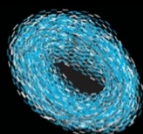


2019-2020

Annual Report



jenolan caves  
explore marvel stay

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**Front cover image** – The bushfire that swept through Jenolan in December/January carried considerable smoke and soot into the caves. Staff spent several weeks water-washing soot from crystal formations and all cave infrastructure including paths, lighting and handrails. The water used for cleaning comes from the caves themselves and does not contain any chemical additives.

## Letter of Submission

The Hon. Matthew Kean MP  
Minister for Energy and Environment and Minister for Heritage  
52 Martin Place  
SYDNEY NSW 2000

October 2019

Dear Minister

On behalf of the Jenolan Caves Reserve Trust, I have great pleasure in presenting our 2019–20 Annual Report for presentation to Parliament.

This report covers the Trust's activities and Statement of Accounts in accordance with the National Parks and Wildlife Act 1974, the Annual Reports (Statutory Bodies) Act 1984 and the Annual Reports (Statutory Bodies) Regulation 2010.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'Andrew Nicholls', with a large, stylized initial 'A'.

Andrew Nicholls PSM  
Administrator  
Jenolan Caves Reserve Trust



## Acknowledgement of Traditional Owners

We acknowledge the traditional owners and custodians of Trust lands, the Gundungurra and Wiradjuri Aboriginal peoples. We respect and value their ongoing connection to these lands and honour their strength and resilience.

## Access

Jenolan Caves Reserve Trust  
4655 Jenolan Caves Road,  
Jenolan Caves NSW 2790  
Australia

Cave Operations  
Ph: 1300 76 3311  
Fax: 02 6359 3307  
Hours: 8.30am to 5.30pm

Jenolan Caves House  
Ph: 1300 76 3311  
Fax: 02 6359 3227

Administration Office  
Ph: 1300 76 3311  
Fax: 02 6359 3092  
Hours: 9am to 5pm

ABN: 53 494 853 455

Technical Services  
Ph: 1300 76 3311  
Fax: 02 6359 330

## Charter – Our Role

The Jenolan Caves Reserve Trust (JCRT) is a body corporate, established under the provisions of the National Parks and Wildlife Act 1974, and is responsible for the care, control and management of the Visitor Use and Services Zone (VUSZ) within the Jenolan Karst Conservation Reserve. The Trust is responsible to the Minister for Energy and Environment.

The role of the Jenolan Caves Reserve Trust is to protect, conserve and present the natural and cultural heritage of the VUSZ, in an environmentally, socially and financially responsible and sustainable manner. The VUSZ is an area of about 50 hectares within the larger Jenolan Karst Conservation Reserve. The VUSZ contains most of the show and adventure caves, all visitor accommodation and facilities including the Historic Caves House and all associated utilities and services.

The Reserve is one of the eight properties contained within the Greater Blue Mountains World Heritage Area, and it is also listed on both the national and state heritage lists. The Trust therefore has other statutory responsibilities under the Heritage Act 1977 and the Environment Protection and Biodiversity Conservation Act 1999 (Cmth).

The Trust collaborates closely with the NSW National Parks and Wildlife Service, the Greater Blue Mountains World Heritage Committee and with Aboriginal communities on joint park management activities across the Reserve and across the wider Greater Blue Mountains World Heritage Area.

The Trust also works very closely with Oberon Council and regional tourism operators and businesses to encourage visitation to the Central West and Blue Mountains.

## Aims and Objectives

### Mission

Our mission is to connect our visitors with the unique natural and cultural heritage of Jenolan Caves, and through that connection, stimulate the urge to care for and protect all such special places.

**Put simply, our mission is to protect and connect.**

### Goals



#### CONNECTION

**Success looks like:** We deliver life changing visitor experiences that leave our visitors with an increased appreciation and understanding of the rich natural and cultural heritage of Jenolan Caves.

**Our priority focus:** We connect our visitors to the natural and cultural heritage of Jenolan Caves by delivering immersive, inspiring and innovative Visitor Experiences that:

- **create connections** – Our visitors connect with each other, with the environment and with the natural and cultural heritage of Jenolan Caves
- **exceed expectations** – Our experiences exceed visitor expectations, every time; cementing our position as one of Australia’s most iconic and best tourism attractions
- **create memories and evoke nostalgia** – Our visitors leave with life long memories that inspire them to share stories of their experience and to return with their children, grandchildren, friends and family to share the magic of Jenolan
- **inspire action** – Our experiences will increase knowledge and inspire positive action for the conservation of natural and cultural heritage values and the protection of the environment
- **provide educational opportunities** – Students, teachers and the community learn through participating in our immersive and tailored education experiences and programs
- **awaken a sense of awe, wonder and curiosity** – Our visitors leave having felt the magic of Jenolan Caves.

