years and will be</p>

Policies	Policy components
	underpinned by annual Delivery Plans that specify implementation or action priorities for the year as they relate to evaluation findings, resources and budget.
	<p>Thematic Interpretation and the TORE™ Model</p> <p>All RTBG interpretation will conform to the Thematic Interpretation model of TORE™.</p>
	<p>Visitor Satisfaction</p> <p>The RTBG interpretive program is considered to achieve its overall interpretation standard when evaluation of the interpretive program indicates that 75% or more of those who visit the Gardens report high to very high satisfaction with the program.</p>
	<p>Publication Standards</p> <p>The purpose, design and content of interpretive publications must be targeted to an identified audience need that fits within the current Interpretation Plan and its annual delivery plan or addresses an emerging need.</p>
	<p>Signage Standards</p> <p>Design and manufacture of interpretive signs must conform to any signage guidelines adopted by RTBG, including any style or materials requirements.</p>
	<p>Tour Standards</p> <p>All guided tours are to incorporate standards per the Interpretation Procedure.</p>
	<p>Outsourcing Interpretation</p> <p>The engagement of external interpretation practitioners, such as designers, writers and illustrators, will be subject to preparation of a brief for the work. The brief will be approved by the Manager Botanical and Public Programs.</p>
Visitor Survey	<p>Responsibilities</p> <p>The Manager of Botanical and Public Programs will have responsibility for the implementation of this policy, with assistance from the RTBG Board.</p>
	<p>Standards and Ethics</p> <p>The RTBG will prepare a privacy statement that will be made available to the public at the time of conducting surveys.</p> <p>All RTBG visitor surveys should be prepared and conducted so as to conform with national and international standards for social research.</p>
	<p>Survey Design</p> <p>Surveys will be prepared so as to be:</p> <ul style="list-style-type: none"> • clear and easy to comprehend or communicate • friendly and personal • brief and easy to complete (i.e. where possible use multiple choice questions rather than open questions) and limit the length of the survey (pages and questions)
	<p>Time of Year to Survey</p> <p>The timing may depend on the purpose of the survey and the client market that the RTBG wishes to survey.</p> <p>Ideally, the RTBG should conduct biannual visitor experience surveys in an attempt to capture seasonal differences in visitor profiles, activities and perceptions. Surveys should be conducted in October and April every year, and include both weekday and weekend visitors.</p>
	<p>Survey Consistency</p> <p>Surveys will be drafted so as to have a level consistency sufficient to allow meaningful comparison over time.</p>

Policies	Policy components
	<p>Reporting</p> <p>The findings from all visitor surveys will be compiled and made accessible to the public (e.g. via the RTBG website), and will be incorporated into relevant RTBG documents.</p>
Visitor Facilities	<p>Provision</p> <p>The RTBG will provide a high standard of visitor facilities, which will contribute to the overall quality of the RTBG experience. More specifically, the RTBG will aim to provide for universal access where practicable.</p>
	<p>New Development</p> <p>New development will use forms that are of a sympathetic contemporary design rather than forms patterned on historic influences.</p>
	<p>Access</p> <p>The RTBG, in partnership with relevant land managers, will work towards improving public access to the Gardens, including:</p> <ul style="list-style-type: none"> • the efficiency and safety of pedestrian linkages from the city centre and the Queens Domain, the foreshore, and from the Tasman Highway; • parking and safety issues associated with the Lower Entry, off the Domain Highway; • address legislative requirements for universal access as far as practical • providing appropriate and well-signed public entry/exits • providing safe, adequate and visually unobtrusive parking for visitors to the Gardens
Events and Activities	<p>Hosting Events</p> <p>The RTBG will continue to support events and activities that are consistent with the vision, mission and objectives of the RTBG, and that are consistent with the physical carrying capacity of the site.</p> <p>The RTBG will seek to improve the on-site infrastructure required for events and activities. Such infrastructure will not detract from the landscape or heritage values of the site, and may be either temporary (demountable) or permanent.</p>
	<p>Temporary Structures</p> <p>The RTBG will continue to utilise temporary structures to support special events and activities within the Gardens.</p>
Expansion	<p>Land Tenure Arrangements</p> <p>The RTBG will seek to obtain freehold title of the lands that it manages. In circumstances where this is not possible or practical, its second preference is for leasehold. Where leasehold is not possible, joint management of land will be considered. Where joint management of land is to occur, it will be in the form of a Memorandum of Understanding with the partner agency.</p>
Funding and Resources	<p>The Gardens will seek sufficient funding to maintain the Gardens to the highest standards and to actively pursue its vision, mission, goals, policies and interpretation themes.</p> <p>In accepting funds/donations, the RTBG will ensure that the values of the site are not compromised.</p>
Management Partnerships	<p>General</p> <p>The RTBG will continue to actively participate in, and develop horticultural, plant conservation, educational or other relevant partnerships with government bodies, organisations or registered community groups, on projects that contribute to the achievement of the Garden's vision, mission and objectives.</p>

Policies	Policy components
	<p>International and National Agreements and Partnerships</p> <p>The RTBG will continue to meet its obligations as a member of the Botanic Gardens Conservation International (BGCI), the Council of Heads of Australian Botanic Gardens (CHABG) and as a signatory to various related agreements.</p> <p>The RTBG will seek to develop further international and national partnerships with other Botanic Gardens, horticultural enterprises or plant conservation organisations, which are consistent with the RTBG's vision, mission and objectives, and which are within the capacity of the RTBG. In particular, the RTBG will seek to engage in partnerships that contribute to sustainability, biodiversity, and address climate change issues.</p>
	<p>State, Regional and Local Partnerships</p> <p>The RTBG will remain a member of the Queens Domain Advisory Committee (QDAC).</p> <p>The RTBG will continue to work in partnership with the Department of Primary Industries and Water (Threatened Species Section), the Herbarium of the Tasmanian Museum and Art Gallery, TEMCO, the Tasmanian Minerals Council, the Australian Flora Council, and the Friends of the RTBG, to contribute to the conservation of rare or threatened Tasmanian flora species,</p> <p>The RTBG will seek to develop further state and local partnerships with other, horticultural enterprises, plant conservation organisations, or other organisations, which are consistent with the RTBG's vision, mission and objectives, and which are within the capacity of the RTBG. In particular, the RTBG will seek to engage in partnerships that contribute to sustainability, biodiversity, and address climate change issues, or aid in the everyday operations of the Gardens.</p>
Future Use & Development	<p>Government House</p> <p>The RTBG will regularly liaise with Government House about matters of mutual interest as desirable to the achievement of its mission.</p>
	<p>Beaumaris Zoo Site</p> <p>The RTBG will work with the HCC to consider acquisition, lease or joint management of the Beaumaris Zoo site as desirable to the achievement of its mission.</p>
	<p>The 'Golf Course'</p> <p>The RTBG will work with the HCC to consider acquisition, lease or joint management of some portion or all of the 'Golf Course' as important to the achievement of its mission.</p>
	<p>Lower Domain Road</p> <p>The RTBG will work with the HCC to promote the closure of Lower Domain Road and for its acquisition and incorporation into the Gardens for a variety of purposes in support of its mission.</p>
	<p>Annexes</p> <p>The RTBG will seek an annex or annexes that will provide for a more full compliment of Tasmania's species to be presented.</p>
Monitoring and Review of Plans and Policies	<p>The RTBG will monitor the implementation of the Strategic Master Plan (SMP) and associated key plans and policies (e.g. the Living Collections Plan/Policy, the Conservation Management Plan/Policy, the Interpretation Plan/Policy, and the Visitor Survey Plan/Policy).</p> <p>Substantive review and update of the SMP and associated plans and policies will be undertaken every twenty years intervals by suitably qualified staff or consultants.</p> <p>Reviews of the SMP and associated plans and policies will be undertaken at five year intervals in conjunction with the preparation of the Strategic Management Plan.</p>

Policies	Policy components
	<p>Minor amendments may be incorporated into working copies of plans and policies on an annual basis (concurrent with Business Operational Plans) following the review of the Director and the approval of the Board. All relevant staff members are to be notified of the amendment immediately.</p> <p>Amendments are to be incorporated into associated operational and asset management plans where required.</p>
<p>Operations and Asset Management</p>	<p>Maintenance</p> <p>Maintenance of RTBG infrastructure, amenities and facilities will be carried out on a regular basis, as outlined in the relevant operational plans and the policies and procedures adopted by the Gardens.</p> <p>Maintenance works will be clearly documented.</p>
	<p>Water Use and Management</p> <p>The RTBG will strive to be a leader in sustainable water management, and will:</p> <ul style="list-style-type: none"> • work towards developing and implementing a stormwater/sewerage reuse system that enables water recirculation, and minimises the reliance on the reticulated water system • factor water requirements into the assessment of potential new collections / plantings • work in partnership with the Hobart City Council to improve water management (e.g. minimising the volume of runoff through improved drainage) on the Queens Domain, improving the quality of water entering the Gardens, and minimising the overall volume of stormwater runoff entering the Derwent River Estuary • continue the sustainable watering practices as outlined in the <i>Watering Protocol</i>, and updating as circumstances, knowledge and resources change • continue to develop display gardens and educational programs that communicate the importance of sustainable water use, and methods of sustainable gardening

Table 5.2 Summary of RTBG Policies

5.7 INTERPRETATION STRATEGY

Interpretation is critical to the achievement of the RTBG's strategic intent, both externally and internally, and forms part of its core business. It does this through the application of targeted communication with external audiences designed to influence their level of understanding and connection with the Gardens.

Thematic interpretation⁷⁰ aims to make it easy for visitors to form such connections by interpreting through the strategic delivery of themes – sometimes referred to as the central or take-home messages.

The SMP recognises the synergistic benefits that arise from locating the themes firmly within the strategic management framework for the RTBG. By locating them so, the themes become an important decision making tool in assessing directions for the development of facilities, living collections and programs.

Importantly, the themes convey what makes the RTBG distinctive in relation to other natural and cultural areas and other botanical gardens in Australia and overseas. They express the vision and mission of the Gardens in a manner that will matter to visitors. In this way they contribute to the RTBG's competitive advantage through high visitor satisfaction, word-of-mouth promotion and repeat visitation.

The primary themes identified in the *RTBG Interpretation Plan* are:

Without the work of the Royal Tasmanian Botanical Gardens, our biodiversity would suffer – and so would we.

The Royal Tasmanian Botanical Gardens, is a leader in Tasmanian horticultural practices, opening the world of plants to you.

The story of the Gardens has gone full circle, from survival on a local scale back then to the survival of every one of us in the future.

⁷⁰ Thematic interpretation is a world's best practice methodology based on two decades of communications psychology research identifying that the strongest intellectual and emotional connections arise from interpretation that is thought-provoking rather than fact-oriented. Integrated thematic interpretation has been proven to be highly effective in holding visitor attention and in making the experience memorable – and one that they will enthusiastically recommend to others. See Powell, R. & Ham, S. op. cit.

It took unskilled convict labour to establish these gardens – and takes specialist skills and knowledge to keep them thriving now.

The secondary themes identified in the *RTBG Interpretation Plan* are:

The Royal Tasmanian Botanical Gardens shows you how to make a difference when it comes to environmental change.

For many locals, this place is like a member of the family.

The Royal Tasmanian Botanical Gardens have the power to inspire us and provide sanctuary in our busy lives.

The themes form a set of 'launching pads' from which the larger interpretation program is to be developed and delivered as set out in the *RTBG Interpretation Plan*. It should be noted here that the way the themes are expressed above is unlikely the way that they will be expressed to the various audiences. Rather, the themes as expressed herein are designed to capture the intent of the messages to be delivered.

SECTION 6

MASTER PLAN AND 20 YEAR STRATEGIC ACTION PLAN

One of the principle purposes of the SMP, as outlined in the project brief, is to establish a master plan for the physical development for the Gardens in line with achievement of its strategic planning framework (Section 6.1).

The brief also required that an action plan be prepared to lead the implementation of the various tasks required to achieve the outcomes of the SMP (Section 6.2).

Importantly, the master plan incorporates a mix of proposals that:

- have varying priority (i.e. short to long term);

- range from fundamentally important to aspirational in their scope; and

- the RTBG can commence and complete in its own right (i.e. within its current staff and budget frameworks) and those that will require grants, partners or sponsorship.

Amongst the aspirational projects, are those which should be identified by the RTBG in the very near future as 'bi-centennial' projects so that funding can be pursued, plans established and construction to occur in time for 2018.

6.1 THE MASTER PLAN

A master plan (Map 6.1) has been prepared indicating the recommended physical developments for the RTBG. The master plan represents how the Gardens might look in 20 years if all of the recommendations herein are implemented. The master plan also recognises that many of these proposed changes will fundamentally establish the look, feel and experience of the Gardens over a much longer time period.

The key physical elements illustrated on the master plan are:

- the identification of areas that bound the Gardens in which the RTBG has an interest in cooperating with the relevant owners to achieve mutual benefits (Section 6.1.1);

the evolution of the living collections, and the implementation of the Living Collections Plan, in particular changes and additions to the existing physical layout of collections (Section 6.1.2);

improvements to the visitor facilities and services that will enhance accessibility, the quality of the visitor experience and interpretation of the RTBG (Section 6.1.3); and

consolidation of administrative, operational and other site functions of the RTBG, to provide more efficient and effective management in the long term (Section 6.1.4).

The following discussion describes each of these elements in greater detail.

Insert Map 6.1 Master Plan A3

back of A3

6.1.1 Sphere of Involvement : Expansion of the Gardens Role

The issues surrounding a lack of space within the Gardens to expand collections or activities were discussed in Section 4.2.4. The master plan addresses opportunities for the Gardens to grow its 'sphere of involvement' in the management of nearby areas wherein its collections might be extended and its core activities better supported. The recommendations of the master plan are supported by the various policies developed as part of the SMP process (Attachment A).

The principle areas where the Gardens sphere of involvement could expand (Figure 6.1) are:

the Beaumaris Zoo – the zoo has previously been identified as an area where collections with Southern Hemisphere and Gondwanan associations could be developed;

the 'golf course' – this area, directly above the main entry to the Gardens, is suited to the presentation of a range of natural and cultural plant collections, is well located to the arrival to the site and topographically suited to a range of uses provided that the existing natural and cultural values of the site are appropriately considered including through improved access and interpretation; and

Grasslands Gully – this area presents significant potential to present the grassland, grassy woodland and related riparian flora of the Greater Hobart region⁷¹.

Each of these areas is owned by the Hobart City Council and all proposals are subject to their agreement.

There may also be significant benefits to the Gardens to be derived from development of guided access to parts of the Government House grounds if this could be negotiated.

At a global level, the Gardens sphere of involvement may be extended to participation in capacity building programs in lesser developed nations in line with the RTBG's commitments to the BGCI (as set out in the *International Agenda for Botanic Gardens in Conservation*), BGANZ (as a member of the BGCI) and the Millennium Seed Bank program.

⁷¹ Note, there are a few conifers that may need to be retained if they are found to contribute to the significance of the Conifer Collection. Nonetheless, if found to have significance, the policies herein allow for their ultimate removal providing they can be replaced elsewhere in the Gardens or a nearby site.

Insert Figure 6.1 Sphere of Influence

6.1.2 Evolution of the Living Collections

The analysis of the living collections (Section 3.3) indicates the potential to develop new collections, renew existing, under-performing ones or to remove irrelevant collections to allow for other uses.

The analysis of the collections and consideration of the strategic framework suggests the identification of clear precincts within to develop specific types of collections and changes to the collections themselves to enhance their value to the Gardens and its vision, mission, goals and interpretation themes.

Physical Layout - Precincts

In line with the extension of the Gardens beyond its boundaries is the opportunity to identify specific precincts in the Gardens within which to develop particular types of collections. The principle opportunities in this regard are shown on Figure 6.2-6.5 and include:

TASMANIAN AND SOUTHERN HEMISPHERE COLLECTIONS PRECINCTS

The identification of existing areas of the Gardens for Tasmanian and Southern Hemisphere plant collections reflecting the diversity of vegetation types in the State and the extent of its related cool climate Southern Hemisphere genera (Figure 6.2) including:

- the development of a Tasmanian eucalypt and dry flora collection at the northern end of the Gardens with associated other Tasmanian collections developed underneath;

- the development of an area to illustrate Tasmania's drier and salt tolerant vegetation including heathland and woodland species;

- the development of a Tasmanian wet forests area including an extended Tasmanian fern collection (see Section 6.1.3, Visitor Attractions);

- the redevelopment and expansion of the New Zealand Collection; and

- the expansion of the Gondwana collection (as far as can be done within the limited confines of its existing location).

Insert Figure 6.2 Tasmanian and Southern Hemisphere Collections Precincts

The master plan also identifies improvements to access across the Lower Domain Highway that would facilitate better use of the foreshore through:

the relocation of the Sub-Antarctic collection and the addition of alpine and sub-alpine collections within a purpose built visitor attraction at Pavilion Point⁷² (see also Section 6.1.3, Visitor Attractions);

the development of a saltmarsh collection on the foreshore using a system of 'floating beds' as display areas (soil-filled structural geo-fabric suspended from floating or pile supported walkways could provide a suitable media/setting for growing such plants, similar to the way in which a sphagnum mat supports plant growth in a bog – use of such a system overcome the need for the filling of the river); and

the development of the foreshore as a 'collection' of typical Tasmanian foreshore species (as opposed to simply rehabilitating the area, this may involve introduction of coastal species from elsewhere in the State).

CULTURAL AND ORNAMENTAL COLLECTIONS PRECINCT

At the same time various areas of the Gardens are to be managed for their cultural and ornamental collections and heritage values (Figure 6.3) including:

the Significant Tree Collection (note this collection is spread throughout the Gardens);

Conifer Collection at the main entry and along the boundary with Lower Domain Road;

the Palm Collection;

the Deciduous Tree Collection;

the Japanese Garden;

the various other collections spread through the centre of the Gardens (i.e. Cottage Garden, Conservatory, Bedding Plants, Lily Pond, etc.); and

the upper and lower lawns.