And by ensuring that we:

- develop and maintain ecologically sustainable, culturally appropriate, safe and enjoyable visitor facilities, services and experiences
- continue to work with the Gundungurra people and other relevant Aboriginal community organisations and custodial families, in the development and delivery of material and programs for interpretation of Aboriginal cultural heritage
- continue to work with Jenolan Caves Historical and Preservation Society (JCHAPS) in the development and delivery of material and programs for interpretation of cultural heritage.



#### CONSERVATION

**Success looks like:** The natural and cultural heritage values of Jenolan Caves are conserved for present and future generations.

**Our priority focus:** We will ensure that the natural and cultural heritage values of the Jenolan caves are conserved by:

- **minimising impacts on the Reserve** – Our visitors are managed in a way that not only minimises their impact but also educates them about how they can minimise their broader impact on the environment
- **strategically managing our assets** – Our assets are managed in a way that conserves, and protects the values of the site, whilst enhancing the visitor experience
- **promoting research** – scientific, speleological and historical research is utilised and highlighted in the guest experience and interpretation

- **prioritising** – activities that recognise the karst conservation Reserve status of the area, its World Heritage, state and national heritage values as well as its significant catchment values.

And by ensuring that we:

- embrace Aboriginal culture, from ancient to modern, and strengthen the role of Aboriginal communities in the management of country, including the management of Aboriginal sites, places, and cultural and natural values
- implement sound environmental research and support programs across the Reserve that assist in the protection, conservation and presentation of Reserve values.



#### COMMUNITY

**Success looks like:** Jenolan caves is highly valued by the community and makes a significant contribution to regional prosperity.

**Our priority focus:** We will contribute to regional prosperity and ensure Jenolan caves is valued by:

- **being actively involved** – Jenolan caves staff are actively involved with community groups, committees and organisations
- **instilling community pride and connection** – Our community has a strong connection to the natural, cultural and Aboriginal heritage of Jenolan Caves
- **supporting local suppliers** – We prioritise procurement of goods and services from local suppliers who meet the standards we require, and support others to reach those standards
- **supporting local jobs** – Actively promoting opportunities for employment and training for local people at Jenolan Caves.

And by ensuring that we:

- acknowledge the role we play for the community and the important role community plays for Jenolan Caves. In particular, the Oberon LGA and those areas in the Bathurst and Blue Mountains electorates
- acknowledge that the Jenolan community extends further than the local area and includes people from a variety of backgrounds and interest areas, including but not limited to: speleological clubs, scientists, historians, and visitors with deep connections to Jenolan Caves.



#### SUSTAINABILITY AND PERFORMANCE

**Success looks like:** Jenolan Caves operates in an environmentally, socially and financially responsible and sustainable manner.

**Our priority focus:** We will ensure all activities at Jenolan Caves operate in a sustainable and responsible manner by:

- **thinking sustainably** – We analyse and monitor the sustainability of all our activities from a commercial, environmental and social perspective
- **being self-funded** – We generate maximum financial returns so that we have the ability to reinvest in enhancing the visitor experience and ensuring the protection and conservation of Reserve values
- **adapting to climate change** – We aim to future proof our operations by considering the impacts of climate change, and responding accordingly
- **work Health and Safety** – We get everyone home, without harm, every time
- **strategically managing our assets** – Our assets are managed in a way that ensures assets perform at optimal levels, life cycle costs are budgeted for and risks associated with assets are reduced.

And by ensuring that we:

- develop and maintain ecologically sustainable, culturally appropriate, safe and enjoyable visitor facilities, services and experiences;
- become a more effective, innovative, sustainable and customer focused organisation and provide a safe and rewarding work environment for our employees;
- demonstrate how conservation and business work together.

## Enablers



### EMPLOYER OF CHOICE

We aim to become an employer of choice, known for its outstanding people. Our people are the most critical part of our product, a critical part of people's lasting impression, and a critical part of word of mouth recommendations. We will help every staff member to achieve by:

- providing a positive and supportive workplace
- providing them with all the tools they need to excel at their job
- stimulating them to strive for more knowledge and more training
- providing them with opportunities to grow their knowledge develop their skills and be higher achievers
- ignite and continually fuel their passion for the environment, cultural heritage and their job
- instilling pride in themselves and the work they do at Jenolan Caves
- embracing diversity and leverage individual perspectives, experiences and skillsets in all our teams
- making communication a conversation – providing a system of communication that increases our ability to, work collaboratively, share ideas, exchange information, and connect with each other and with our mission.