⁷² Subject to a business case being prepared that supports such a venture.

Figure 6.3 cultural and ornamental collections Precinct

EDUCATION AND ECONOMIC COLLECTIONS PRECINCTS

Figure 6.4 identifies the areas identified for further development of educational and economic collections (i.e. collections with a demonstration focus). The proposed area correlates strongly with the existing Easy Access Garden, the WSUD garden, the Education Pod and Pete's Patch. These collections have strong affinities with the interpretation themes around sustainability and the early history of the Gardens as set out in the *RTBG Interpretation Plan 2008-2013*. Economic collections also have a strong heritage link to Government House and the use of adjacent areas there (historically and into the present day).

The map shows the proposed area for the Education and Economic Collections Precincts. These areas are proposed to include:

purpose built facilities will be constructed in support of these collections including classrooms, purpose built beds, glasshouses, etc. targeted to use by visiting groups;

a children's garden, specifically targeted to educational messages;

perennial and annual vegetable plots (Pete's Patch) and other crop and vegetable plots (with an emphasis on food plants, the home vegetable garden, heirloom and heritage species);

the Herb Garden;

the heritage apple collection and possibly other orchard species (fruit and nut);

collections focused on sustainability (i.e. WSUD);

areas to demonstrate sustainable horticultural practices (i.e. composting, integrated pest management, etc.); and

some limited area for 'community gardens' (or some variant thereof).

Location of the education and economic collections in this area has strong heritage links to Government House and the use of adjacent areas there (historically and in the present day).

Figure 6.4 Education and Economic Collections Precincts

OPERATIONS PRECINCTS

Figure 6.5 shows the operational areas of the Gardens being retained in their current locations until such time as space becomes available elsewhere. In the interim, rationalisation of the use of the Nursery area, the moving of potted to collections to in ground locations, the amalgamation of administrative functions and the removal of car parking from the area would result in better utilisation of the available space.

Figure 6.5 also shows the retention of the northern storage area for the bulk storage of garden and building materials. Whilst the northern storage area remains some distance from the nursery, there were no suitable options available for relocating these activities elsewhere in the grounds. Nor is there scope to shift the depot to the Nursery where similarly there are spatial constraints and the additional potential impacts of noise from the depot operations on residential areas on the Government House estate.

Figure 7.5 shows the introduction of an Eastern Storage area at the far extremity of the main east-west path. There is scope in this area for the development of a small, discrete area for the storage of topsoil, mulches and other soft materials. Access to the area would be limited to the smaller of the RTBG's vehicles (golf carts). Development in this area could be visually sensitive if, in the future, access is developed along this path to the foreshore. In response, screening vegetation should be retained and/or intensified to ensure the visitor experience is not impacted on.

Some benefit will accrue to operations if Lower Domain Road is closed to through traffic, as the road could be used as an alternative route for service vehicles between the depot, the Nursery or other parts of the Gardens (see Figure 6.7 below). Native vegetation to the north of the depot provides some visual screening from the highway and the Eastern Shore⁷³.

⁷³ Albeit this would be retained whether the land was managed by Council or the RTBG.

Figure 6.5 Operational Precincts

Changes to Collections

The need to manage and maintain the living collections as individual groupings of plants is also a critical issue to be addressed by the RTBG. Table 6.1 adapts the table used to analyse the collections and reflects the intended precinctual developments described above, showing for each collection:

future directions including whether or not the collection should be retained in size and location, retained and expanded in size, upgraded in content or retained but moved to a new location or de-accessed;

comments on the future directions expanding on the opportunities for each; and

the existing unweighted ratings for each attribute and current total scores, highlighting where the greatest benefits can be derived from upgrading the collections.

Note within the table, that upgrade refers to improvements that can be made within the collection to enhance its rating against a particular attribute. It is not practical to expect that all low scores can be raised. For instance, scores against the heritage attribute are inherently fixed, that is unless a particular bed was reconstructed using historic precedent.

Highlighted areas are, therefore, considered to be the priority areas where it would be most beneficial for the Gardens to target its efforts.

The principle recommendations from the analysis of the collections are to:

emphasise the introduction on species of conservation significance and of known provenance;

recognise the strong relationship of the Tasmanian and Southern Hemisphere collections to the vision and mission of the Gardens and the need to retain and expand these collections for their potential benefits;

de-access the Asian Woodland and Conifer Cultivars collections and replace them with other species or collections that support the vision, mission, goals, strategies and interpretation plan;

significantly redevelop the Sub-Antarctic (subject to a business case) and Tasmanian Ferns collections as major visitor attractions;

expand the opportunities for the development of economic plant collections; and

improve the presentation of WSUD garden and other native plant collections to encourage visitors that such collections have aesthetic value.

Importantly, the table also highlights the significant need for improved interpretation and those collections where greatest benefits might be gained in doing so. Table 6.2 illustrates the potential correlation between the various collections and the principle and secondary interpretation themes.

Table 6.1 Living Collections Directions A3 – first of 2 A3 pages

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Table 6.1 Living Collections Directions A3 – second of 2 A3 pages

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Table 6.2 Interpretation Themes and Collections

6.1.3 Visitor Access, Facilities and Attractions

Another of the critical issues for the future of the RTBG is the major constraints associated with the existing visitor access and facilities (see Section 4.2.5). These issues cover arrival/parking/entry, provision of an accessible path network, and visitor facilities within the Gardens with which they have the strongest correlation.

Additionally there is the potential to add 'visitor attractions' to the Gardens that might add value to the visitor experience and/or add revenue to the operations (see Section 4.2.8)

Arrival, Parking and Entry

Figures 6.6 - 6.8 indicate the recommended physical improvements to the entry road, parking and visitor access to the Gardens. The key elements are:

- to create a more defined arrival point to the RTBG with the construction of a turning circle on Upper Domain Road, adjacent to the current entry road to the main gates that will facilitate bus turning and visitor drop-off (Figure 6.6);

- conversion of the entry road to the historic main gates to a pedestrian friendly forecourt/walking entrance to allow for better interpretation of the cultural heritage and living collection values in this area (Figure 6.6) (note the area would be accessible for emergency vehicles);

- closure of Upper Domain Road as a public through route (other than for special events or emergencies⁷⁴) with two defined end points located near the quarry site and northern entrance to the RTBG (Figure 6.7);

- to create a low speed traffic environment associated with re-use of part of the road pavement for designated car parking spaces (including staff parking) and the provision of a safe pedestrian footpath to the main entry (this would substantially increase car parking spaces and responds to the existing safety risks) (Figure 6.7);

- re-design the area to the south of the proposed roundabout to achieve safer and more bus lay-by and parking (Figure 6.7); and

⁷⁴ The use of locked bollards would permit the road to be accessible at times of high use to improve access and egress from the RTBG.

Insert Figures 6.6 – 6.7 (one page)

re-design the lower car parking area to address entry and egress safety and to increase car parking numbers (Figure 6.7).

develop areas off Upper Domain Road adjacent to the Beaumaris Zoo and/or the area directly above the entry to the Gardens for car parking with pedestrian pathways leading to the RTBG main entry, subject to demand, adequate protection of values and the approval of the Hobart City Council.

Accessible Paths

Figures 6.8 – 6.11 indicate recommended improvements to the pathways within the Gardens to improve universal access for the public (i.e. paths less than or equal to 1:20 in gradient).

Figure 6.8 indicates those areas of the Gardens where universal access is presently achievable. The figure shows that these paths are not well linked to the main visitor entry points⁷⁵ and the principle attractions of the Gardens.

Figures 6.9 and 6.10 highlight recommended improvements to create a universally accessible circuit of the Gardens that links its principle features. The key features shown are:

return link from the northern part of the Gardens connecting to the area below the French Garden (Figure 6.9);

an outdoor inclinor located to the south of the French Garden that would link to the main east-west pathway (Figure 6.10); and

the construction of a walkway/bridge from the east-west pathway across the Domain Highway to the foreshore (Figure 6.11) to create a safe access between the Gardens and the foreshore, the intercity cycleway and any future facilities or attractions⁷⁶ developed on the foreshore (refer Visitor Attractions below).

⁷⁵ It is possible for people with mobility disabilities to access the visitor centre and thus connect to the main paths but the route is indirect or may require use of staff operated vehicles.

⁷⁶ The SMP identifies the opportunity to investigate the future development a major visitor attraction that could Sub-Antarctic/Alpine and Sub-Alpine Flora, saltmarsh display, Antarctic wildlife discovery and tourism facilities. The possibility of using the railway for public transit options has been discussed in the media. Ferry services also access the Gardens via a foreshore jetty.

Insert Figures 6.8 and 6.9 (one page)

Insert Figure 6.10 – 6.11

Visitor Arrival and Interpretation Facilities

The discussion herein points to the need for the development of a more accessible and inspiring hub for contemporary visitor facilities and services, that is better linked to the arrival of the RTBG and the universally accessible path network proposed above were investigated. The master plan illustrates how this can be achieved through the upgrading of the existing arrival experience from the proposed roundabout at the historic main gate to new visitor facilities and services, that integrate with existing visitor facilities at the Visitor Centre whilst including consolidated RTBG administrative functions and improved universal access into the RTBG.

The master plan shows a multiple level new building comprised of a series of platforms as shown in Figures 6.12 – 6.17 that link the existing main entry path down through the building to the existing ground level at the front of the Visitor Centre.

Figure 6.12 shows the area as it presently is. Figure 6.13 shows the entry level. This level would incorporate an entry area that was visible from the main gate and draws visitors to it. Adjacent to this would be an interpretation area where visitors would be informed about activities and events within the Gardens on that day and gave general directional information. Also on this level would be a retail outlet. This and all levels would incorporate stairs and a lift to enable movement between levels.

Figure 6.14 shows the middle level. This level includes new, consolidated and purpose designed administrative facilities and an expanded and upgraded kiosk with outdoor seating and toilets.

Figure 6.15 and 6.16 then show the existing facilities of the Visitor Centre. In this scenario, the existing function space can be upgraded and the lower ground level used for function break-out or training rooms.

The built elements would need to be lightly structured and coloured in natural tones to reduce their visual impact. Figure 6.17 diagrammatically shows the relative height and position of each of the levels.

The use of a lift at this location overcomes current access difficulties to the Visitor Centre and drops visitors directly onto the existing accessible path network.

Insert Figure 6.12 – 6.13 one pages

Insert Figure 6.14 and 6.15 one page

Figure 6.16 and Figure 6.17 (one page)

The benefits of this approach are:

the logical extension of the proposed upgrading of the arrival experience through the main gates (as above for Arrival, Parking and Entry, Figure 6.6), which would naturally lead visitors directly onto the entry platform and to all visitor facilities;

visitor information and interpretation can be provided on arrival to the entry platform, thus allowing visitors to be better informed about the RTBG experiences available to them as they move further into the Gardens;

the entry platform overlooks a sweeping view of the RTBG and the distant backdrop and adjacent social/gathering space outdoors

the entry platform would be suitably sized to allow for the gathering of small groups for guided interpretation activities;

the limited environmental and visual impact of the proposed works given the location in an already disturbed area (public toilets and visitor centre), the limited impact on living collections of significance and that the adjacent significant trees provide screening that would effectively break up the mass of the building;

the development of a new kiosk/café and accompanying outdoor dining space that meets visitor expectations and generates new revenue for the RTBG;

the consolidation of the currently dispersed RTBG administration functions into one area, releasing the Superintendents Cottage for heritage interpretation activities;

the use of a lift to allow convenient universal accessibility to the visitor facilities and also direct access onto the main paths that is already universally accessible;

the linking of the front entrance to the visitor facilities will generate higher visitor use and spend in the restaurant, kiosk/café, and retail;

improved spaces for shop, gallery and function rooms at the main point of arrival and exit to the Gardens; and

increased capacity to cater for functions such as meetings, weddings, seminars and events held at the RTBG.

Visitor Attractions

SUB-ANTARCTIC COOL TEMPERATURE COLLECTIONS

The SMP proposes the idea of a major visitor attraction at Pavilion Point to house the Sub-Antarctic Collection and other Cool Temperature Collections (alpine and sub-alpine) subject to the development of a business case. The proposal builds on the popularity of the existing Sub-Antarctic Collection and addresses the issue of the lack of appropriate conditions in the Gardens for the growing of cool temperature species.

The attractiveness of the site lies in its riverside setting with outstanding views to the eastern shore, access to the water's edge and potential access by boat from elsewhere in the estuary. Heating and cooling systems could benefit from the use of reverse cycle technology drawing on the cool river water nearby.

The development proposal would be made more attractive if the flora collections could be combined with fauna, particularly penguins native to the Sub-Antarctic collections represented in the building and/or other relevant fauna species (including other birds, insects, marine invertebrates, etc)⁷⁷.

Whilst the site is difficult to access by car, this could be overcome by:

improving public transport to the site either by bus or by rail;

encouraging access via the inter-city cycleway;

linking the site to the Gardens proper by the proposed overpass (see Accessible Paths above);

increasing the size and configuration of the lower Gardens car park (see Arrival, Parking and Entry);

establishing the proposed car parking areas above the Gardens and Lower Domain Road (in this scenario visitors would pass through the RTBG and cross the proposed footbridge to the development site); and

improvements to the road junction at the Domain Highway.

⁷⁷ The Biodome in Montreal is a good example of the concept proposed here. The Biodome allows visitors to walk through replicas of four ecosystems found in the Americas. A variety of animals live in each simulated habitat.

TASMANIAN FERN HOUSE

The master plan proposes that the Fernery could be significantly extended and upgraded to become a far more significant attraction within the Gardens along the lines of the Evolution House at the Kew Gardens. The upgraded fern house would involve replacement of the existing fernery with a new, architecturally designed building that extends the amount of covered area.

The bulk of the enclosed space would house extensive plantings of some of the earliest known plants: ferns and cycads, lichens, selaginellas, horsetails and mosses and other bryophytes. Tasmania is home to: nine aquatic Pteridophyte species (ferns and fern allies) that require permanent submersion or temporary inundation that could be accommodated in a new fernery. Other areas in an expanded could include related rainforest and wet forest plant species. In contrast to the emphasis species requiring wet, moist conditions, Tasmania is also home to 15 species that are specially adapted to survive in seasonally dry habitats which could also be accommodated in part of an expanded fern house⁷⁸.

All plants would of known provenance and feature species of conservation in line with the policies herein.

The whole of the new Fernery would be accessible via a network of paths linked by stairs and or inclinators or mini-lifts. Moisture soaked, stone walls could provide a rugged appearance and backdrop to the otherwise moist, soft feel of the fern and moss beds.

Waterfalls, overhead sprinklers and misting devices would heighten the experience of the space.

Within the fern house spaces would be created where gatherings could occur with suitable backgrounds for photographs. Small shelters might also be created in which visitors could gather out of the mist. Temperature, humidity and soil moisture displays could aid understanding of the environment in which ferns live.

Interpretation would be linked to the themes identified in the Interpretation Plan, particularly around issues of biodiversity and the ancient quality of ferns and related non-vascular species.

⁷⁸ Lang, C. 2005. "Proposal for the Development of an Expanded Fernery Display House – A Case Study Lead-In Document" unpublished proposal to the Royal Tasmanian Botanical Gardens.

CHILDREN'S GARDEN

The SMP proposes the development of a children's garden within the Education and Economic Collections Precinct (Section 6.1.2).

The proposed garden would have an emphasis on learning through play and imagination using economic and other plants, pavements, water, sculpture, soundscape, learning spaces, etc. to illustrate aspects of the interpretation themes for the Gardens.

6.1.4 Consolidating RTBG Site Operations

The opportunities for consolidating or improving RTBG physical or site operations arising from the recommendations in Sections 6.1.3 and 6.1.4 include:

the closure of Upper Domain Road to public vehicle use would allow the RTBG to use the road to transport equipment and materials from the depot (northern end) to the nursery and many other parts of the RTBG thereby reducing the use of the internal paths within the Gardens;

setting aside a parking area for RTBG staff vehicles on the Upper Domain Road (to the north of the proposed quarry site turning circle) that would reduce the risks of introducing disease in the nursery and seed bank area;

release of the Superintendents Cottage for heritage interpretation with the proposed relocation of the RTBG administrative function into one of the two proposed new office locations;

expansion of the current retail, gallery and meeting/function space within the proposed new visitor facilities;

reduction in the amount of staff time required to assist visitors with mobility difficulties to access the visitor centre through the creation of new universal access path links; and

improvements to the operations areas to be gained by removing cars and reducing through traffic within the Gardens.

6.2 ACTION PLAN

This chapter sets out a 20 Year Strategic Action Plan for the RTBG and outlines the:

three goals for the RTBG (as formulated in Section 5);

strategies for each of these goals (as formulated in Section 5);

recommended actions for each of the strategies;

responsibility for implementing the recommended actions;

timing for implementation of the recommended actions based on:

short term being the next 1-5 years,

medium term being within 6-10 years, and

longer term being within 11 –20 years;

indication of whether any of the recommended actions are ongoing and thus require continual action to be implemented (depending upon the availability of resources); and

performance indicators for the monitoring of progress in the implementation of the recommended strategies.

Where identified, responsibility for implementing a recommended action within the RTBG has been given shown using the following abbreviations:

RTBG Board (Board);

Strategic Master Plan Project Committee (SMPPC);

Horticultural Assets Business Unit (HA);

Major Projects Business Unit (MP);

Botanical and Public Programs Business Unit (BPP);

Business Services Business Unit (BS);

Botanical Gardens Restaurant Business Unit (BGR); and

Living Collections Working Group (LCWG).

The recommended actions build on the potential responses to issues identified in Section 4. Other recommended arise from the master plan (Section 6.1) and the four pre-requisite reports prepared as part of the SMP process including the Living Collections Plan (the LCP), the Conservation Management Plan (the CMP), the Interpretation Plan and the Visitor and Community Survey Plan (VCSP)

Goal 1 : To sustainably manage the core values of the RTBG as Tasmania's botanic gardens.

Strategy	Recommended Actions	Responsibility	Timing	Performance Indicator
<p>Strategy 1.1 To ensure the RTBG is internationally recognised for its collections of southern hemisphere cool climate plants with a particular emphasis on Tasmania's flora.</p>	<p>1. Implement the Living Collections Plan and the related recommendations in Section 6.1.2 herein.</p>	<p>RTBG (HA, LCWG)</p>	<p>Short</p>	<ul style="list-style-type: none"> • Living Collections Plan and policy adopted immediately. • 5-year review of LCP within in line with development of Strategic Management Plan • Major review of LCP within 20 years of approval
	<p>2. Rationalise and/or remove collections within the Gardens, as outlined in the Living Collections Plan and the SMP. See Section 6.1.2</p>	<p>RTBG (HA)</p>	<p>Ongoing as part of LCP</p>	<ul style="list-style-type: none"> • Rationalisation of plant collections in accordance with LCP • Review and possible rationalisation of facilities in accordance with Heritage Conservation Management Plan

Strategy	Recommended Actions	Responsibility	Timing	Performance Indicator
<p>Strategy 1.1 (cont.) To ensure the RTBG is internationally recognised for its collections of southern hemisphere cool climate plants with a particular emphasis on Tasmania's flora.</p>	<p>3. Integrate or relocate operational functions that may in turn free-up existing facilities or space for new uses in line with the SMP. For example:</p> <ul style="list-style-type: none"> • relocation of the current administration offices within any new visitor arrival and interpretation facility; • relocation of current service vehicle delivery functions from the front entrance to another location; and • relocation of the storage yard to integrate with the nursery/depot in the long term, subject to additional land being available. 	<p>RTBG Board RTBG (HA) (MP) (BPP) (BS) (BGR)</p>	<p>Dependent upon funding to allow new opportunities for integration and relocation of functions.</p>	<ul style="list-style-type: none"> • Opportunities for relocating various operational functions are assessed as part of the implementation of the SMP, the 5 Year Strategic Management Plan, and as resources permit upgrading or new investment within the RTBG.
	<p>4. Consider future use options for the foreshore land managed by the RTBG and ways that safe physical links can be made between it and the Gardens. The SMP indicates opportunities for wetland plant displays, utilising the site for a major tourism attraction, and new pedestrian linkages to resolve safety issues and future public transit development.</p>	<p>RTBG Board RTBG (MP) Hobart City Council State Government (DIER, MTT)</p>	<p>Dependent upon future planning for foreshore, cycleway and railway connections.</p>	<ul style="list-style-type: none"> • Potential opportunities for development and linkages between the foreshore use and RTBG are explored with State Government, HCC and any future investors within the life of the 5 year Strategic Management Plan

Strategy	Recommended Actions	Responsibility	Timing	Performance Indicator
<p>Strategy 1.1 (cont.) To ensure the RTBG is internationally recognised for its collections of southern hemisphere cool climate plants with a particular emphasis on Tasmania's flora.</p>	<p>5. Consider future options for the development of working partnership arrangements between the RTBG and its neighbours (e.g. Hobart City Council, Government House) to allow for agreed access, shared management responsibilities and/or use of their land for RTBG purposes (Section 6.1.1). In particular, consideration should be given to:</p> <ul style="list-style-type: none"> (i) possible closure and redevelopment of the Lower Domain Road to improve parking and access arrangement at the main entry; (ii) joint management arrangements with Hobart City Council (HCC) in relation to the old golf range area (the area directly above the entry to the Gardens) given the significance of the conifers there to the conifer collection (there are also other threatened native species on the site that could be interpreted as part of the Gardens conservation collections); (iii) joint management arrangements with HCC to better integrate with, improve access to, and develop the interpretation of the Soldiers Memorial Avenue and Grassland Gully from the RTBG; (iv) future management, acquisition or lease of the Beaumaris Zoo site from the HCC as an extension of the RTBG; and (v) joint arrangements with Government House to allow for managed/controlled access between the RTBG Gardens and the estate grounds for the purposes of guided walks. 	<p>RTBG Board RTBG (MP) (BPP) Hobart City Council Government House</p>	<p>Short Term for (i), (ii) and (iii). Short – medium term for (iv) Medium to long term for (v).</p>	<ul style="list-style-type: none"> • Meetings held with HCC and Government House to assess partnership opportunities. • Feasibility assessments undertaken. • Partnership agreements or MOU prepared. • RTBG features survey extended to include areas within proposed sphere of influence.
Strategy	Recommended Actions	Responsibility	Timing	Performance Indicator
	<p>6. Consider future partnership arrangements with other institutions, sites and organisations, which aid in the creation of the annexed areas required to expand the RTBG's collection of Tasmanian plant species that are not suited</p>	<p>RTBG (MP) (HA) (BS) (BPP) Other institutions</p>	<p>Medium - Long Ongoing as opportunity and</p>	<ul style="list-style-type: none"> • Need identified within the 5 Year Strategic

	<p>to the growing conditions in the Gardens (i.e. saltmarsh and wetland species, alpine plants, horticultural varieties and forms, etc.).</p> <p>This also includes the investigation of the potential to develop ex-situ collections (e.g. annexes) at other locations around the state, as a mechanism to present a wider range of Tasmanian native plants and plants with cool climate southern hemisphere affinities and to address the desire to contribute to biodiversity conservation more generally and to address the impacts of climate change.</p>		resources arises	<p>Operational Plan</p> <ul style="list-style-type: none"> • Investigations into feasibility of ex-situ collections undertaken within short-medium term • Trial partnership arrangement in place
<p>Strategy 1.2</p> <p>To respect and protect the cultural values of the site.</p>	<p>1. Incorporate the recommendations of the CMP into the asset management program for the Gardens, including updates based on feedback from monitoring programs on a regular basis.</p>	RTBG (MP) (BPP)	Short	<ul style="list-style-type: none"> • Conservation Management Plan and policy adopted within 12 months. • Minor review of CMP within 3 years of approval • Major review of CMP within 10 years of approval

Strategy	Recommended Actions	Responsibility	Timing	Performance Indicator
<p>Strategy 1.2 (Cont.) To respect and protect the cultural values of the site.</p>	<p>2. Incorporate a condition rating system into the existing asset management plan to assist in maintenance planning, including a record of works undertaken and the appropriate procedures essential to the ongoing management and maintenance of fabric. Such information should be regularly updated.</p>	RTBG (MP)	Short	<ul style="list-style-type: none"> • Condition rating system prepared as part of asset management system • Updating of information every 2 years
	<p>3. Investigate options for the appropriate reuse of heritage buildings and/or other structures that provide opportunities for public access and thematic interpretation, in particular the Superintendent's Cottage (the Administration Building).</p>	RTBG (BS) (BPP)	Short - Medium	<ul style="list-style-type: none"> • Assessment of opportunities consistent with the CMP
	<p>4. Investigate the possibility of joint arrangements with Government House and the Hobart City Council to protect and manage the cultural landscape values of the broader precinct, given the operational significance of the historic buildings and plant collections, and the historical connection between the now distinct areas.</p>	RTBG Board RTBG (HA) (MP)	Short	<ul style="list-style-type: none"> • Cultural landscape plan prepared for the broader precinct including Government House, RTBG and part of the Queens Domain • Agreement on values and management practices in place to protect cultural heritage significance

Strategy	Recommended Actions	Responsibility	Timing	Performance Indicator
<p>Strategy 1.2 (cont.) To respect and protect the cultural values of the site.</p>	<p>5. Maintain collaborative working relationships with the Tasmanian Aboriginal community.</p>	<p>RTBG (BPP)</p>	<p>Ongoing</p>	<ul style="list-style-type: none"> • Extent and significance of Aboriginal heritage values are identified and documented in collaboration with the Tasmanian Aboriginal community • Consultation mechanisms in place with the Tasmanian Aboriginal community regarding any use, development and management that has the potential to impact on these values
<p>Strategy 1.3 To be involved in and support world conservation programs for the world's flora.</p>	<p>1. Continue to strive to achieve the agreed BCG 2010 targets.</p>	<p>RTBG Board RTBG (HA) (BPP)</p>	<p>Short</p>	<ul style="list-style-type: none"> • BCGI 2010 targets adopted and included within the 5 Year Strategic Operations Plan
	<p>2. Investigate ongoing funding opportunities to secure the function of the Millennium Seed Bank past 2010.</p>	<p>RTBG Board RTBG (BPP)</p>	<p>Short</p>	<ul style="list-style-type: none"> • Ongoing funding for the Seed Bank secured for each 5 Year Strategic Operations Plan
	<p>3. Maintain and expand partnerships with DEPHA and the University of Tasmania (Plant Science Department).</p>	<p>RTBG (BPP)</p>	<p>Short</p>	<ul style="list-style-type: none"> • Partnership arrangements and responsibilities set-out between RTBG and other institutions • Memorandum of Understanding agreed between DEPHA and the RTBG

Strategy	Recommended Actions	Responsibility	Timing	Performance Indicator
<p>Strategy 1.3 (cont.) To be involved in and support world conservation programs for the world's flora.</p>	<p>4. Develop a research program in line with the Living Collections Plan that responds to the RTBG's vision, mission, objective and goals. Seek funding support to undertake these research programs.</p>	<p>RTBG (BPP)</p>	<p>Ongoing</p>	<ul style="list-style-type: none"> Research priorities identified within the 5 Year Strategic Operations Plan
<p>Strategy 1.4 To be a community leader in sustainable environmental programs.</p>	<p>1. Investigate how the RTBG's strengthening role as an organisation committed to conservation and sustainability can be incorporated in the presentation, development, maintenance and interpretation of existing and new collections.</p>	<p>RTBG (HA) (BPP)</p>	<p>Short</p>	<ul style="list-style-type: none"> Adoption of the Thematic Interpretation Plan for the RTBG
	<p>2. Incorporate the 'precautionary principle' into all management and development activities, including a consideration of projected climate change scenarios. Particular consideration should be given to living collections planning and policy documents, given the uncertainty that surrounds the future impact of climate change on the living collections.</p>	<p>RTBG Board RTBG (HA) (MP) (BPP)</p>	<p>Short</p>	<ul style="list-style-type: none"> Consideration of climate change implications become a significant part of the planning process for the RTBG Mitigation actions included in the 5 Year Strategic Operations Plan

Goal 2 : To promote and manage the RTBG to ensure its users have the opportunity to attain a quality experience of the place and its values.

Strategy	Recommended Actions	Responsibility	Timing	Performance Indicator
Strategy 2.1 To achieve excellence in horticultural and botanical education, research, training and extension programs.	1. Develop and deliver niche horticultural and botanical on-site education programs that are aligned with the RTBG's vision, mission, objectives and goals and the Thematic Interpretation Plan.	RTBG (BPP)	Short and ongoing	<ul style="list-style-type: none"> Review of existing educational programs at 5 year intervals in line with the Strategic Management Plan
	2. Work towards the RTBG being recognised as a leading vocational workplace training provider in horticulture.	RTBG (BS)	Ongoing	<ul style="list-style-type: none"> Maintain status of training provider in regular review with TAFE and other institutions
	3. Develop and implement an educational program tailored to curriculum education, vocational, post-graduate and volunteer needs, based around identified interpretation themes.	RTBG (BPP)	Short and Ongoing	<ul style="list-style-type: none"> Develop and implement program within the 5 Year Strategic Operational Plan period
Strategy 2.2 To communicate the relevance and importance of the RTBG, its programs, people and context through meaningful and valued interpretation.	1. Adopt the Thematic Interpretation Plan which Identifies strong, meaningful and thought-provoking interpretive themes that are targeted to audience types and learning styles. Themes will build 'sense of place' connections for both visitors and locals.	RTBG (BPP)	Short	<ul style="list-style-type: none"> Interpretation Plan and policy adopted within 12 months. Minor review of the Interpretation Plan within 5 years of approval Major review of the Interpretation Plan within 10 years of approval

Strategy	Recommended Actions	Responsibility	Timing	Performance Indicator
<p>Strategy 2.2 (cont.) To communicate the relevance and importance of the RTBG, its programs, people and context through meaningful and valued interpretation.</p>	<p>2. Identify the diverse range of innovative and practical interpretation techniques as outlined in the Thematic Interpretation Plan, which will help deliver the themes to the audience types.</p>	<p>RTBG (BPP)</p>	<p>Short</p>	<ul style="list-style-type: none"> • Selection and adoption of techniques, and outlines within the 5 Year Operational Plan
	<p>3. Adopt recognised guidelines and standards for interpretation and education using the TORE Model for Thematic Interpretation.</p>	<p>RTBG (BPP)</p>	<p>Short</p>	<ul style="list-style-type: none"> • Adopt the RTBG Interpretation Policy in conjunction with the Interpretation Plan • Adopt the TORE Model for all interpretation development
	<p>4. Consider visitor interpretation facilities and services within the assessment of potential new site developments that strengthen the front-door arrival experience to the RTBG. (refer to Strategy 2.5)</p>	<p>RTBG Board RTBG (MP) (BS)</p>	<p>Short - Medium</p>	<ul style="list-style-type: none"> • Visitor interpretation facilities included within the SMP and site concept plans for visitor arrival and facilities
	<p>5. Investigate effective ways to better present and refresh the delivery of directional information (maps) to visitors.</p>	<p>RTBG (BPP) (BS)</p>	<p>Short</p>	<ul style="list-style-type: none"> • Review other botanical garden maps (e.g. Sydney) to aid in the development of a more effective map and product for purchase • Consult with a professional graphic designer to develop and implement a comprehensive signage strategy for the site over the next 5 years. • Feasibility assessment completed and revised map available within 5 years

Strategy	Recommended Actions	Responsibility	Timing	Performance Indicator
<p>Strategy 2.2 (cont.) To communicate the relevance and importance of the RTBG, its programs, people and context through meaningful and valued interpretation</p>	<p>6. Investigate the possibilities for improving the diversity in the delivery of interpreted experiences to better match the needs of visitors. Priority should be given to the development of a range of themed walks that cater for different visitor needs, seasons and time availability.</p>	<p>RTBG (BPP)</p>	<p>Short</p>	<ul style="list-style-type: none"> • Adopt the RTBG Interpretation Policy in conjunction with the Interpretation Plan • Identified themed walks and marketing for these experiences within the next 5 years
	<p>7. Deliver holistic interpretation that incorporates appropriate aspects of the restaurant/food and beverage offering, infrastructure and merchandise.</p>	<p>RTBG (BPP) (BGR) (BS)</p>	<p>Short - Medium</p>	<ul style="list-style-type: none"> • Adopt the RTBG Interpretation Policy in conjunction with the Interpretation Plan • Themes identified within the Interpretation Plan integrated with restaurant/food and beverage offering, infrastructure and merchandise within the next 3 years
	<p>8. Build a stronger relationship with the Hobart City Council to look at ways to work together to integrate the visitor experience of the Queens Domain with that of the RTBG.</p>	<p>RTBG (MP) (BPP)</p>	<p>Short</p>	<ul style="list-style-type: none"> • Integration of the RTBG SMP with the revision of the <i>Queens Domain Management Plan</i>
<p>Strategy 2.3 To be a recognised deliverer of quality programs, products and services.</p>	<p>1. Undertake regular visitor surveys to identify visitor characteristics, opinions on the RTBG facilities/programs/services and level of experience satisfaction.</p>	<p>RTBG (BS)</p>	<p>Short Ongoing</p>	<ul style="list-style-type: none"> • Adoption of the Visitor Surveys policy • Visitor experience surveys conducted every two years • Specific event surveys conducted • Survey findings documented and published in the RTBG Annual Report

Strategy	Recommended Actions	Responsibility	Timing	Performance Indicator
Strategy 2.3 (cont.) To be a recognised deliverer of quality programs, products and services.	2. Enhance the RTBG website and related technology links for access by the wider community.	RTBG (BS)	Short Ongoing	<ul style="list-style-type: none"> RTBG website updated and integrated with SMP within the next 12 months RTBG website updated on a regular basis (e.g. every 3 months)
Strategy 2.4 To reposition as one of the top Tasmanian attractions in terms of number of visits and levels of awareness.	1. Prepare a brand strategy for the RTBG	RTBG Board RTBG (BS)	Short	<ul style="list-style-type: none"> Brand development workshop with RTBG staff undertaken Brand Strategy prepared and adopted within 2 years
	2. Prepare a marketing strategy and plan for the RTBG that responds to the strategic framework for the Gardens (including the Interpretation Plan) as put forward in the SMP	RTBG (BS)	Short	<ul style="list-style-type: none"> New marketing strategy and plan prepared and adopted within the next 2 years.
	3. Establish partnerships with others to enhance the promotion and awareness of the RTBG. In particular seek better integration of the RTBG experience with the facilities and experience of the natural and cultural values of the Queens Domain.	RTBG (BS) Hobart City Council, QDAC	Short	<ul style="list-style-type: none"> Potential partners identified and discussions/negotiations held within 2 years and ongoing as may be needed
	4. Continue to assess the feasibility of extending the RTBG operations to include the Beaumaris Zoo site as set out in Strategy 1.1 Action 5 of this Action Plan.	RTBG Board Hobart City Council	Short	<ul style="list-style-type: none"> Negotiations with the HCC about the future use options of the zoo site within 12 months
	5. Explore options for the development of a major visitor attraction at Pavilion Point to house the Sub-Antarctic and other cool temperature collections	RTBG Bord	Medium	<ul style="list-style-type: none"> Project concept developed and preliminary feasibility assessment undertaken.