This will show through in the personality and professionalism of our staff, the way they treat each other, the site and its visitors.



### CONTINUOUS IMPROVEMENT AND INNOVATION

We will operate in a cycle of continuous improvement, consistently striving to improve our products, service and delivery. We will create a culture based on continuous improvement and innovation by:

- empowering staff to innovate and take personal responsibility;
- acknowledging that taking calculated risks is an inherent requirement of innovation;
- practicing the courage to be continually optimistic and innovative;
- honouring and respecting our history, whilst looking towards the future.



### PARTNERSHIPS

We will develop operational and conservation based partnerships to enhance the Trust's commercial viability and implement sound environmental research and support programs across the Reserve that assists in the protection, conservation and presentation of Reserve values.

We achieve our mission and goals through providing a range of visitor services and experiences: including guided tours, walking tracks, overnight accommodation & experiences, food and beverage options, and by ensuring we operate in an environmentally, socially and financially responsible way. JCRT and its employees are stewards of the site and work towards ensuring the natural and cultural heritage values of Jenolan Caves are conserved for present and future generations.

JCRT comprises the following sections:

- Visitor Experience & Marketing
- Conservation and Maintenance
- Hotel and Hospitality
- Corporate

In 2019 the Jenolan Caves Reserve Trust completed a three-year strategic plan. The 2019-2022 strategic plan sets out the strategic direction for the management of Jenolan Caves.



### **Visitor Experience & Marketing**

Whilst each team is key to delivering on all of Jenolan's goals, this team plays a key role in the delivery of Jenolan's connection goal.

The Visitor Experience and Marketing team develops, implements and evaluates visitor services and marketing activities at Jenolan Caves including; experience development, marketing and communication, education and volunteer programs, feedback and evaluation, and the operation and delivery of visitor experiences.

They ensure the caves are presented to the highest standard and that visitor impacts are managed in a way that not only minimises their impact but educates them about how they can minimise their broader impact on the environment.

This team is responsible for the booking of visitor experiences and the retail offering.

### **Conservation and Maintenance**

The Conservation & Maintenance plays a key role in the delivery of Jenolan's conservation and sustainability and performance goals.

They work to ensure our assets are managed in a way that conserves, and protects the values of the site, whilst enhancing the visitor experience, and that they are managed in a way that ensures assets perform at optimal levels, life cycle costs are budgeted for and risks associated with assets are reduced.

The Conservation & Maintenance team manage Jenolan's existing assets and the delivery of capital works. They look after all of Jenolan's utilities & services including, drinking water, sewerage, waste management and power. The team includes a range of trades as well as general maintenance officers.

### **Hotel and Hospitality**

The Hotel & Hospitality team plays a key role in the delivery of Jenolan's connection goal.

This team develops, implements and evaluates the provision of hotel and hospitality services as Jenolan Caves. This includes the operations and management of a suite of accommodation options, Chisholm's fine dining restaurant, the caves café, as well as weddings, functions and events. The functional areas include:

- Front desk - manages all overnight guest enquires and bookings, provides 24/7 guest services through front desk and overnight duty managers.
- Housekeeping - provides room and public area cleaning services across the site.
- Food & beverage – provides front of house service for all food and beverage offerings, and coordinates the Caves Café.
- Kitchen – a team of Chef's and kitchen hands who manage the back of house delivery of Jenolan's dining experience and catering offerings.
- Group bookings – manages and coordinate group bookings.

This team works closely with the Visitor Experience and Marketing team to deliver a holistic, seamless and quality experience, across all of Jenolan's visitor touch points.

### **Corporate**

The corporate team plays a key role in the delivery of Jenolan's sustainability and performance goals. The corporate team ensures that Jenolan operates in a financially responsible and sustainable manner.

Jenolan is a self-funded separate statutory body, as such the JCRT is required to prepare an annual report in accordance with the Government Sector Finance Act 2018. JCRT is a Reporting GSF Agency under the GSF Act which imposes certain obligations on the Administrator such as preparing an annual report (section 7.12).