Strategy	Recommended Actions	Responsibility	Timing	Performance Indicator
<p>Strategy 2.4 (cont.) To reposition as one of the top Tasmanian attractions in terms of number of visits and levels of awareness.</p>	<p>6. Prepare an events and activities strategy and policy for the RTBG based on the SMP, related policies and assessment of capacity limitations, impacts and management risks.</p>	RTBG (BS)	Short	<ul style="list-style-type: none"> • Events and Activities Strategy and Policy completed within 1 years • Minor review of Strategy and Policy conducted every year and major review in 5 years
<p>Strategy 2.5 To develop the built environment to facilitate the experience of the Gardens</p>	<p>1. Upgrade the directional signage and information to lead visitors in a safe and convenient way to the RTBG, including improved pedestrian linkages from the city centre and existing pathways on the Queens Domain and along the Tasman Highway. This includes the improvement of directional signage within the RTBG.</p>	RTBG (BPP) (BS) Hobart City Council DIER	Short	<ul style="list-style-type: none"> • Prepare a signage strategy for the Queens Domain and the RTBG within the next 12 months, which considers the signage guidelines of the Hobart City Council and other surrounding land managers • Existing signs reviewed and upgrade plan prepared within 2 years. • Upgraded signs installed within 3 years.
	<p>2. Investigate options for improving car parking capacity and pedestrian safety in the area of the main entrance to the RTBG. This may include reducing the need for private car parking. Potential options include:</p> <ul style="list-style-type: none"> • improved public transport services from the city centre; • create a new arrival point (turning circle) for the RTBG with conversion of the current entry road to the historic main gates to a pedestrian friendly forecourt/walking entrance to allow for better interpretation of the cultural heritage and living collection values in this area; 	RTBG Board RTBG (MP) (BS) Hobart City Council	Short	<ul style="list-style-type: none"> • Investigations and discussions with Hobart City Council regarding access, parking and safety issues completed within 6 months. • Budget allocation to allow approved works to be completed within 5 years.

Strategy	Recommended Actions	Responsibility	Timing	Performance Indicator
<p>Strategy 2.5 (cont.) To develop the built environment to facilitate the experience of the Gardens</p>	<ul style="list-style-type: none"> • closure of Lower Domain Road as a permanent thoroughfare (convert to two cul-de-sacs) and allow redevelopment of the road for designated car parking (ticketed), the provision of a safe pedestrian footpath within a low speed traffic movement, controlled access during events and emergencies and diversion of RTBG operational vehicles and trucks off the paths for some functions; • planning ahead for the longer term use of some parts of the Queens Domain (i.e. off Upper Domain Road in the area adjacent to the Beaumaris Zoo and/or in the area directly above the entry to the Gardens) for future car parking with pedestrian pathways leading to the historic main entry, subject to protection and management of any identified natural and cultural values (i.e. instigate recovery plans for species of high conservation value, design to minimise impacts) and the approval of Hobart City Council; and • creation of an alternative truck delivery option for supplies to the restaurant and shop, which avoids the parking of delivery vehicles at the main entry gates. 	As above	As above	As above
	<p>3. Assess the feasibility of the proposed upgrading of the visitor arrival experience and the quality of visitor facilities and services, which include:</p> <ul style="list-style-type: none"> • new parking and improved pedestrian paths to the main entrance as discussed as Strategy 2.5 Action 2 of this Action Plan • incorporating interpretation facilities as a key feature /drawcard upon visitor arrival • new building and outdoor space for retail/café/kiosk and interpretative use • new offices to consolidate RTBG staff and facilities • new visitor facilities to allow universal access at arrival (e.g. stairs, lift) • upgraded public amenities • conversion of part of the existing visitor centre to better cater for functions 	RTBG (Board) RTBG (MP) (BPP) (HA) (BS)	Short – Medium	<ul style="list-style-type: none"> • Feasibility assessment and costings undertaken within the next 2 years • Build a business case for the capital investment required for upgrading the visitor facilities

Strategy	Recommended Actions	Responsibility	Timing	Performance Indicator
<p>Strategy 2.5 (cont.) To develop the built environment to facilitate the experience of the Gardens</p>	<p>4. Investigate the potential for a landscaped gathering place in the lower part of the Gardens, which would allow improved facilities and services to better accommodate future events and festivals in the Gardens without creating adverse impacts on the natural and cultural values.</p>	<p>RTBG (HA) (BS) (MP)</p>	<p>Short</p>	<ul style="list-style-type: none"> Investigation and feasibility of proposed gathering place assessed within 2 years Budget submission for staged implementation prepared within 5 years
	<p>5. Investigate the feasibility of developing a large Tasmanian fernery attraction in conjunction with the proposed Tasmanian wet flora collection – this would cater for general public interest and the possibility of wedding photographs etc.</p>	<p>RTBG Board RTBG HA) (BS) (MP)</p>	<p>Short</p>	<ul style="list-style-type: none"> Investigation and feasibility of proposed Tasmanian fernery undertaken within 2 years Budget submission for staged implementation prepared within 5 years
	<p>6. Investigate the potential for a Children’s Garden.</p>	<p>RTBG (HA) (BPP)</p>	<p>Medium</p>	<ul style="list-style-type: none"> Assess potential sites. Report on findings of investigations and preferred option within 5 years

Strategy	Recommended Actions	Responsibility	Timing	Performance Indicator
<p>Strategy 2.5 (cont.) To develop the built environment to facilitate the experience of the Gardens</p>	<p>7. Assess the feasibility of the development of new tourism attraction to better house and present living collections with high values (based on the Sub-Antarctic/Alpine and Sub-Alpine plant collection and penguins with associated visitor services) in partnership with the tourism operators on the Derwent River foreshore with a pedestrian ramp linked to the RTBG.</p>	<p>RTBG Board RTBG (BS) (BPP) Tourism Tasmania</p>	<p>Medium - Long</p>	<ul style="list-style-type: none"> Develop concept plan for the site and discuss proposal with State Government, Hobart City Council and other key stakeholders within the short – medium term Preliminary business case prepared
	<p>8. Explore the opportunities to resolve access issues at the lower entry to the Garden, to facilitate safer linkages to the foreshore, Pavilion Point, the cycleway and the Cornelian Bay walking track.</p>	<p>RTBG (MP) Hobart City Council DIER</p>	<p>Short</p>	<ul style="list-style-type: none"> Issues and possible options for improving access and safety are assessed through meeting and involvement of stakeholders within the next 2 years
	<p>9. Explore options for the development of a sound barrier(s) along the Domain Highway to help reduce the noise impacts within the lower part of the RTBG.</p>	<p>RTBG (MP) DIER</p>	<p>Short - Medium</p>	<ul style="list-style-type: none"> Noise level tests undertaken within the RTBG to identify extent of noise problem Meeting with DIER to consider options to reduce noise levels Feasibility of options assessed

Strategy	Recommended Actions	Responsibility	Timing	Performance Indicator
<p>Strategy 2.6</p> <p>To maintain the built environment of the RTBG in a manner that addresses requirements for basic function, operation, safety and public amenity.</p>	<p>1. Address issues such as incoming stormwater filtration, water storage and reuse capacity, and upgrading of pond and irrigation infrastructure to minimise leakage. A specific Water Management Plan for the RTBG is required in support of the recommendations that will be made in the SMP.</p>	RTBG (MP)	Short	<ul style="list-style-type: none"> Assessment of condition and issues involved with existing infrastructure completed within the next 2 years Water Management Plan prepared within 5 years
	<p>2. Investigate options for improving internal access within the RTBG, in particular to provide a comprehensive, safe and universally accessible network of roads and paths throughout the Gardens. These options include:</p> <ul style="list-style-type: none"> upgrading of the arrival experience so that universal access is possible and convenient at the point of arrival (as per Action 3 for this Action Plan) new pathway at 1:20 grade from the bush pavilion (Wombat 1) to connect to the lower gardens near the gazebo installing an inclinator between the lower entry to the main eastern path (between the Japanese Gardens and Rills Garden) 	RTBG (MP)	Short - Medium	<ul style="list-style-type: none"> Feasibility of proposed improvements to access paths undertaken within the next 2 years Budget submission for staged implementation prepared within the next 5 years
	<p>3. Investigate the options for improving pathway surfaces and construction to better withstand wear and tear.</p>	RTBG (MP)	Short	<ul style="list-style-type: none"> Review of pathway use and future pathway functions within the scope of the SMP Research into potential materials and techniques completed

Strategy	Recommended Actions	Responsibility	Timing	Performance Indicator
<p>Strategy 2.6 (cont) To maintain the built environment of the RTBG in a manner that addresses requirements for basic function, operation, safety and public amenity.</p>	<p>4. Investigate site design options that would result in reduced or safer vehicular traffic on the main internal pathways.</p>	<p>RTBG (MP)</p>	<p>Short</p>	<ul style="list-style-type: none"> Review of pathway use and future pathway functions within the scope of the SMP
	<p>5. Investigate the potential options for the upgrade and/or replacement of existing visitor, staff and operational infrastructure, including the spatial layout of such infrastructure, to better facilitate access and the efficient use of space.</p>	<p>RTBG (MP)</p>	<p>Medium - Long</p>	<ul style="list-style-type: none"> Audit existing building usage and prepare brief for consolidated facilities. Prepare cost plan for facilities.
	<p>6. Update and/or develop procedures and guidelines to address the various issues associated with the health and management of the living collections, including pathogen, pest and weed management.</p>	<p>RTBG (HA)</p>	<p>Short</p>	<ul style="list-style-type: none"> Implement as part of the Living Collection Plan, policies and procedures
	<p>7. Investigate the issues surrounding quarantine requirements, and the potential impact on future collection development. This may result in the preparation of a Memorandum of Understanding with Quarantine Tasmania, or the development of up to date facilities at the RTBG.</p>	<p>RTBG (HA)</p>	<p>Short - Medium</p>	<ul style="list-style-type: none"> Issues identified and discussed with stakeholders (Quarantine Tasmania) MOU prepared and adopted
	<p>8. Examine options for the development of an 'eastern' storage area for small quantities of bulk materials.</p>	<p>RTBG (HA)</p>	<p>Short – Medium</p>	<ul style="list-style-type: none"> Issues identified Detailed survey of location Design resolution in response to issues identified
	<p>9. Develop and implement a monitoring program to track the condition of the cultural heritage fabric.</p>	<p>RTBG (MP)</p>	<p>Short - Medium</p>	<ul style="list-style-type: none"> Monitoring program prepared and incorporated into LMIS

Goal 3 : To ensure there is sufficient capacity to sustainably manage the place.

Strategy	Recommended Actions	Responsibility	Timing	Performance Indicator
<p>Strategy 3.1 To ensure that the legislative requirements for the operations of the Gardens are effectively met.</p>	<p>1. Revise the existing Strategic Plan 2003 in light of the development of the Strategic Master Plan, to give the Strategic Plan a more operational focus to guide activities over the next 5 years, whilst the SMP takes on the role of the strategic guide to achieving the vision, mission, goals and strategies over the next 20 years within the scope of a comprehensive policy framework.</p>	RTBG Board	Short	<ul style="list-style-type: none"> • SMP adopted • Strategic Plan revised with operational focus and adopted within 6 months of the adoption of the SMP.
	<p>2. Adopt the recommended policies for the RTBG as outlined in Chapter Section 5 of the SMP including the Core Values policies, Visitor Experience policies and Capacity to Manage policies.</p>	RTBG Board	Short	<ul style="list-style-type: none"> • Adoption of the recommended policies within 1 year • Review and revision on an annual basis with major review every 5 years and then at 20 years with the next SMP
	<p>3. Develop other identified policies (e.g. Events and Activities, Operations and Asset Management) and review/update existing policies in light of the development of the SMP.</p>	RTBG Board RTBG (HA) (MP) (BPP) (BS)	Short	<ul style="list-style-type: none"> • Preparation of the identified policies and review of existing policies completed within the next 2 years
<p>Strategy 3.2 To ensure that the funding available to the Gardens is adequate to realise its vision and mission.</p>	<p>1. Establish an RTBG Foundation to facilitate sponsorship, donations, bequests and other funding sources to assist with the development and management of the RTBG.</p>	RTBG Board RTBG (BS)	Short Ongoing	<ul style="list-style-type: none"> • Feasibility of Foundation assessed within 2 years

Strategy	Recommended Actions	Responsibility	Timing	Performance Indicator
	2. Develop tree/collection sponsorship program to support works required to Significant Tree Collection and other priority collections	RTBG (BS)	Short	<ul style="list-style-type: none"> Tree/collection sponsorship program prepared and implemented within 2 years
	3. Seek continuing efficiencies at all major cost points including existing products and services that could be offered on a licensed basis or in partnership with the RTBG	RTBG (BS)	Short Ongoing	<ul style="list-style-type: none"> Process in place to assess efficiencies on a continual basis
	4. Seek greater return from RTBG profit centres through strong integration with the Thematic Interpretation Plan	RTBG (BS)	Short Ongoing	<ul style="list-style-type: none"> Options for integration identified within 12 months and action taken to improve return Increased return evident within 3 years
	5. Continue to implement a project management approach to grant and related funding submissions	RTBG (BS)	Short Ongoing	<ul style="list-style-type: none"> Use of the SMP to facilitate grant and related funding submissions Approach determined and implemented within the next 2 years, including designated roles and responsibility
Strategy 3.3 To deliver innovative, proactive and sustainable business practices to support and enhance RTBG programs.	1. Review and make improvements to basic organisational operations and procedures that could lead to enhanced profitability and cost recovery.	RTBG (BS)	Short Ongoing	<ul style="list-style-type: none"> Review as part of the Operational Plan and undertake on an annual basis

Strategy	Recommended Actions	Responsibility	Timing	Performance Indicator
	2. Ensure products and services meet required standards	RTBG (BS)	Short Ongoing	<ul style="list-style-type: none"> Review as part of the BOP process on an annual basis
	3. Further develop, refine and implement an integrated Layered Information Management System (LIMS) in conjunction with the DEPHA IT unit. The purpose of this initiative is to provide an integrated, multi-user information management system aimed at increasing business efficiency and operational effectiveness.	RTBG (MP), DEPHA	Short	<ul style="list-style-type: none"> Basic LMIS implemented and utilised by staff for its intended purpose within 6 months
	4. Continue to implement the recommendations of the Strategic Conservation and Asset Management Plan (SCAMP) and develop a Cyclical Maintenance Plan as recommended in the SCAMP.	RTBG (MP) (HA)	Short Ongoing	<ul style="list-style-type: none"> Cyclical Maintenance Plan developed and adopted within 1 year Cyclical Maintenance and Catch Up Maintenance Plans integrated with LMIS within 2 years
	5. Investigate the possibility of developing and implementing an environmental management system, to determine environmental impacts, priority improvements, and ensure ongoing monitoring and improvement	RTBG (Board) RTBG (HA) (MP) (BS)	Short Ongoing	<ul style="list-style-type: none"> Environmental Policy and assessment guidelines developed and adopted within 5 years
	6. Develop water and energy management plan for the RTBG	RTBG (HA) (MP) (BS)	Short Ongoing	<ul style="list-style-type: none"> Water and Energy Management Plans adopted within 5 years
	7. Develop monitoring processes and evaluation systems to review progress on implementation of the SMP and meeting the goals of RTBG.	RTBG Board	Ongoing	<ul style="list-style-type: none"> Brief monitoring and evaluation review assessment undertaken each year as part of the BOP process Five yearly internal review of SMP 20 Year major review of the SMP

Strategy	Recommended Actions	Responsibility	Timing	Performance Indicator
Strategy 3.4 To provide a safe and enriching work and social environment for staff, stakeholders and visitors.	1. Further develop and implement the visitor service policy and guidelines for customer satisfaction including in-house training and adoption of quality service programs.	RTBG (BPP)	Short	<ul style="list-style-type: none"> Visitor service policy and guidelines for customer satisfaction completed within 1 year. Training program based on policy implemented on annual basis.
	2. Further develop and maintain a human resource strategy that covers recruitment, training, professional development, career path development, OH&S and performance management guidelines	RTBG (BS) (BPP)	Short Ongoing	<ul style="list-style-type: none"> Human Resource Strategy finalised and adopted within 2 years.
	3. Maintain the organisational resources to support the volunteer program provided by the Friends of the RTBG.	RTBG (BPP)	Short Ongoing	<ul style="list-style-type: none"> Regular consultation with Friends of the RTBG undertaken with annual meeting to review organizational resources requirements
	4. Prepare a risk management plan for the RTBG and implement actions to reduce safety hazards for staff and visitors	RTBG (MP) (HA) (BPP) (BS)	Short	<ul style="list-style-type: none"> A risk management plan completed within 3 years
	5. Assess staffing structure to ensure working efficiencies within the RTBG	RTBG (MP) (HA) (BPP) (BS)	Short Ongoing	<ul style="list-style-type: none"> Part of annual staffing review process
	6. Participate in DEPHA HR programs (capability mapping)	RTBG (BPP)	Ongoing	<ul style="list-style-type: none"> Involvement based on need
	7. Continuously develop in-house training opportunities that meet the needs of staff and the RTBG.	RTBG (BPP)	Ongoing	<ul style="list-style-type: none"> Training programs based on identified staff need.

ATTACHMENT A

RTBG POLICIES

The following Table details the policies and the guidelines that apply to their interpretation and implementation.

Policies provide principles, standards and guidelines and direct the creation of procedures that apply to the Gardens. Policies have no statutory weight, but supply criteria and guidance in setting a course of action.

Procedures on the other hand are tools for the implementation of policies. Procedures are developed by the staff of the RTBG and detail the content or step by step processes that are undertaken in relation to the tasks of managing and maintaining the Gardens.

Additional policy components may need to be added to the policies on events and activities, expansion, funding and resources, management partnerships, future use and development, monitoring and review of plans and policies and operations and asset management as full documentation of these policies was beyond the scope of the current project.

Within the following tables reference to:

‘attributes’ are to those clusters of characteristics (Defining, Use and Managerial) used in the analysis of the living collections; and

‘procedures’ refers also to ‘protocols’.

Note that the policies of the SMP draw on and are derived from complimentary policies in the various pre-requisite plans prepared as part of the SMP process. The policies in those documents should be consulted as part of the decision making process for any actions. If a conflict between the various policies is deemed to exist, the policies herein take precedence.

1. Core Values Area

Goal: *To sustainably manage the core values of the RTBG as Tasmania's botanic gardens.*

Policies	Guidelines
1.1 Living Collections Policy	
<p>Management of Collections</p> <p>Living Collections will be developed and managed in accordance the RTBG vision, mission and objectives and the policies and objectives of the Living Collections Plan.</p>	<p><u>Living Collections Working Group</u></p> <p>A Living Collections Working Group will be established consisting of:</p> <ul style="list-style-type: none"> • Horticultural Botanist • Nursery Manager • Horticultural Team Leaders (2) • Team Leader (Arborist) • Manager, Horticultural Assets • Horticultural Co-ordinator • (Interpretation officer / Education officer when required) <p>The purpose of the Living Collections Working Group is to implement the Living Collections Plan including:</p> <ul style="list-style-type: none"> • continuous review of the various collections to ensure their content reflects the vision, mission and objectives of the RTBG; • participate in the preparation of 5 year strategic plans and annual business operations plans • formally assess the status of the collection including consideration of acquisitions and de-accessions forwarded to it by the Manager of Horticultural Assets for review by the Director; • establish appropriate procedures for the management of the collections; • annual review of the collections to that the desired management standards are being achieved and that the appropriate procedures are being applied to each collection; and • review the Living Collections Plan as set out below.

	<p><u>Responsibility</u> Final authority for all decisions regarding corrective, renewal and/or development initiatives and actions in relation to the collections and specimens rests with the Director or other delegated authority.</p> <p><u>Records</u> A comprehensive plant data base will be maintained that records all existing plants, plant acquisitions and de-accessions as set out in the Plant Records Procedures.</p>
<p>Operational Procedures The RTBG will establish a comprehensive suite of Operational Procedures for the Living Collections to guide the day-to-day management of the Living Collections in its pursuit of the highest standards of horticultural practice.</p>	<p><u>Scope</u> The Operational Procedures for the Living Collections will set out the scope of activities required to develop and manage the collections and to achieve a high level of horticultural maintenance within the collections. Expectations for tasks will be clearly stated in a user-friendly format.</p> <p><u>Existing Procedures</u> Existing procedures and protocols of relevance to the Living Collections will be reviewed to ensure their compatibility with the vision, mission and objectives of the Gardens and the various policies herein. Where necessary existing procedures will be rationalised to reinforce relationships between activities where they occur and/or to reduce duplication between various procedures.</p> <p><u>New Procedures</u> New procedures will be developed as required to achieve the vision, mission and objectives of the Gardens or in response to the various policies herein.</p> <p><u>Responsibility</u> Horticultural or botanical staff with appropriate expertise will prepare procedures for final review and approval of the Living Collections Working Group.</p>

Collections Establishment or Renewal

All new collections will support the Royal Tasmanian Botanical Gardens Living Collections Plan, the RTBG vision, mission and objectives, and interpretation themes.

Proposals and Assessment – Individual Species

Proposals for acquisition of individual plants/species will be forwarded by horticultural or botanical staff to the Gardens Supervisor for approval using the procedures set out in the Procedures for Evaluation and Acquisition/De-Accession.

Proposals and Assessment – Collections Establishment or Renewal

Proposals for new collections or for the substantive renewal of existing collections will be forwarded by horticultural or botanical staff to the Gardens Supervisor. Proposals will include a preliminary evaluation as set out in the Procedures for Evaluation for Acquisition/De-Accession.

The Gardens Supervisor will prepare an Issues Brief (as set out in the Issues Brief Procedures) for the approval of the Living Collections Working Group.

The Living Collections Working Group will evaluate the Issues Brief against the following criteria for Species Selection, Source and Provenance and other matters as it deems important.

The approval of the Director or a delegated authority is required on completion of the evaluation by the Living Collections Working Group.

Species Selection

Within all collections priority will be given to:

- the development and enrichment of all aspects of the Tasmanian Flora in existing collections and in the development of new collections; and
- the development and enrichment of existing collections and in the development of new collections to other species of cool climate Southern Hemisphere plants.

The exceptions to the above priorities are the acquisition of species which are required to support the maintenance of

- identified heritage collections and their values; and
- ornamental collections (albeit where possible these will favour Tasmanian or other cool climate Southern Hemisphere species where possible).

In selecting Tasmanian species preference will be given to endemic species or sub-species over those with wider Australian distribution.

In selecting from the species available in the above ranges:

- preference will be given to species that are threatened per the Biodiversity and Conservation Policy;
- preference will be given to species over hybrids or cultivars (see below).

In selecting from the species available in the above ranges consideration will be given to the:

- species' Managerial and Use Attributes; and
- use of horticultural selections of Tasmanian species.

Species that:

- contravene the CITES (Control of Trade in Endangered Species) policy on plant collecting and trading
- are prohibited imports
- are declared noxious weeds
- are likely or known environmental or agricultural weeds
- are known to have or have the potential to facilitate the transmission of disease to commercial crops or other species of value held by the Gardens
- are known to be or likely to be sources of introgression problems (genetic contamination); and/or
- are known to cause or are likely to cause public health problems

will not be acquired unless requested and authorised by a relevant authority for specific approved purposes

Source

All plant materials will be legally sourced in accordance with all relevant laws regulating collection, importation, propagation, patent and ownership

Plant material will be accepted from (in order of preference):

- direct collection from the wild by RTBG staff
- other botanic gardens or recognised collectors
- purchase from a reputable nursery or collector
- donations from reputable sources
- collections from old gardens, nurseries etc

Replacement of plants deemed to have 'heritage' value will consider use of stock propagated from the original source or from authenticated sources.

Provenance

Only those plants of known provenance (i.e. stock with full provenance details, verification of authenticity and herbarium vouchers) will be used.

In selecting from plants of known provenance, preference will be given to (in order of preference):

- plants sourced from the wild;
- plants of known provenance obtained from another botanic garden or accredited collector, either as seed or offspring of plants collected in the wild, or grown from selections without demonstrated danger of hybridisation
- cultivars or hybrids of wild origin; and
- cultivars or hybrids that can be linked directly to their originator or source, and which reflect the development of plant breeding or selection.

Supporting Documentation

Consideration will need to be given to the design layout of all new collections including care in the:

- organisation of spaces and plantings, allowing for innovative or creative horticultural displays where appropriate;
- creation of path networks to allow for maintenance and universal access (as far as possible); and
- selection of plants and their relationships to one another to account for their line, form, colour and texture.

All new collections will require a horticultural management plan.

Records

All de-accessions will be recorded using the methods described in the RTBG's Plant Records Procedures.

De-Accessions and Disposal of Plant Material - General

Plants or plant collections may from time to time be removed from the Gardens (de-accession) in response to the *Royal Tasmanian Botanical Gardens Living Collections Plan* or the RTBG vision, mission and objectives and interpretation themes.

Assessment and Authority

Proposals for de-accession of a collection, or substantive part thereof, will be forwarded by horticultural or botanical staff to the Gardens Supervisor. Proposals will include a preliminary evaluation as set out in the Procedures for Evaluation for Acquisition/De-Accession.

The Gardens Supervisor will prepare an Issues Brief (as set out in the Issues Brief Procedures) for the approval of the Living Collections Working Group.

Prior to de-accession the collection will be evaluated by the Living Collections Working Group against the following criteria for Species Selection, Source and Provenance as above.

Rationale for De-Accession

Priority for de-accession will be given to collections, or substantive portions thereof, that do not meet the requirements for Collection Establishment or Renewal as above.

Preference will be given to the de-accession of plants or collections that:

- create public safety concerns
- exhibit disease or decline
- whose Managerial Attributes are low (i.e. not suited to the site, require excessive maintenance not justified by the benefits of retention in the collection and/or detract from the visual values of the site)
- are redundant (i.e. occur in other locations within the Gardens or are significantly represented in other regional collections, where there is surety of reservation).

Consideration will be given to the removal of species that are common in general cultivation in the community.

Consideration will be given to the de-accession of plants or collections in locations required by the RTBG for other purposes.

Assessment for De-Accession

Prior to de-accession, the affected plant, plants or collections will be evaluated by the Living Collections Working Group for:

- their importance to values of the Gardens (i.e. Definitional, Use and/or Managerial Attributes);
- the potential for impacts to arise within the Gardens from their removal (i.e. environmental or social impacts); and
- the potential for impacts to arise through their disposal (by whatever means)

	<p><u>Disposal</u></p> <p>Disposal will be undertaken in accordance with regional, national and international legal requirements.</p> <p>Disposal may include: exchange, distribution to other institutions, plant sales or destruction</p> <p>Disposal of plant material will follow the RTBG's Disposal Procedures</p> <p><u>Records</u></p> <p>All de-accessions will be recorded using the methods described in the RTBG's Plant Records Procedures.</p>
<p>De-Accessions and Disposal of Plant Material – Mature Trees</p> <p>Mature trees may from time to time be removed from the Gardens (de-accession) in response to the <i>Royal Tasmanian Botanical Gardens Living Collections Plan</i>, the RTBG vision, mission and objectives and interpretation themes.</p>	<p><u>Assessment and Authority</u></p> <p>Proposals for de-accession of mature trees will be forwarded by horticultural or botanical staff to the Manager of Horticultural Assets and the Team Leader Arboriculture. Proposals will include a preliminary evaluation as set out in the Procedures for Evaluation for Acquisition/De-Accession.</p> <p>The Manager of Horticultural Assets will prepare an Issues Brief in consultation with the Team Leader Arboriculture (as set out in the Issues Brief Procedures) for the approval of the Living Collections Working Group.</p> <p>Prior to de-accession all plants will be evaluated by the Living Collections Working Group against the following criteria for Species Selection, Source and Provenance and as per the guidelines for Plant Acquisition as above.</p> <p>Decisions by the Living Collections Working Group regarding mature trees in the Significant Tree Collection and/ or those with exceptional Heritage Value (as evaluated against the criteria for assessment of Heritage Values set out in the RTBG Conservation Management Plan) will be accessed in consultation with the Tasmanian Heritage Council.</p> <p>De-accession of trees with Heritage Value shall be consistent with the statutory requirements of the <i>Historic Cultural Heritage Act 1995</i>.</p> <p>The final authority for the de-accession of trees is with the Director of the RTBG.</p> <p><u>Rationale for Removal</u></p> <p>Priority for de-accession of mature trees will be given to specimens that do not meet the requirements for Plant Acquisition as above.</p> <p>Priority will be given to the de-accession of mature trees that are inconsistent with the Strategic Master Plan.</p> <p>Consideration will be given to the de-accession of plants or collections in locations required by the RTBG for other purposes.</p> <p>Trees may also be removed that:</p> <ul style="list-style-type: none"> • do not meet public safety requirements;

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- are diseased or infected by pests to the point where they cannot be rehabilitated to good health;
 - have reached maturity and started to senesce;
 - have low Managerial Attributes (i.e. not suited to the site, require excessive maintenance not justified by the benefits of retention in the collection and/or detract from the visual values of the site) and/or
 - are redundant (i.e. occur in other locations within the Gardens or are significantly represented in other regional collections, where there is surety of reservation).

Assessment for De-Accession

Prior to de-accession, the affected tree will be evaluated by the Living Collections Working Group for:

- the possibility of conserving the tree including review of the mechanisms required for retention and the implications of such on operations and available funding;
- its importance to values of the Gardens (i.e. Definitional, Use and/or Managerial Values);
- the potential for impacts to arise within the Gardens from their removal (i.e. environmental or social impacts); and
- the potential for impacts to arise through their disposal (by whatever means).

Replacement

Where a tree is deemed to be of exceptional Heritage Value or Exceptional Horticultural Value, consideration will be given to its replacement with a plant of similar species provided that relevant Disease Control Policies and Procedures will not be contravened.

Where the selection of species is not constricted by one of the above values, the guidelines for species acquisition (above) will apply.

Communications Plan

Where a tree is to be removed that has high-to exceptional Heritage Value or high to exceptional other values, a communications strategy will be developed in consideration of potential public relations concerns.

Records

All de-accessions will be recorded using the methods described in the RTBG's Plant Records Procedures.

<p>Review of the Living Collections Plan</p> <p>The Living Collections Plan will be evaluated and reviewed to ensure that it supports the vision, mission and objectives of the Gardens and the directions established in the Strategic Master Plan.</p>	<p><u>Annual Review</u></p> <p>An annual review will be undertaken by the Living Collections Plan to ensure the recommendations of the Living Collections Plan are appropriately incorporated into the Annual Business Operational Plan.</p> <p><u>5-Year Review</u></p> <p>A 5-year review on the status of the living collections will be undertaken every 5 years to ensure that the Living Collections Plan is appropriately aligned with the 5 year Strategic Operational Plan.</p> <p><u>20-Year Review</u></p> <p>A comprehensive review of the Living Collections Plan will be undertaken every 20 years. The purpose of the 20 year review will be to align with Living Collections Plan with the Strategic Master Plan and will include a comprehensive review of the collection based on its values;</p> <p><u>Responsibility</u></p> <p>Reviews will be undertaken by the Living Collections Working Group.</p> <p>Support for the Major Review process may be sought from outside consultants with experience relevant to the task.</p>
<p>1.2. Biodiversity and Conservation Policy</p>	
<p>Conservation Collections</p> <p>The RTBG will address its role as a conservation organisation through the establishment and maintenance of <i>ex situ</i> collections of species of conservation significance.</p>	<p><u>Definition of Species of Conservation Significance</u></p> <p>Species of conservation significance are those species listed as:</p> <ul style="list-style-type: none"> • endangered, vulnerable or rare under the <i>Tasmanian Threatened Species Protection Act 1995</i>; and/or • vulnerable, endangered, critically endangered, extinct in the wild or extinct by the <i>Environment Protection and Biodiversity Conservation Act 1999</i> or by the <i>International Union for the Conservation of Nature Red List (IUCN)</i>. <p><u>Priority for Conservation Collections:</u></p> <p>Priority for the collection of species of conservation significance will be given to those species that:</p> <ul style="list-style-type: none"> • are listed as most at risk; • for Tasmanian species over those from other cool climate Southern Hemisphere locations; and

- occur regionally (particularly those threatened species from the Queens Domain).

Consideration will be given to species of conservation significance from Northern Hemisphere or other Southern Hemisphere climate zones.

Nursery Collections

Permanent nursery collections of threatened may be maintained where they meet the priorities for species of conservation significance as set out above.

Nursery collections may include materials required for germination, traditional vegetative and tissue culture propagation and development.

Experimental Collections

The RTBG may maintain experimental collections compatible with its policy on Conservation Research (below).

Temporary Collections

The RTBG will, from time to time, hold temporary collections of threatened plants on behalf of other partner organisations (see Partnerships below) where they are compatible with the vision, mission and objectives of the Gardens.

Particular consideration should be given to: the risks of introducing disease or pathogens, availability of space and/ or the availability of staff.

Procedures

Conservation Collections will be established and managed in accordance with RTBG Operational Procedures for the Living Collections and particularly in line with the Conservation Collections Procedures.

Where appropriate procedures do not exist, they will be developed.