The corporate team is responsible for the finance and information technology functions of JCRT and manages the development, implementation and enhancement of contemporary business, commercial and financial management policies, practices and systems. This involves: the management of the budget reviews processes,

preparation of management accounting reports and the provision of strategic advice and direction to cost centre managers on financial management issues; control of JCRT's bank accounts, including management of all payroll and accounts payable and receivable processes; preparation financial management reports including the detailed analysis of current and forecast business unit performance.

## Administrator's Report

2019-20 was a tough year for the Jenolan Caves Reserve Trust. Fires, floods, snow and a global pandemic, meant 2019-20 was a year like no other. These factors conspired to mean that our wonderful heritage site and our world-class caves were shut for a large proportion of the reporting year. This has been soul-destroying for our staff, and heart-breaking for the many people in the wider community who love Jenolan.

The year started well, with great visitor numbers and upward revenue trends through to November, as well as a marked increase in our website traffic and social media engagement. We were then hit by one calamity after another. Despite this, our Annual Report shows the resilience and spirit of our staff who, despite the adversity, rose to the occasion. We are very lucky to have such a passionate team, and I pay tribute to each and every one of them.

In particular, I would like to acknowledge the tremendous leadership of our Director, Jodie Anderson, and her team leaders, who so ably led us through these crises. We are well set-up for recovery and an exciting future as we put these issues behind us and go about implementing our Strategic Plan (2019-2022).

Looking ahead, we have much to contemplate, with impending improvements to Caves House, an exciting new Visitors Centre, as well as major improvements to Blue Lake, to mention some of the bigger ticket items. We are investing in new and exciting marketing and branding strategies. While it has been a challenging year, we have also been doing the groundwork for future growth and success.

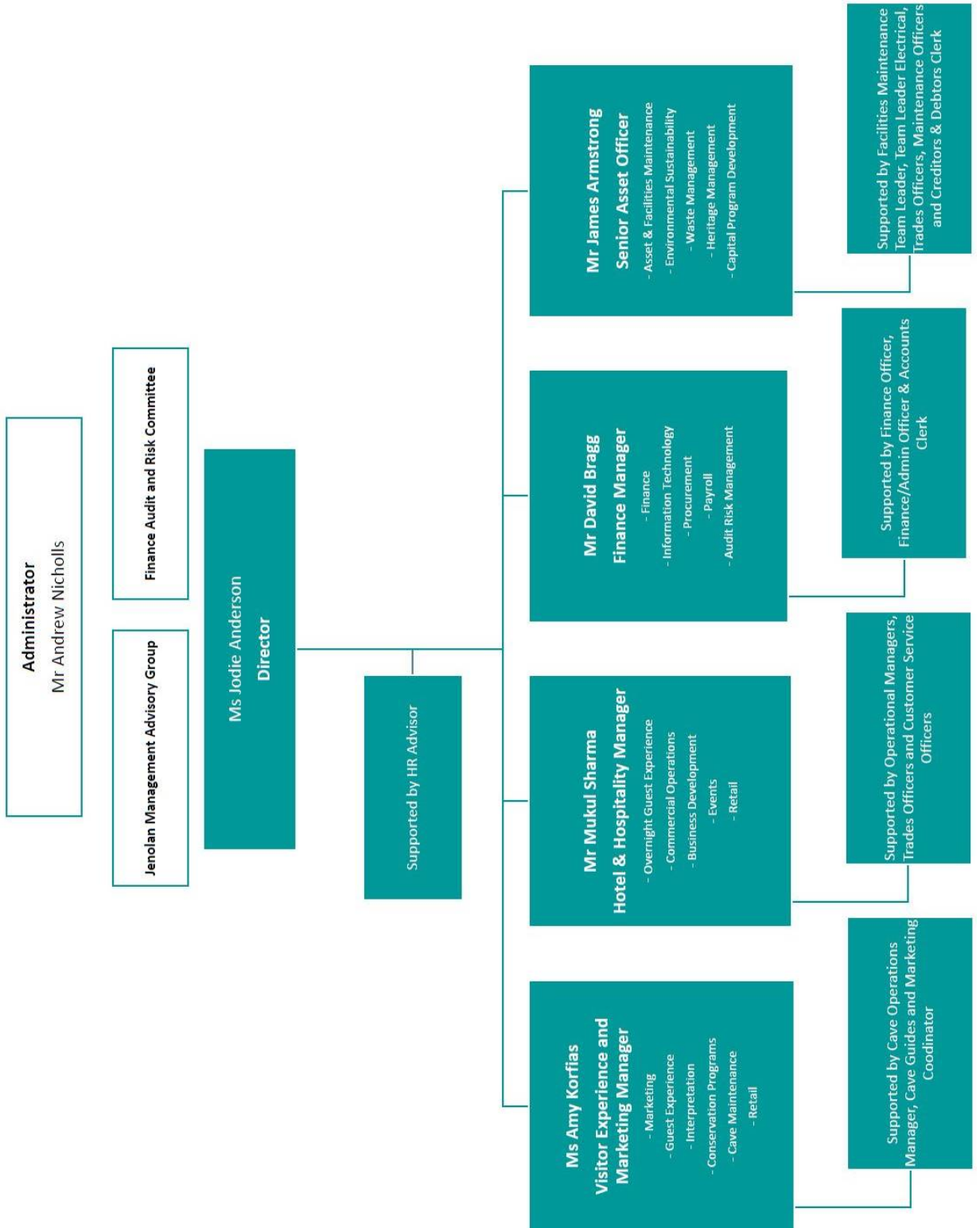
I was personally delighted when I was appointed as Administrator of the Jenolan Caves Trust on 1 April 2020. It would be remiss of me, however, not acknowledge the enormous contribution of Mr Bob Conroy who retired at the end of December 2019 after many years' service as Administrator. On behalf of everyone at the Trust, thank you Bob for the tremendous leadership you have provided to Jenolan over the years. We are indebted. I would also like to acknowledge the contributions of Mr Rob Quirk, who filled the role of Administrator in the intervening period prior to my appointment and continues to be a key steward of Jenolan in his capacity as Executive Director, Park Programs, at National Parks and Wildlife Service (NPWS).