Plant Conservation Working Group

A Plant Conservation Working Group will be established consisting of:

- RTBG Horticultural Botanist
- RTBG Nursery Manager
- TSCC Coordinator
- RTBG Horticulturalist responsible for the Tasmanian Collection
- RTBG Manager Horticultural Assets

	<ul style="list-style-type: none"> • RTBG Team Leader Arboriculture <p>The Plant Conservation Working Group will responsible for the assessment of proposals, development and management of the Conservation Collections as per the management of Living Collections generally.</p>
<p>Remnant Vegetation</p> <p>The RTBG will manage remnant native vegetation within its boundaries seeking to ensure the preservation of its native ecosystem values and its self-managing capacities.</p>	<p><u>Foreshore</u></p> <p>The foreshore area is to be managed as an ecological restoration project with the purposes of re-establishing self-managing natural processes and native ecosystem values.</p> <p>The foreshore area will be managed by the RTBG and where required in conjunction with the Hobart City Council as set out in its Management Partnerships Policy.</p> <p><u>Northern Extremity</u></p> <p>The northern extremity of the Gardens may be considered as part available for de-accession as part of boundary negotiations or partnership arrangements with the Hobart City Council, provided its maintenance as a natural system is to be preserved.</p> <p><u>Queens Domain</u></p> <p>The RTBG will work in partnership with the Hobart City Council to maintain the natural values of the Queens Domain as set out in its Management Partnerships Policy.</p>
<p>Tasmanian Seed Conservation Centre</p> <p>The RTBG will be a key partner in the operation of the Tasmanian Seed Conservation Centre (the TSCC)</p>	<p><u>Purpose</u></p> <p>The purpose of the TSCC is to ensure the long-term security and conservation of Tasmania’s unique native flora, as a contribution to the conservation of global biodiversity.</p> <p><u>Role of the RTBG</u></p> <p>The RTBG will:</p> <ul style="list-style-type: none"> • cooperate in germination research and other seed storage related research; • provide support for the day-to day activities of the seed conservation centre; and in particular lend its expertise in the horticulture of threatened species; and • cooperate in the collection of seed from the field. <p><u>Period of Involvement</u></p> <p>The RTBG will seek to ensure that the TSCC continues its operations beyond its current formal project time frame of 2010, through in-kind support of the centre and encouragement of support from existing and potential project partners including Government.</p>

<p>Conservation Research</p> <p>The RTBG will participate in research related to threatened plants.</p>	<p><u>Priorities</u></p> <p>Priority will be given to the conduct of research regarding species of conservation significance that:</p> <ul style="list-style-type: none"> • integrates with the activities of the TSCC including the germination and propagation research and other seed storage/management research; • is linked to a recovery plan as made or adopted under the Tasmanian <i>Threatened Species Protection Act 1995</i> and also the Commonwealth <i>Environment Protection and Biodiversity Conservation Act 1999</i>; • facilitates the reestablishment of threatened plants in the wild or in restoration projects that seek to preserve the elements of native plant communities rather than individual plant specimens; and • facilitates the recovery of threatened species known from the Queens Domain. <p>Consideration will be given to the facilitation of threatened research by others on species other than those listed above with a preference for work related to cool climate Southern Hemisphere species.</p> <p><u>Dissemination of Information</u></p> <p>The RTBG will contribute to the assembly and dissemination of information (e.g. biology, propagation, native habitat requirements) in support of:</p> <ul style="list-style-type: none"> • its international obligations to Botanic Gardens Conservation International (BGCI) and Botanic Gardens Australia and New Zealand (BGANZ); • the Tasmanian Seed Conservation Centre; • the development of recovery plans under the Tasmanian <i>Threatened Species Protection Act 1995</i> and also the Commonwealth <i>Environment Protection and Biodiversity Conservation Act 1999</i>; • land managers with responsibility for the <i>in situ</i> conservation of native habitat and species; and • post-graduate academic research in areas that are linked to the vision, mission and objectives for the RTBG.
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<p>Conservation Partnerships</p> <p>The RTBG will develop and participate in conservation activities sharing its knowledge and skills relating to plant conservation with local, state, national and international authorities and approved conservation groups as outlined in Policy 3: Partnerships.</p>	<p><u>Existing Partnerships</u></p> <p>The RTBG will continue to work in partnership with existing conservation partners on projects that align with the vision, mission and objectives of the RTBG and other aspects of this policy on Biodiversity and Conservation.</p> <p><u>Future Partnerships</u></p> <p>Future partnerships may be developed with other organisations on a project by project basis, with consideration to the compatibility of the proposed project with the RTBG’s vision, mission and objectives.</p> <p>A MOU will be established with the Tasmanian Herbarium defining areas of mutual interest, potential support and the partnering of appropriate projects.</p>
<p>1.3. Heritage Conservation</p>	
<p>Manage in Accordance with Established Heritage Standards.</p> <p>The RTBG should set an example of excellence in heritage conservation management and practice. The heritage values of the Gardens will be managed according to the standards for a site of recognised State significance, applying established heritage principles.</p>	<p><u>Heritage Standards</u></p> <p>Conservation of the Gardens should accord with the definitions and principles of <i>The Burra Charter: The Australia ICOMOS Charter for Places of Cultural Significance 1999</i>, and include all significant components and attributes of the place, including its setting, fabric, movable items, archaeological relics and non-tangible values.</p> <p><u>Management Guidance</u></p> <p>For general guidance with respect to heritage matters, supplementary to the CMP, have regard to:</p> <ul style="list-style-type: none"> • the Burra Charter - <i>The Australia ICOMOS Charter for the Conservation of Places of Cultural Significance 1999</i> (Appendix B of the Conservation Management Plan). • Tasmanian Heritage Council Practice Note 2 - <i>Managing Historical Archaeological Significance in the Works Application Process</i> (Appendix C of the Conservation Management Plan) <p>Inform relevant personnel of the location, contents and importance of the CMP and the supplementary documents listed above.</p>

Significance Guides Conservation and Planning.

The Gardens is a botanic garden of outstanding cultural significance in the local, state and national context, which should be conserved.

The CMP will guide the management and development of the Gardens.

Heritage Significance

Consider the significance of the historic and continuing use of the Gardens as a botanic garden in planning for its future management and development. Nonetheless, recognise the evolving nature of the Gardens, while ensuring that other activities within the Gardens are compatible with its heritage values, and incorporate and appropriately interpret these values.

Use the CMP to identify aspects of heritage significance when assessing proposed development and/or operational actions that may impact on the Gardens. The Statement of Significance in Section 4.0 of the CMP, as it relates to the Gardens as a whole, its setting, and to individual precincts and elements, will be the principal guide in this regard.

Work collaboratively with other organisations and agencies to ensure that the broader setting of the Gardens is managed and maintained to respect the significance of the Gardens.

In addition to any recurrent budget for routine maintenance of the Gardens, ensure that appropriate resources are in place for the maintenance of heritage elements, conservation works and specialist advice.

Assessment of Development Proposals in Relation to Heritage Significance

Apply the following general principles where a proposed action may impact on the heritage significance of the Gardens as a whole or an element/precinct of the Gardens:

- Exceptional significance—preserve, restore, reconstruct. Adapt and/or interpret where significant layout, elements and/or fabric is altered or missing.
- High significance—as for Exceptional, with greater allowance for adaptation where this is in accordance with overall significance, intactness/integrity and use.
- Moderate significance—retain and conserve where possible
- Little significance – as for Moderate with fewer constraints on removal
- Intrusive – remove/modify to reduce adverse impacts

Maintaining Legibility of Site Configuration.

The ability of the Gardens to demonstrate early and original land uses/landscape must be conserved and enhanced.

This policy provides a framework for interpreting key aspects of the function and use of the site and subsequent evolution as part of its conservation and ongoing development.

Recognise that the individual precincts and elements of the Gardens comprise a suite of related features that together make up the place. Avoid consideration of changes to individual precincts/elements in isolation.

Conserve and interpret the significant visual and physical links within the Gardens and with the Queens Domain, Government House and its surrounding landscape setting.

Conserve the significant individual components that 'tell the story' of the Gardens' development.

Investigate, record and interpret (where appropriate) the archaeological evidence of the original/earlier site development.

Rigorously analyse and assess the thematic intent of any proposal including new schematic plantings, displays and garden beds to ensure the Gardens retains or refines its ability to demonstrate its cultural significance.

Minimising Adverse Impacts Caused by Change.

Change within the Gardens will be aimed at conserving and/or enhancing the heritage values of the place. Major aspects of significance will be given 'conservation priority' in the management of the place.

Note: This policy applies equally to the removal of existing heritage elements and to introducing new elements that do not have direct associations with the Gardens.

Minimising the Impact of Change

When planning for any change in ownership, future uses, maintenance, repair and/or adaptation works and asset management program provide for retention and appropriate care of the heritage values of the Gardens as a priority.

Where change that may adversely impact on heritage values is contemplated, seek to permit it only where:

- it makes possible the recovery, conservation or interpretation of aspects of greater significance
- it helps to ensure the security and viability of the site
- there is no feasible alternative (eg to meet safety and/or legal requirements)
- the significant element or other aspect of significance is adequately recorded and, where appropriate, interpreted
- full assessment of alternative options have been considered and the course of action with the lowest potential for adverse impacts is selected

Adopt a cautious approach to change. Review all proposed change with reference to the CMP assessing all proposed change against the significance of affected elements/precincts.

Locate proposed changes, where possible, in areas identified as having the lowest significance.

Ensure, where possible, that unavoidable changes that impact on heritage values are reversible.

Obtain professional advice, as appropriate, with respect to the assessment of proposed change and the development of possible

	<p>alternative courses of action.</p> <p>Implement Measures to appropriately interpret the major aspects of significance of the Gardens should be considered in conjunction with all future proposals for change and development.</p>
<p>Works Application</p> <p>All applications for planning permits will be professionally assessed for potential adverse heritage impacts, applying the principles and policies contained in the CMP.</p> <p>Tasmanian Heritage Council approval for certain major and minor works) will be sought in archaeologically sensitive areas.</p>	<p>Obtain prior approval from the Tasmanian Heritage Council for major works and complete a Works Application.</p> <p>Ensure that all applications for planning permits are accompanied by a Works Application, consistent with relevant requirements and the Tasmanian Heritage Office, Department of Environment, Parks, Heritage and the Arts' requirements.</p> <p>Ensure that all Works Applications assess potential heritage impacts against the policies and principles contained in this CMP. Obtain professional archaeological input into the process of minimising or mitigating impacts of planned major works in archaeologically sensitive areas.</p> <p>Do not obtain prior approval from the Tasmanian Heritage Council for minor works involving:</p> <ul style="list-style-type: none"> • existing garden beds within archaeologically sensitive areas—provided that excavations are limited to 300mm or less in depth • the excavation of existing drain or irrigation lines for maintenance purposes • historic pathway routes as long as existing levels are not reduced (if current surfaces are to be removed and levels reduced, prior approval should be sought)
<p>Exemptions under the Historic Cultural Heritage Act 1995 (TAS)</p> <p>The standard exemptions for works requiring Tasmanian Heritage Council approval will apply to the area of the Gardens covered by the THR listing.</p>	<p>Apply for an exemption from Heritage Tasmania, Department of Environment, Parks, Heritage and the Arts where circumstances are appropriate. This CMP should be included as supporting documentation for such an application.</p> <p>The standard exemptions for works requiring Tasmanian Heritage Council approval will apply to the area of the Gardens covered by the THR listing. Delegate an appropriately qualified person/s to make the determination as to whether the proposed works fall within the exemptions.</p> <p>When in doubt, consult with Heritage Tasmania, Department of Environment, Parks, Heritage and the Arts with respect to the proposed works and their relationship with the gazetted Standard Exemptions.</p>
<p>Communication of Heritage Values.</p> <p>Ensure that the heritage values and constraints of the Gardens are effectively</p>	<p><u>Staff and Contractors</u></p> <p>Brief relevant RTBG personnel and contractors about heritage constraints and risks (e.g. presence of archaeological remains) prior to the commencement of works, especially in sensitive areas of the Gardens.</p>

<p>communicated to all relevant personnel.</p>	<p>Include suitable clauses in all contractor and subcontractor contracts to promote awareness of heritage constraints and risks.</p> <p>Ensure that on-site personnel are aware of their obligations with respect to the Garden's heritage, including the archaeological resource. Specifically, on-site personnel should be made aware of the procedure to be followed for notification and stopping work should items of heritage significance be found during site works.</p> <p><u>Community</u></p> <p>Communicate the history and heritage values of the Gardens and strategies to conserve and promote these values through interpretation, marketing and corporate communications in line with relevant policies herein (in particular, the Policy 2.1 Interpretation).</p>
<p>Appropriate Qualifications and Heritage Training</p>	<p>All works to the Gardens embodying significant heritage values will be carried out by suitably qualified personnel/tradespeople/contractors with practical experience or proven ability with respect to heritage conservation.</p> <p>Only appropriately qualified personnel will make determinations that:</p> <ul style="list-style-type: none"> • delegate responsibility for assessing and managing proposed actions to appropriately qualified staff • ensure personnel, trades people and contractors engaged in works with potential to impact on heritage values have relevant experience, expertise and qualifications prior to employment or through training after employment commences <p>Pursue an active and ongoing induction and training program for all relevant new and existing staff, and external contractors where relevant, which reflects the content and intent of the CMP. In particular, provide relevant staff with cross-cultural awareness training to promote knowledge of and respect for Aboriginal cultural heritage.</p> <p>Review the existing skills base at RTBG and, if necessary, engage in targeted training and/or recruiting.</p>
<p>Corporate Knowledge Management</p> <p>Consolidate and preserve use of the corporate knowledge of RTBG staff and volunteers to enhance understanding of the history and heritage values of the Gardens</p>	<p>Establish a framework for knowledge management within the RTBG and make this information accessible to all relevant staff and volunteers.</p> <p>Ensure that staff and volunteers are involved in the continuous development and maintenance of this 'knowledge base'.</p> <p>Implement an effective strategy for preserving knowledge continuity between employee generations and employee replacements.</p> <p>Ensure that this strategy includes an exit program for all RTBG staff and volunteers, which would involve the communication of relevant knowledge to peers and to the RTBG 'knowledge base' prior to their exit.</p>
<p>Further Research</p> <p>The management of the heritage values within the Gardens will be informed by an</p>	<p><u>Heritage Values</u></p> <p>Undertake specific and directed research towards the conservation needs of individual elements of the Gardens where the CMP does not cover unanticipated conservation issues.</p>

ongoing program of research	<p>Facilitate access to RTBG's records by students and researchers for bona fide research purposes.</p> <p>Identify priority research themes for the Gardens and establish research relationships with relevant educational institutions to produce research outcomes (including oral histories) to better inform management, conservation and interpretation.</p> <p>Commission suitably qualified professionals, as required, to undertake on-going themed historical research for the Gardens. Areas of interest include the Aboriginal history of the RTBG, the people associated with it and memories of the Gardens.</p> <p><u>Visitor Surveys</u></p> <p>Undertake regular visitor surveys in line with the policies herein (in particular, Policy 2.2 Visitor Survey) including investigations to assess the effectiveness of measures to enhance awareness of the history and heritage values of the Gardens as well as the programs to preserve these values.</p>
<p>Conservation and Maintenance Records</p> <p>An ongoing record of change at the site will be maintained as part of the management of the Garden's heritage values.</p>	<p>Record to archival standard any physical change made to any significant part of the Gardens (for example, conservation works, removal or repair of significant fabric etc).</p> <p>Conserve, annotate and safely store all original documents/plans and records relating to conservation and maintenance works at the site.</p> <p>Keep all electronic or hard copies of the above documents in secure premises. Facilitate access to original documents/plans and records by RTBG personnel and students and researchers for bona fide research purposes.</p> <p>Make copies of any historical documents and records pertaining to the Gardens and its context available to the State Library of Tasmania and the Tasmanian State Archives.</p>
<p>Heritage Register Listings and Nominations</p> <p>The RTBG will safeguard the heritage values of the Gardens by pursuing a policy of nominating it to, and/or maintaining it on, relevant heritage registers/lists.</p>	<p>Liaise with the Tasmanian Heritage Office, Department of Environment, Parks, Heritage and the Arts in order to have the existing THR listing revised to reflect the Statement of Significance contained in this CMP.</p> <p>The existing THR listing for the Gardens does not include a 'heritage curtilage' for the site. An appropriate 'heritage curtilage' for the Gardens should be accurately surveyed and identified to ensure its appropriate management.</p> <p>Obtain the Tasmanian Heritage Council's endorsement of the curtilage and update the Tasmanian Heritage Register listing for the Gardens (see Appendix A of the CMP).</p> <p>Existing listings will be reviewed and updated where additional research makes it appropriate.</p> <p>Should the Gardens be nominated and successfully listed on the National Heritage List, this CMP should form the basis for the preparation of a Management Plan to comply with the relevant provisions of, and regulations under, the Commonwealth <i>Environment Protection and Biodiversity Conservation Act 1999</i>.</p>

<p>Site Recording for Archival Purposes. The management of the heritage values at the Gardens will involve an active and ongoing program of archival recording.</p>	<p>Prior to carrying out any change to elements/precincts, record the existing layout and key components to archival standard. Lodge copies of any archival records with the State Library of Tasmania (and/or State Archives Office) and the Heritage Office, Department of Tourism, Arts and the Environment.</p>
<p>Interpretation The management of the heritage values of the Gardens includes active and on-going interpretation. Conservation, restoration and reconstruction are preferred methods of interpreting the Gardens' heritage values.</p>	<p><u>General</u> The Interpretation Policy 2.1 will guide interpretation of heritage values.</p> <p><u>Interpretative Installations</u> Interpretative installations will exemplify design excellence and respect the historic character of the Gardens without being misunderstood as historical items in their own right. Interpretative installations will be located so as not to affect the heritage values of the site.</p> <p><u>Interpretation Through Conservation Works</u> Obtain the advice of appropriately qualified professionals to identify elements of the site that can (and cannot) be conserved, restored or reconstructed. Where adaptation is part of the conservation work, incorporate measures to show the location, character and/or role of removed or altered components, where appropriate. Where possible, reveal previously hidden or obscured elements that embody heritage values as part of any reconstruction and adaptation works. Where possible, define new elements and fabric (including elements of landscape setting) as part of any reconstruction and adaptation works. Interpretation of the conservation of significant plantings should explain 'what's happening' and promote the role of the Gardens in protecting and maintaining its living collections.</p>
<p>Movable Heritage The history and heritage significance of items and equipment specifically related to the Gardens should be actively interpreted to the public.</p>	<p>Establish a register for movable and redundant items and equipment that are of heritage significance to the Gardens. Consideration should be given to the appointment of internal collection management staff to manage and coordinate the acquisition, disposal, curation, maintenance and conservation of items and equipment on the register. Archive and record all items or equipment considered redundant or surplus and assessed to be of heritage significance on to the register.</p>

	<p>The role of these items and equipment in representing the development of the Gardens, as well as the character and functions of former practices, should be integrated into the interpretation approach (as outlined in the <i>RTBG Interpretation Plan</i>).</p> <p>Collaborative opportunities should be investigated for research and curation of movable heritage associated with the Gardens.</p>
<p>Management of Archaeological Resources</p> <p>The identified archaeological resource in the Gardens represents an integral part of its overall cultural significance; conservation and management of this archaeological resource will be a high priority.</p>	<p>Endeavour to minimise and avoid below-ground disturbance to the archaeological sites and sensitive zones documented in this CMP.</p> <p>Locate new development, including landscaping and interpretation facilities, in areas where there is low potential for archaeological relics to be adversely impacted.</p> <p>For general guidance with respect to archaeological matters, have regard to the:</p> <ul style="list-style-type: none"> • Tasmanian Heritage Council Practice Note 2—<i>Managing Historical Archaeological Significance in the Works Application Process</i> (Appendix C of the CMP); • <i>Historic Cultural Heritage Act 1995</i> (TAS); and • <i>Aboriginal Relics Act 1975</i> (TAS). <p>Cease any excavation works if artefacts are unexpectedly encountered, and advise the Tasmanian Heritage Council in accordance with Part 7 of the Tasmanian Heritage Council Practice Note 2—<i>Managing Historical Archaeological Significance in the Works Application Process</i> (Appendix C of the CMP).</p> <p>In-situ retention of significant relics within the Gardens will be the preferred method of management in all cases.</p> <p>Monitor and document any investigation and exposure of the archaeological resource at the site. Assess the conservation needs for exposed relics on an ongoing basis.</p>
<p>Obligations of Contractors</p> <p>The RTBG will ensure that all contractors and external personnel are aware of their obligations under the <i>Historic Cultural Heritage Act 1995</i> (TAS), and the <i>Aboriginal Relics Act 1975</i> (TAS), with respect to the archaeological resource.</p>	<p>Include suitable clauses in all contractor and subcontractor contracts to ensure that on-site personnel are aware of their obligations with respect to the archaeological resource.</p> <p>Specifically, relevant on-site personnel should be made aware of the procedure to be followed for notification and stopping work should items of heritage significance be found during site works.</p>

<p>Aboriginal Community Engagement</p>	<p>Aboriginal people are the rightful interpreters of their history and cultural heritage.</p> <p>Undertake, with the assistance of the Tasmanian Aboriginal Heritage Office, consultation with the Tasmanian Aboriginal Land and Sea Council and other relevant Aboriginal community organizations, to develop historic themes, storylines and appropriate interpretative initiatives for the Gardens.</p> <p>Ensure that interpretive initiatives provide opportunities for Aboriginal people to tell their own stories.</p>
<p>Aboriginal Archaeology</p> <p>Any Aboriginal archaeological sites/objects exposed at the site will be managed in accordance with the <i>Aboriginal Relics Act 1975</i> (TAS), and under the recommendations of the Aboriginal Heritage Office and the Tasmanian Aboriginal Land and Sea Council.</p>	<p><u>General</u></p> <p>It is an offence to damage or destroy a protected object or relic other than in accordance with a permit under S14 of the <i>Aboriginal Relics Act 1975</i>.</p> <p><u>Site Works</u></p> <p>Planning for new development should give account for the location of Aboriginal sites and avoid such sites where possible.</p> <p>Should any Aboriginal sites/objects be identified during future site works, all activities should cease within the find vicinity, and the advice of the Department of Tourism, Arts, and the Environment sought (Aboriginal Heritage Office). Consultation with the Tasmanian Aboriginal Land and Sea Council (TALSC) will also be necessary.</p> <p>For general guidance with respect to Aboriginal archaeological matters, have regard to the:</p> <ul style="list-style-type: none"> • <i>Aboriginal Relics Act 1975</i> (TAS); and • <i>Royal Tasmanian Botanical Gardens—Aboriginal Cultural Heritage Assessment</i> prepared by Colin J Hughes, December 2002 (see Appendix G of the SCAMP). <p><u>Future Research</u></p> <p>In collaboration with the Tasmania Aboriginal Heritage Office and key Aboriginal stakeholders, consider commissioning a comprehensive survey to document and assess the Aboriginal archaeological resource within and surrounding the Gardens.</p> <p>Work with the Tasmanian Aboriginal Heritage Office to identify key stakeholders within the local Aboriginal community with the view to undertaking a social values assessment of the Gardens.</p>
<p>Adaptation</p> <p>The appropriate authorities will adopt a cautious approach to adaptation works.</p>	<p>Assess all proposed adaptation works against the heritage values and tolerance for change identified by the CMP. Seek to permit adaptation works only in circumstances where it will be limited in extent and impact, support retention, re-use, restoration/repair and/or reconstruction measures and enhance overall significance.</p>

<p>The nature and extent of adaptation works will be guided by assessed heritage values and tolerance for change.</p> <p>Explanatory Note: This policy will apply if the site, in the future, contains significant built heritage (for example, relocated heritage structures).</p>	<p>Undertake adaptation works in a manner that is consistent with the CMP.</p> <p>Investigate opportunities for adaptation of significant built elements where the work will reveal or reinstate aspects of significance, including fabric, details and spaces. Otherwise, locate adaptation works in places that are of lower significance and with a higher tolerance for change.</p> <p>Ensure that all adaptation that involves the concealment, alteration or removal of significant fabric, details or spaces is able to be interpreted and is reversible.</p> <p>Ensure that if substantial change incorporating new material or work is introduced it is identifiable as such. Consider ways in which interpretation of the adaptation can be carried out.</p> <p>Maintain comprehensive records of all new work and materials to identify and distinguish this from original/significant work and fabric.</p>
<p>Distinguishing between original/early and new fabric.</p> <p>The authenticity of significant early elements at the site will be identified and, wherever possible, retained as part of any works. Where new work is introduced, it will be identifiable as such.</p>	<p>Precede all works with the identification of original and early significant elements.</p> <p>Assess all proposed changes against the imperative to retain and conserve original and early elements where possible.</p> <p>Assess the best methods of distinguishing original/early elements from new elements on a case by case basis. Measures to distinguish between new and existing elements should be appropriate to the element and its context. In most areas, new elements and fabric should be clearly distinguished as new and/or be of a modern design. In other situations, more subtle differentiation should be used where this is an equally effective and more appropriate treatment (e.g. to retain aesthetic significance).</p> <p>Maintain comprehensive records of all new work, which identify and distinguish new and original/early elements.</p> <p>Like for like replacement—when a broken or defective part of a heritage item needs to be replaced, replace it with a substitute of the same fabric (for example, replace a damaged tile roof with a tile roof, a timber door with a timber door, glass with glass). Parts demonstrating traditional construction techniques should be replaced by appropriately skilled trades people using those techniques (for example, traditional joinery).</p>
<p>Evaluation of Alternatives</p> <p>Changes to significant remains/elements of Gardens will be aimed at conserving and/or enhancing the heritage values of the site.</p>	<p>Where unavoidable change may impact adversely on heritage values, all alternative courses of action will be considered and the course of action with the lowest potential for adverse impacts will be preferred.</p> <p>Investigate alternative approaches to proposed changes that could adversely affect the heritage values of built elements to mitigate or avoid such impacts.</p>

<p>In Situ Retention</p> <p>The retention of significant fabric in situ will be the preferred management approach.</p>	<p>Retain and repair in situ significant/original fabric where possible. Replace with new material only where retention is not feasible.</p> <p>Replace a broken or defective part of a significant built element with a substitute of the same fabric. Work to significant built elements demonstrating traditional construction techniques should be undertaken by appropriately skilled tradespeople using similar techniques.</p> <p>Ensure that if substantial change incorporating new material or work is introduced it is identifiable as such.</p> <p>Maintain comprehensive records of all new work and materials to identify and distinguish this from original/significant work and fabric.</p>
<p>Service and Utilities</p> <p>The Gardens will be provided with services and utilities consistent with its management needs, but introduced and maintained in a manner, which minimises impacts on the heritage values of the place.</p>	<p>Initiate steps to introduce services and utilities such as water supply, drainage, power and phone in areas that embody the fewest values.</p> <p>The introduction of permanent and temporary services and utilities should be designed to be as unobtrusive as possible.</p> <p>Redundant original or early services should be recorded prior to removal.</p>
<p>New Development</p> <p>New development within the Gardens should respect the area's heritage values.</p>	<p><u>General</u></p> <p>Adopt a cautious approach to new development.</p> <p>Assess all proposed development against the Statement of Significance in the CMP, and according to identified tolerance for change.</p> <p>In general, locate new development in areas of lower heritage significance and higher tolerance for change.</p> <p>Avoid the use of inappropriate period styles, or heritage 'mimicking', in new structures. New buildings and structures should respond to their immediate and broader context.</p> <p><u>Cultural Landscape</u></p> <p>Recognise and conserve the overall significance of the Gardens as cultural landscape within the broader historic setting of the Queens Domain, with particular emphasis on the remnant spaces, plantings and topography which demonstrate the characteristics of a Victorian formal garden.</p> <p>The introduction of new structures or plantings should consider significant views or the sense of space within and around significant spaces and built elements.</p>

	<p><u>Landscape Elements</u></p> <p>Conserve and maintain the significant plantings on the site as identified in the CMP in accordance with their individual level of significance and their contribution to the significance to the Gardens as a whole.</p> <p>Removal of significant vegetation will be in accordance with the Living Collections Policy (Policy 1.1).</p> <p><u>Views</u></p> <p>New built form, new plantings and other changes should be assessed in the context of their potential adverse impacts on key views and vistas, both from within and outside the Gardens.</p> <p>New development and landscaping within key view fields should be assessed against its potential to adversely impact on the interpretation of the original site topography and layout.</p>
Maintenance of Heritage Values	Procedures will be developed to ensure that maintenance activities account for the heritage values of the Gardens and its significant heritage elements.
1.4. Education	
To be drafted by the RTBG	

2. Visitor Experience Policy

Goal: *To promote and manage the RTBG to ensure its users have the opportunity to attain a quality experience of the place and its values.*

Policies	Guidelines
<p>2.1 Interpretation Policy</p>	
<p>Responsibilities</p> <p>The Manager Botanical and Public Programs will have responsibility for implementation of this policy across RTBG. Dedicated interpretation/education staff will have responsibility for participating in the development of and for carrying out the implementation of the interpretive program within this policy framework. \</p>	
<p>Commitment to Best Practice</p> <p>The RTBG is committed to interpretation strategies, which reflect world best practice. It will take account of contemporary trends and published research on approaches demonstrated to be of the highest standard for communicating effectively with interpretive audiences.</p>	
<p>Engaging Audiences</p> <p>The RTBG interpretive program will engage its audiences in ways that are meaningful and relevant to the range of audience needs and interests. It uses a multidisciplinary approach that supports a high level of engagement, ranging from personal interpretation to publications, educational programs and interactive activities.</p>	<p>The program recognises wide-ranging types of engagement through interpretation, including:</p> <ul style="list-style-type: none"> • Physical Engagement - encouragement for exploration of the site and heritage structures; opportunities to touch plant materials, as well as objects • Intellectual Engagement - providing thought-provoking interpretation that makes connections and enhances the sense of place • Emotional Engagement - providing opportunities for audiences to empathise with people who have had strong connections in the past and today with the Gardens; and interpretation that evokes an emotional response either through implicit or direct means • Social Engagement - provided through free access to the site, interpretation that reveals the social evolution of the site and related attitudes, and through a program

	<p>of events</p> <ul style="list-style-type: none"> • Interactive - making interpretive products as involving and interactive as possible in design and content and encouraging audiences to increase the range of activities and uses for the Gardens.
<p>Research</p> <p>Interpretation will be accurate and based on sound research and scholarship</p>	
<p>Commitment to Monitoring and Evaluation</p> <p>The RTBG is committed to ongoing monitoring of and regular evaluation of its interpretive program, to ensure that resources and effort are directed to the most effective outcomes for the interpretation investment.</p>	<p>There will be internal monitoring of the interpretation program on an annual basis with a review by an independent qualified person every 5 years.</p>
<p>Interpretation Delivery and Sustainability</p> <p>The interpretive program is a vital means for protecting and sustaining the RTBG heritage values and its delivery will not in any way impair those values.</p> <p>The management of the heritage values within the Gardens will include an active and ongoing program of interpretation that is informed by the place's heritage values, and which employs a wide range of media.</p>	<p>Use site specific and authentic themes and stories that are based on sound research and communicate all aspects of the significance of the Gardens including natural, Aboriginal and historic values with clarity and accuracy.</p> <p>Make certain that the heritage values of significant plantings are interpreted. Consideration should be given to designing discreet plaques to identify and communicate the significance of historic specimens within the Gardens.</p> <p>Work with representatives of the local Aboriginal community (through the Tasmanian Aboriginal Land and Sea Council, and the Aboriginal Heritage Office) to interpret the Aboriginal heritage values and significance of the Gardens.</p> <p>Protect, conserve and interpret the Gardens' living heritage collections including plants associated with important phases in the history of the Gardens and those that express the original design intent for the Gardens.</p>
<p>Community Involvement</p> <p>RTBG recognises the significance of the site, its collections, assets and role to the local community. The interpretation program seeks to foster local involvement to nurture the local connection and also as an important mechanism for delivering interpretation.</p>	

Inclusivity

While RTBG has a legal obligation to abide by the Disability Discrimination Act 1992, it acknowledges that its interpretive program represents a key strength in meeting the needs of those with ambulant, sight and hearing impairment. The interpretive program will represent equality of opportunity and experience.

The following options should be taken into account as part of the design development phase for any interpretive tools, subject to budgetary constraints, to ensure that RTBG interpretation meets the needs of those in its audiences who have disabilities:

- providing face to face interpretation
- captioning of key audio-visual elements
- selection of high-contrast detailed photographs and clear text on signage and graphics
- identifying information that could be made available in large print format
- integration of sensory features for touch, sound, smell and physical interaction
- virtual access to elements of the Gardens' experience that cannot be accessed by those with mobility issues, through the RTBG website

Planning Framework

An Interpretation Plan will be prepared and/or reviewed every three years and will be underpinned by annual Delivery Plans that specify implementation or action priorities for the year as they relate to evaluation findings, resources and budget.

Interpretation Plan

The Interpretation Plan will clearly state goals and objectives, any changes affecting the RTBG interpretive environment, current understanding of audiences and their needs, program priorities, and monitoring and evaluation processes.

Thematic Interpretation and the TORE™ Model

All RTBG interpretation will conform to the Thematic Interpretation model of TORE™.

The TORE™ Model

The model determines that for effective interpretation to occur it must be:

- i. Thematic – organised around identified themes, which are whole ideas or meanings that provide 'launching pads' around which the interpretive program is planned
- ii. Organised – information is organised to make it easily accessible by the audiences. This may include techniques such as sequencing of text and images (ideas and information build on each other and are not simply isolated facts); the use of verbal transitions on tours so that it is seamless for the audience (such as through techniques of foreshadowing; or asking a question at one stop and answering it at the next)
- iii. Relevant – interpretation should be meaningful and personal for audiences. It should relate to what they understand and know, providing bridging from what they

	<p>know to new understandings and knowledge</p> <ul style="list-style-type: none"> iv. Enjoyable – interpretation should be enjoyable in a wide range of ways, from the fun of tours or interpretive theatre, to the quiet absorption of reading or the tactile/sensory pleasure of being hands-on. Any humour is used to get attention for the purpose of making a point, making it different to pure entertainment
<p>Visitor Satisfaction</p> <p>The RTBG interpretive program is considered to achieve its overall interpretation standard when evaluation of the interpretive program indicates that 75% or more of those who visit the Gardens report high to very high satisfaction with the program.</p>	<p><u>Evaluation</u></p> <p>It is noted that the evaluation process will need to take into account the type of experience sought by the audience of Local Users and the fact that much of that experience is provided through implicit delivery rather than overt delivery of interpretation.</p>
<p>Publication Standards</p> <p>The purpose, design and content of interpretive publications must be targeted to an identified audience need that fits within the current Interpretation Plan and its annual delivery plan or addresses an emerging need.</p>	<p><u>Role of Publications</u></p> <p>The role of a particular publication in the interpretive mix must be clearly identified and assessed. It must not duplicate existing resources, its strategic role in relation to other interpretive media must be clear, and there must be a distribution process or system identified for each publication.</p> <p><u>Quality of Publications</u></p> <p>The quality of each publication will be determined using the following criteria:</p> <ul style="list-style-type: none"> the role of the publication in the interpretive mix and the way that role relates to audience expectations (e.g. major self-guide brochure needs to be of a higher quality than a fact sheet); how long its intended 'shelf life' will be if it is a commercial publication, what the price point will be and audience expectations relating to that budgetary considerations in relation to the required print run <p>All self-guided print products will be tested at the mock-up or proof stages with the audience. This is critical for quality control, as errors or confusion in orientation or presentation of information can be readily identified before a costly print run occurs. Testing can be easily done by providing photocopies to a sample group of visitors on entry and obtaining feedback</p>

	<p>at the end of their visit (with a free coffee or other enticement included!).</p> <p><u>Other Considerations</u></p> <p>Publications must align with any RTBG visual style requirements, including use of logos. Unless images are copyright to the RTBG, a copyright check must be undertaken. Copyright clearance must always be obtained for the use of historical or contemporary images.</p>
<p>Signage Standards</p> <p>Design and manufacture of interpretive signs must conform to any signage guidelines adopted by RTBG, including any style or materials requirements.</p>	<p><u>Design and Installation of Signage</u></p> <p>Text on interpretive signs must have a clear communication hierarchy – theme/critical message, key message, and supporting information – with the layering designed to address different learning styles of those in interpretive audiences.</p> <p>The design must not dominate the text, images or illustrations and make them difficult to read or see.</p> <p>The word limit for interpretive signage may vary according to the identified audience needs. Where possible, interpretive signage will demonstrate the theme and/or elements of supporting messages visually.</p> <p>Placement of signage should take into account visitor movement, potential for intrusion on viewlines or impairment of the location aesthetic.</p> <p>Mock-ups of completed designs for signs will be tested in situ to ensure that they are effective in orienting audiences to features and accurately relate to their surroundings. This does not necessarily involve temporary installation but can be achieved by taking proofs to the installation location. Signs must be maintained in good physical condition and will be inspected/assessed at least once a year. Signs which are not in good condition will be refurbished, replaced or removed.</p> <p>Unless a temporary installation, signs will be constructed for the purposes of a minimum functional life of 3-5 years.</p>
<p>Tour Standards</p> <p>All guided tours are to incorporate the standards as outlined in the Interpretation Procedure.</p>	

Outsourcing Interpretation

The engagement of external interpretation practitioners, such as designers, writers and illustrators, will be subject to preparation of a brief for the work. The brief will be approved by the Manager Botanical and Public Programs.

2.2 Visitor Survey Policy**Responsibilities**

The Manager of Botanical and Public Programs will have responsibility for the implementation of this policy, with assistance from the RTBG Board.