The work of the Trust is very much supported by the strong relationship we have with the NPWS and the wider Department of Planning, Industry and Environment. I would also like to call out some of our important stakeholder relationships, including the Greater Blue Mountains World Heritage Advisory Committee, the Gundungurra Consultative Committee, the Jenolan Caves Heritage and Preservation Society, NSW Public Works, Oberon Council and local tourism operators. This year in particular, we are also indebted to the efforts of the Rural Fire Service, Fire & Rescue NSW and NSW Police for their great efforts to help us save Jenolan's heritage for future generations.



Andrew Nicholls PSM  
Administrator  
Jenolan Caves Reserve Trust

# Management and Structure



## A year in Review

2019-2020 has been one of the most challenging years in the Trust's history. It has been a year focused on emergency preparation, response and recovery, underpinned by a culture of resilience, determination, flexibility and a one-team approach.

2019-2020 saw the Trust managing and responding to:

- a record snow fall, leading to a 4 day site closure;
- record bush fires, impacting upon the Jenolan Reserve and visitor precinct;
- a 1-in-100-year flood which caused significant damage; and
- a global pandemic that continues to have an impact on all operations.

The response to, and management of, these emergencies was aided by the completion of a new Emergency Response Plan including a specific Bush Fire response plan in November 2019, along with the implementation of a new online Work Health and Safety system (Worksafe Online) in October 2019.

### **Snow**

Record snowfalls from Friday the 9th to Monday the 12<sup>th</sup> of August 2019 resulted in approximately 4cm of snow settling in the valley. 90 guests and 30 staff were trapped at Jenolan over the 4 days with the roads being closed from Friday evening until Monday afternoon. Staff worked tirelessly to ensure guests were well looked after, catered for and entertained. All staff and guests were able to leave the site safe and well once the roads re-opened.

### **Fires**

The bushfire season in 2019-2020 was the worst bushfire season on record. The fire season started affecting the Trust's operations in November 2019 with a number of extreme and catastrophic days deterring visitors from traveling. In early December, the Trust became aware of the impending threat from the Kowmung Fire, later called the Green Wattle Creek Fire.

In response, the Trust put together an action plan focusing on a systematic approach to preparing our assets for the fire. The plan was developed based on a draft Fire Preparedness Reports from Black Ash Consultancy and priorities listed in the Conservation Management Plan. Resources from across the site were re-allocated to assist with the preparation work.

Representatives from Fire & Rescue NSW, RFS and Police completed a site familiarisation and were provided with maps of the precinct and priority assets. Daily briefings were conducted with the Incident Management Team and trigger points were established for public closure of the site and closure of the site to staff. The team worked with the Jenolan Caves Historical and Preservation Society to ensure that their extensive and irreplaceable collection of cultural heritage artifacts were safe, with a large proportion of the collection safely packed up and removed for storage offsite.