Preparation of visitor surveys will also be the responsibility of the Manager of Botanical and Public Programs, who will be supported by internal marketing, interpretation/communications and educational staff, and external specialists where required.

Surveys will be conducted by RTBG staff, with assistance provided by members of the Friends of the RTBG (many of whom have participated in the delivery of visitor surveys for the RTBG), or by suitable external persons where required.

Standards and Ethics

The RTBG will prepare a privacy statement that will be made available to the public at the time of conducting surveys.

All RTBG visitor surveys should be prepared and conducted so as to conform with national and international standards for social research.

The privacy statement will include information such as:

- the RTBGs' policy regarding confidentiality
- how survey information will be used
- who will have access to the personal information provided (i.e. name, address)
- how long information will be held for
- the RTBGs' policy regarding confidentiality
- how survey information will be used
- who will have access to the personal information provided (i.e. name, address)
- how long information will be held for

All surveys should be prepared and conducted in accordance with the relevant national and international standards for social research, including:

- *Code of Conduct for Market Research* developed by the Australian Market and Social Research Society
- *Market and Social Research Privacy Principles* developed by the Australian Market and Social Research Organisation
- *ICC/ESOMAR International Code of Marketing and Social Research Practice*

The following ethical and professional principles as outlined in the *ICC/ESOMAR International Code of Marketing and Social Research Practice* provide an example of the type of principles associated with such standards:

- market and researchers shall conform to all relevant national and international laws
 - market researchers shall behave ethically and shall not do anything, which might damage the reputation of market research
 - market researchers shall take special care when carrying out research among children and young people
 - respondents' cooperation is voluntary and must be based on adequate, and not misleading information about the general purpose and nature of the project when their agreement to participate is being obtained and all such statements shall be honoured
 - the rights of respondents' as private individuals shall be respected by market researchers and they shall not be harmed or adversely affected as the direct result of cooperating in a market research project
 - market researchers shall never allow personal data they collect in a market research project to be used for any purpose other than market research
 - market researchers shall ensure that projects and activities are designed, carried out, reported and documented accurately, transparently and objectively
 - market researchers shall conform to the accepted principles of fair competition
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<p>Survey Design</p> <p>Surveys will be prepared so as to be:</p> <ul style="list-style-type: none"> • clear and easy to comprehend or communicate • friendly and personal • brief and easy to complete (i.e. where possible use multiple choice questions rather than open questions) and limit the length of the survey (pages and questions) 	<p>Surveys should also include a brief introduction and include information about privacy and how further information regarding survey findings can be accessed in the future.</p> <p>Where possible, pilot surveys should be undertaken to identify any ambiguity or issues with visitors understanding the survey questions.</p>
<p>Time of Year to Survey</p> <p>The timing may depend on the purpose of the survey and the client market that the RTBG wishes to survey.</p> <p>Ideally, the RTBG should conduct biannual visitor experience surveys in an attempt to capture seasonal differences in visitor profiles, activities and perceptions. Surveys should be conducted in October and April every year, and include both weekday and weekend visitors.</p>	<p>The delivery of the visitor experience survey should not coincide with major events (e.g. such as the Spring Tulip Festival), however specific surveys (or other social research mediums) may be prepared and delivered to determine the level of visitor satisfaction with such events (e.g. a Spring Tulip Festival survey was conducted in 2007).</p>
<p>Survey Consistency</p> <p>Surveys will be drafted so as to have a level consistency sufficient to allow meaningful comparison over time.</p>	<p><u>Survey Content</u></p> <p>All surveys (visitor experience and special events surveys) should seek to include the following 'core' visitor profile questions as a standard:</p> <ul style="list-style-type: none"> • how the visitor accessed the gardens • the number of previous visits to the gardens • activities undertaken on this visit (although this may vary according to the purpose of the survey) • level of satisfaction with their experience • post code of residence of respondent • age group of respondent

	<ul style="list-style-type: none"> gender <p>Survey content will consider consistency with those conducted by other Australian Botanic Gardens or BGANZ member gardens to enable benchmarking of results between institutions.</p>
<p>Reporting</p> <p>The findings from all visitor surveys will be compiled and made accessible to the public (e.g. via the RTBG website), and will be incorporated into relevant RTBG documents.</p>	
<p>2.3 Visitor Facilities</p>	
<p>Provision</p> <p>The RTBG will provide a high standard of visitor facilities, which will contribute to the overall quality of the RTBG experience. More specifically, the RTBG will aim to provide for universal access where practicable.</p>	
<p>New Development</p> <p>New development will use forms that are of a sympathetic contemporary design rather than forms patterned on historic influences.</p>	<p>Locate new development, including landscaping and interpretation facilities, in areas where there is low potential for archaeological relics to be adversely impacted.</p>
<p>Access</p> <p>The RTBG, in partnership with relevant land managers, will work towards improving public access to the Gardens, including:</p> <ul style="list-style-type: none"> the efficiency and safety of pedestrian linkages from the city centre and the Queens Domain, the foreshore, and from the Tasman Highway; parking and safety issues associated with the Lower Entry, off the Domain Highway; address legislative requirements for universal access as far as practical providing appropriate and well-signed public entry/exits 	<p><u>Directional Signage</u></p> <p>Improving the consistency of directional signage to the RTBG from surrounding locations will require the RTBG to work in partnership with the Hobart City Council, Queens Domain Advisory Council, and the Friends of the Soldiers Memorial Avenue.</p> <p><u>Universal Access</u></p> <p>The RTBG will work towards the delivery of improved access and facility provision for mobility impaired people, in accordance with the <i>Australian Standards for Access and Mobility (AS 1428)</i>.</p> <p>Where the provision of universal access is likely to impact on heritage or other values, locate the necessary changes in areas of lower significance and, where this is not possible, ensure</p>

<ul style="list-style-type: none"> • providing safe, adequate and visually unobtrusive parking for visitors to the Gardens 	<p>liaison between building heritage specialists and the certifier/consent authority (the Tasmanian Heritage Council) to achieve a mutually satisfactory response.</p>
<p>2.4 Events and Activities</p>	
<p>The RTBG will continue to support events and activities that are consistent with the vision, mission and objectives of the RTBG, and that are consistent with the physical carrying capacity of the site.</p>	<p><u>Policy Development</u></p> <p>The RTBG will develop an expanded policy to guide future events.</p> <p><u>Interim</u></p> <p>Encourage events and activities that are grounded in the values of the Gardens and sensitive to those values.</p> <p>Assessments of a proposed activity or event are to be undertaken by the Board in conjunction with management staff, who will consult with other staff members regarding particular potential issues and impacts on the values identified herein (see Section 3).</p> <p>Where major public events are planned and have the potential to impact on the majority of users who enjoy the tranquillity of the Gardens ensure adequate prior publicity in mainstream media.</p> <p>The RTBG will improve the on-site infrastructure required for events and activities. Such infrastructure will not detract from the landscape or heritage values of the site, and may be of a temporary (demountable), or permanent design.</p>
<p>Temporary Structures</p> <p>The RTBG will continue to utilise temporary structures to support special events and activities within the Gardens.</p>	<p>The installation of temporary structures within the Gardens:</p> <ul style="list-style-type: none"> • should be undertaken with care to ensure that no damage to significant landscape elements, plantings or built fabric occurs. • ensure minimal visual intrusion when selecting and siting temporary structures.

3. Capacity to Manage Policy

Goal: *To ensure there is sufficient capacity to sustainably manage the place.*

Policies	Guidelines
<p>3.1 Expansion</p> <p>Land Tenure Arrangements</p> <p>The RTBG will seek to obtain freehold title of the lands that it manages. In circumstances where this is not possible or practical, its second preference is for leasehold. Where leasehold is not possible, joint management of land will be considered. Where joint management of land is to occur, it will be in the form of a Memorandum of Understanding with the partner agency.</p> <p>Acquisition, lease or joint management will be by negotiated agreement with the relevant landowner. Prior to negotiation for expansion, the RTBG will prepare a rationale for its proposed actions as a business case describing mechanisms for adapting the land in question to its purposes, and for its on-going maintenance.</p> <p>In acquiring, leasing or jointly managing additional lands, the RTBG will develop such areas with appropriate respect for any existing value, whilst addressing the Gardens' objectives for the display of appropriate living collections, delivery of a quality visitor experience, and sustainable management.</p>	<p>Areas contiguous to the RTBG boundaries will have preference for expansion over more distant sites (to rationalise operational requirements), however, the RTBG recognises the bio-physical constraints of nearby sites in relation to growing the full range of plants considered to be of importance to achieving the vision, mission and objectives. Therefore, distant sites, or annexes, will be considered for acquisition, leasehold or joint management, for the purposes of conserving and presenting particular components of the Tasmanian flora.</p>
<p>3.2 Funding and Resources</p>	<p>To be completed by RTBG</p>

3.3 Management Partnerships	
<p>General</p> <p>The RTBG will continue to actively participate in, and develop horticultural, plant conservation, educational or other relevant partnerships with government bodies, organisations or registered community groups, on projects that contribute to the achievement of the Garden's vision, mission and objectives.</p>	<p><u>Contribution to Partnerships</u></p> <p>The RTBG's contribution to such partnerships may be in the form of providing training or expertise, undertaking operational, organisational or managerial tasks, ongoing monitoring or financial assistance.</p> <p>Where the project involves long-term management (e.g. of a particular site), considerable responsibility (e.g. public liability), or financial contributions, the RTBG will require a formal written agreement (e.g. Memorandum of Understanding) to formalise the agreement between the participating parties.</p>
<p>International and National Agreements and Partnerships</p> <p>The RTBG will continue to meet its obligations as a member of the Botanic Gardens Conservation International (BGCI), and as a signatory to various related agreements.</p> <p>The RTBG will seek to develop further international and national partnerships with other Botanic Gardens, horticultural enterprises or plant conservation organisations, which are consistent with the RTBG's vision, mission and objectives, and which are within the capacity of the RTBG. In particular, the RTBG will seek to engage in partnerships that contribute to sustainability, biodiversity, and address climate change issues.</p>	<p><u>Existing Agreements</u></p> <p>The RTBG will continue to support and fulfill its obligations as a signatory to the <i>Global Strategy for Plant Conservation and Climate Change</i>, and the achievement of Goal 8⁷⁹ of the <i>2010 Targets</i> through contributing expertise and funding where possible, to the work of the Tasmanian Seed Conservation Centre beyond its formal 2010 funding deadline.</p> <p>The RTBG will also work towards the achievement of Goal 15⁸⁰ of the <i>2010 Targets</i> as resources allow.</p>

⁷⁹ Goal 8 - 50 per cent of threatened plants included in accessible botanic garden ex-situ conservation collections, including cultivated and genebank material, preferably in the country of origin; Sub-target: 75 per cent of critically endangered species (CR) included in ex-situ conservation collections by 2010, preferably in the country of origin" (see <http://www.bgci.org/index.php?id=74>).

⁸⁰ Goal 15 - Botanic gardens contribute to local, national, regional and international programs that seek to reverse the decline of plant resources and associated indigenous and local knowledge, innovations and practices, through their research, education and conservation activities (see <http://www.bgci.org/index.php?id=74>).

<p>State, Regional and Local Partnerships</p> <p>The RTBG will remain a member of the Queens Domain Advisory Committee (QDAC).</p> <p>The RTBG will continue to work in partnership with the Department of Primary Industries and Water (Threatened Species Section), the Herbarium of the Tasmanian Museum and Art Gallery, TEMCO, the Tasmanian Minerals Council, the Australian Flora Council, and the Friends of the RTBG, to contribute to the conservation of rare or threatened Tasmanian flora species,</p> <p>The RTBG will seek to develop further state and local partnerships with other, horticultural enterprises, plant conservation organisations, or other organisations, which are consistent with the RTBG’s vision, mission and objectives, and which are within the capacity of the RTBG. In particular, the RTBG will seek to engage in partnerships that contribute to sustainability, biodiversity, and address climate change issues, or aid in the everyday operations of the Gardens.</p>	<p><u>Queens Domain Advisory Committee</u></p> <p>In relation to the Queens Domain Advisory Committee, the RTBG will:</p> <ul style="list-style-type: none"> • participate in the planning and coordination of major events on the Domain; • support the interpretation of the natural and cultural values of the Domain where they inter-relate with the mission of the Gardens; • be involved in conservation efforts related to threatened, rare or vulnerable species that occur on the Domain including the development (or participation in the development) of ‘species recovery plans’ including research into appropriate propagation and planting requirements for the establishment of ex situ collections. <p>‘Other’ organisations may include the Department of Immigration, Arts Tasmania, and other arts and cultural organisations.</p>
<p>3.4 Future Use and Development</p>	
<p>Government House</p> <p>The RTBG will consider acquisition of the Government House grounds, if and when they become available, as desirable to the achievement of its mission.</p>	<p>In acquiring Government House, it would be the intention of the RTBG to manage the area with appropriate cognisance of the site’s cultural landscape and heritage values. In particular, the clarity of the site as a working estate would be retained.</p> <p>In saying this, it is recognised that portions of the Government House site, immediately adjacent to the boundary with the RTBG have the greatest value to the Gardens as areas that might be developed to further the mission of the RTBG.</p>
<p>Beaumaris Zoo Site</p> <p>The RTBG will consider acquisition, lease or joint management of the Beaumaris Zoo site as desirable to the achievement of its mission.</p>	<p>In acquiring or jointly managing the site, it would be the intention of the RTBG to manage the area with appropriate cognisance of the site’s cultural landscape and heritage values.</p> <p>In saying this, it is recognised that a large portion of the site is derelict and available for a low density of built development with the larger focus being on living collections and garden ‘elements’ (e.g. paths, plantings, sculpture, water features, etc).</p>

<p>The 'Golf Course' (the area directly above the entry to the Gardens)</p> <p>The RTBG will consider acquisition, lease or joint management of some portion of the 'Golf Course' as important to the achievement of its mission.</p>	<p>In acquiring or jointly managing the site, it would be the intention of the RTBG to develop the area with appropriate cognisance of the site's conservation values including the significant conifers found there whilst at the same time addressing (if required and with the agreement of the Hobart City Council) the functional needs of the Gardens.</p> <p>In developing areas for parking, the RTBG will strongly consider opportunities for revenue raising through parking fees.</p> <p>In anticipation of potential acquisition, lease or joint management of this area, the RTBG will develop or assist the development of 'species recovery plans' for the listed species that occur in this area including research into appropriate propagation and planting requirements for the establishment <i>ex situ</i> collections.</p>
<p>Lower Domain Road</p> <p>The RTBG will promote the formal closure of Lower Domain Road and for its acquisition and incorporation into the Gardens for a variety of purposes in support of its mission.</p>	<p>In acquiring this land, the RTBG will consider its use for parking, service vehicle and pedestrian linkages, entry to the Gardens, the construction of facilities and/or other uses that support its mission.</p> <p>In using the land, the RTBG will take into account adjacent values and the need for emergency or infrequent through traffic as might be necessary in conjunction with major events.</p>
<p>Annexes</p> <p>The RTBG will seek an annex or annexes that will provide for a more full compliment of Tasmania's species to be presented.</p>	<p>In acquiring or jointly managing appropriate sites, it would be the intention of the RTBG to develop the areas with appropriate respect for any existing values whilst at the same time addressing its objectives for:</p> <ul style="list-style-type: none"> • display and interpretation of appropriate living collections; • delivery of a quality visitor experience; and • having the capacity to manage such grounds.

<p>3.5 Coordinated Planning</p>	
<p>Coordinated Planning The Gardens will be managed through a planned, coordinated and documented approach.</p>	<p>Ensure that ongoing liaison occurs between the Board, management and other staff to ensure a consistency of aims and approach. Ensure that all actions are fully documented and that records are held in secure conditions.</p>
<p>3.6 Monitoring and Review of Plans and Policies</p>	
<p>The RTBG will monitor the implementation of the Strategic Master Plan (SMP) and associated key plans and policies (e.g. the Living Collections Plan/Policy, the Conservation Management Plan/Policy, the Interpretation Plan/Policy, and the Visitor Survey Plan/Policy). Major review and update of the SMP and associated plans and policies is to be undertaken every three years from the time of implementation by appointed responsible staff. Minor amendments may be incorporated into working copies of plans and policies following approval by the responsible officer (and the Board). All relevant staff members are to be notified of the amendment immediately. Amendments are to be incorporated into associated operational and asset management plans where required.</p>	<p>Monitoring of the implementation (e.g. identification of any issues associated with the practical application of the plans and policies) may be undertaken by key staff members under the direction of the responsible officer. Any issues and/or feedback are to be compiled in a report by the responsible officer (or delegated staff member) and forwarded to the RTBG Board prior to the implementation of any changes. A minor amendment is considered to be:</p> <ul style="list-style-type: none"> • a minor change in the timing or frequency of a recommended action • an additional task / action • changes in budgetary allocations
<p>3.5 Operations and Asset Management</p>	
<p>Maintenance Maintenance of RTBG infrastructure, amenities and facilities will be carried out on a regular basis, as outlined in the relevant operational plans. As per RTBG procedures and policies, and as outlined in the SCAMP Maintenance works will be clearly documented</p>	

Water Use and Management

The RTBG will strive to be a leader in sustainable water management, and will:

- work towards developing and implementing a stormwater/sewerage reuse system that enables water recirculation, and minimises the reliance on the reticulated water system
 - factor water requirements into the assessment of potential new collections / plantings
 - work in partnership with the Hobart City Council to improve water management (e.g. minimising the volume of runoff through improved drainage) on the Queens Domain, improving the quality of water entering the Gardens, and minimising the overall volume of stormwater runoff entering the Derwent River Estuary
 - continue the sustainable watering practices as outlined in the *Watering Protocol*, and updating as circumstances, knowledge and resources change
 - continue to develop display gardens and educational programs that communicate the importance of sustainable water use, and methods of sustainable gardening
-