On the 19<sup>th</sup> of December, the Trust closed public facing operations due to the threat of the approaching Green Wattle Creek fire. On the 22<sup>nd</sup> of December, the site was closed to staff as well and handed over to emergency services. We were very fortunate to have the support of multiple agencies including Rural Fire Service, NPWS, NSW Fire and Rescue, NSW Paramedics and even two American firefighters who had been specifically deployed to work on the Jenolan fire. JCRT is very grateful to everyone who attended the site and worked tirelessly in the preparation and protection of the reserve and its assets. We are particularly grateful to those Jenolan staff who are also members of the local Jenolan RFS brigade, providing invaluable local knowledge on the ground.

The Reserve and the Trust's infrastructure were impacted by fire on the 31<sup>st</sup> of January 2020. The impact of the fire resulted in extensive damage to the reserve's natural values, along with four structures: caver's cottage, RFS shed, Cottage 3 Burma road, and cottage BC3. Damage was also sustained to our major utilities



including power, water, and IT. The site's walking tracks and roads were all impacted by fire damage as well as falling trees and rocks. The site's main access roads, the 2-mile road and 5-mile road, were extensively damaged by the fire. The preparation work by Jenolan staff and the tireless efforts of the various emergencies services meant that there were minimal infrastructure losses at Jenolan.

Staff worked closely with Transport for NSW and various contractors to complete an extensive clean-up of the main precinct to allow the site to re-open to the public on the 1<sup>st</sup> of February 2020.

### **Floods**

On the 6<sup>th</sup> of February, the Trust was advised of the threat of major rainfall expected over the subsequent three days. The Trust worked with Transport for NSW and supported a pre-emptive closure of the 2-mile and 5-mile access roads. A crew of Jenolan staff were set-up to stay onsite over the weekend to monitor and respond to the rainfall. The rain event resulted in over 300mm of rain falling over the three days. This rainfall, coupled with the bare ground from the fire, resulted in extensive flooding and movement of debris in the main precinct. The Camp Creek Valley flooded through the Maintenance Workshop and down the Camp Creek culvert and roadway, causing water ingress and damage to lower areas of Caves House, the Ballroom, Library, Café adjoining toilets. Jenolan Caves staff worked tirelessly to hold the deluge at bay, however, the strength and volume of water was such that it could not be stopped from entering the buildings. The efforts from Jenolan Caves staff were highly commendable.

The rain caused extensive damage to the site's walking tracks, trails and roads, as well as moving huge volumes of sediment into the Blue Lake and hydro dams. Once again, the team pulled together, with staff from across the site working closely with contractors and Transport for NSW to complete an extensive clean-up and prepare the site for visitors. The site was partially opened for visitors on the 24<sup>th</sup> of February. Access was limited to the 2-mile road, and a number of walking tracks and areas remained closed whilst recovery works continued.

### **COVID-19**

Along with the rest of the world, Jenolan Caves has been monitoring, preparing and responding to the COVID-19 pandemic. In early March 2020, Jenolan caves implemented an immediate response to the COVID-19 pandemic, focused on reducing the risk to staff and visitors. Meetings were held with NSW Health and the WHS team to help us better understand COVID-19 and the measures needed to reduce the risk of contracting and spreading the virus.

In line with public health orders, cave tours were closed on the afternoon of Sunday 22<sup>nd</sup> of March 2020 and hotel and hospitality services concluded on the morning of Monday 23<sup>rd</sup> of March. Where possible, staff moved to remote working. A number of tools, including Microsoft Teams and Workplace, were implemented to support remote working and to keep the team connected.

In line with the easing of NSW government restrictions and with a COVID-safe plan in place, hotel and hospitality services, as well as walking tracks, were re-opened to the public on the 5<sup>th</sup> of June 2020.

Jenolan staff have done an incredible job adapting to ever-changing restrictions and protocols. In the face of yet another challenge, they have been adaptable, innovative and shown the utmost care for visitors and staff alike.

## **Strategic Priorities**

Between preparing for, responding to and recovering from the various natural disasters and the pandemic, the team has continued to work on its strategic priorities.

In April 2020, a new strategic management role was created. The Visitor Experience and Marketing Manager role was created to play a pivotal role in shaping the Jenolan Caves visitor experience from end to end. The role drives the development, marketing, implementation and evaluation of visitor experiences at Jenolan

Caves, working closely across the Jenolan team to deliver experiences and packages that incorporate all of our offerings and touch points. One team – One Jenolan experience. This role brings together Jenolan’s marketing and cave operation functions.

This role will continue the great work done by the Destination Marketing Store to develop a new brand strategy and brand guidelines for Jenolan Caves. This important piece of work will ensure Jenolan continues to develop and move forward strongly into the future. Given the challenges of 2019-2020, a focus on visitor experience and marketing is more important than ever. The additional resources of the Visitor Experience and Marketing Manager will help to ensure that Jenolan is able to achieve its goal of delivering life changing visitor experiences that leave its visitors with an increased appreciation and understanding of the rich natural and cultural heritage of Jenolan Caves.

The Trust has been working closely with NSW Public Works in the planning and delivery of the visitor infrastructure projects funded through the NSW Government’s Regional Growth Environment & Tourism Fund, which will result in important improvements to key visitor experiences in the coming years.

Despite all of the challenges and emergencies in 2019-2020, the Trust has taken great step forwards with regards to work health and safety, as highlighted in the Work, Health and Safety section of this report.

## Looking forward

Whilst 2019-2020 has seen the Trust face many challenges, it has also helped to deepen and strengthen our commitment and focus on creating a one-team culture. Staff across all departments have worked together and collaborated to meet the challenges of the year as one team delivering one Jenolan experience.

We move forward into 2020-2021 with a focus on renewal and revival. We look forward to the roll out and completion of a new Jenolan Brand strategy and embracing the opportunity to plan and deliver on the \$8.5 million visitor infrastructure project and the \$10.4 million Caves House revitalisation project.

We will also be taking the time to reassess our priorities and focus, in the light of new challenges and opportunities.

Jenolan is arguably Australia’s longest continually running tourism attraction and in 1918-1919 survived floods, fires, and even the Spanish flu. We look forward to once again welcoming visitors to experience and connect with Jenolan caves at this enduring and iconic site.

Jodie Anderson  
Director  
Jenolan Caves Reserve Trust  
July 2020

## Management and Achievements – Cave Operations

The year started well. However, in August, both Jenolan Caves Road and Edith Road closed for 2 days, due to snow, causing a significant reduction in ticket sales for August. However, social media posts featuring snow helped to promote Jenolan and the Oberon region.

Visitation figures from July 1 to October 31, roughly matched figures from the same 4 months last year. Although we saw 0.65% fewer people, possibly due to the drought, those visitors purchased 3.8% more tickets – a positive result (see below).

	Number of Tickets Sold	Number of People on Tours
July 1 to Oct 31 2018	52,529	72,019
July 1 to Oct 31 2019	54,556	71,552

Until November, Cave Operations staff continued their main roles of guiding visitors through the caves, taking thrill-seekers on adventure-caving expeditions, selling tickets, booking tours, answering phone enquiries, showing journalists, film crews, travel agents and tour operators through the caves, handling a range of administrative tasks, running the gift shop and maintaining the caves in a range of ways. Routine cave maintenance included removing lampenflora, replacing lighting with new, reliable LEDs. Where possible staff refurbished old LED lights – a significant cost saving which extends the use of each light for many years. Cave Operations staff were responsible for social media posts, responding to social media comments and assisting the Marketing area by obtaining videos and images, and promoting Adventure Caving offsite. Cave Operations staff are also responsible for First Aid at Jenolan, ensuring that the First Aid room and all First Aid equipment in the caves and Caves House is functional and up to date.

Cave Operations staff have been working closely with National Parks on their project to monitor the Brush Tailed Rock Wallabies, and a number of staff have been involved in the Cyber tracking on animals on the reserve.

Working with our Tech Services Team, Cave Operations staff laid new phone cable throughout the show caves, and installed earth leakage circuit breakers, in the Imperial Cave, for workplace safety. Cave Operations staff helped Tech Services in the clean up after a large water pipe burst along the River Walk, causing a landslip.

### Adaptations due to bushfire and flood

As the bushfires progressively approached Jenolan, Cave Operations staff and the Technical Services team worked together to fire-prep around the many buildings on the Reserve, and this helped to reduce damage from the subsequent bushfire. Many Cave Operations staff are active in the Rural Fire Service, including the Jenolan Fire Brigade, and were required to travel to fires around our region. On November 15, the RMS closed Jenolan Caves Road, due to reduced visibility from heavy bushfire smoke. Although the closure was for one day only, for the rest of 2019, the people of NSW were advised to not travel, which caused ticket sales to drastically decline from November onwards.

Jenolan closed on December 19, as fire preparation continued. Tours reopened on February 1, but ran for 1 week only before a flood closed the precinct again on February 6. During the flood, staff from all departments worked together, around the clock, as flood water inundated the Ticket Office/Guides Office and the ground floor of Caves House.

Tours did not run for the remainder of the year. In the clean-up phase, immediately following the flood, our 20 permanent cave guides were redeployed on a wide range of tasks including:

- helping to move computer hardware offsite, so that staff could continue to answer customer enquiries from a temporary office in Oberon.
- contacting customers, to change their tour date, organise a refund or a gift voucher

- assisting Hospitality staff to remove spoiled food and clean out the huge walk-in freezers in Chisolm's Restaurant and the Caves Cafe, after the bushfire, and again after the flood.
- water-washing soot and ashes from the formations, pathways, lighting and handrails inside the caves.
- helping the Technical Services team in the huge above-ground clean-ups after bushfire and flood.
- helping to remove flood damaged furniture from the ground floor of Caves House and to repair, replace and paint the outdoor benches and seats.
- moving the gift shop and cave operations into Caves House, after the Guides Office/Ticket Office was flood damaged.
- repairing the flood damaged Cbus lighting system inside the caves.

### Adaptations due to COVID-19

The entire site closed on March 20 due to COVID-19. The 20 permanent staff began working at home. From home, and working with Jenolan's sales representative based in Sydney, Cave Operations staff contacted over 200 tour operators, to provide them with our rates for 2020-21. Most staff participated in special project groups, to develop new visitor experiences:

- a guided bushwalk in the McKeown's Valley,
- 'The Governor's Getaway' package and
- a new visitor experience featuring reopening the Jubilee Cave. The Jubilee Cave has been closed for several years. In the 2018-19 financial year considerable work was done on fencing, lighting, and electrical wiring, and this work continued during 2019-20, in preparation for the new visitor experience.

To continue to work while social distancing, staff learned and used new video software communication tools (Workplace for Facebook and Microsoft Teams) to create groups, hold video meetings, keep in touch and progress projects.

Some staff (a small, carefully monitored group) were able to work at Jenolan, to make the caves and precinct 'COVID-safe', by marking tracks and platforms to facilitate social distancing in the caves, in preparation for opening, acting as 'COVID-19 Marshalls' in the Caves Café after it reopened, updating the Cbus lighting system to meet COVID-19 requirements and continually reviewing job safety. The Cbus system enables Cave Operations staff to control cave lighting remotely. This reduces the possibility of viral transmission, as each member of staff has their own remote-control device which they do not share.

### Blue Lake Restoration Project

After February's flood, most of the Blue Lake was filled, literally, with rocks, fallen trees, gravel and dirt. In June, Technical Services staff began a major project to dredge the lake – the *Blue Lake Restoration Project*. Cave Operations staff helped clear out the Grand Arch, to make way for heavy machinery and trucks, and also assisted soil conservation contractors. Cave Operations staff provided historical photos and information about the Blue Lake, and were involved in platypus monitoring. Staff also:

- assisted with daily operation of the sewage treatment plant.
- assisted in track inspections and rock inspections.
- recorded rainfall for the RMS
- reprogrammed the Cbus lighting system to enable lights in all caves to be turned on daily, from above ground, preventing condensation in the wet cave environment from damaging lights and fittings, during the many months of cave closure.

### After June 1 when COVID-19 restrictions were partially lifted

Our accommodation and Chisolm's Restaurant were allowed to reopen, and Cave Operations staff made sure that new accommodation and meal packages were on the booking system, so that people could book online. Although the caves were still closed, Cave Operations staff were able to work in the gift shop, which had been moved into Caves House. Cave Operations was moved into the Vernon Wing of Caves House. As cave tours were not running, Cave Operations took the opportunity to:

- assist engineers, who needed to inspect and report on the condition of infrastructure (handrails, paths, bridges) and rate stairs and passages for difficulty
- stabilise sediment in the Adventure Caves and mediate the erosive effect of visitation
- assist contractors who are removing the Nettle Cave stairs
- accompany Geotech and rock stabilisation specialists
- sweep chimneys in Caves House and thoroughly clean fireplaces

### Overcoming Challenges Throughout the Year

Throughout the unprecedented challenges of 2019-20, Cave Operations endeavoured to help provide the ‘magical’ experiences that visitors have come to expect at Jenolan. Cave Operations staff helped decorate Caves House for Christmas, although the popular Christmas Lunch had to be cancelled due to the bushfire.

Although at Yulefest, children could not visit Santa inside the caves, due to COVID-19, Santa and his elves (Cave Ops staff) set up a socially-distanced Santa grotto in Caves House for Christmas in July, so that children would not be disappointed.

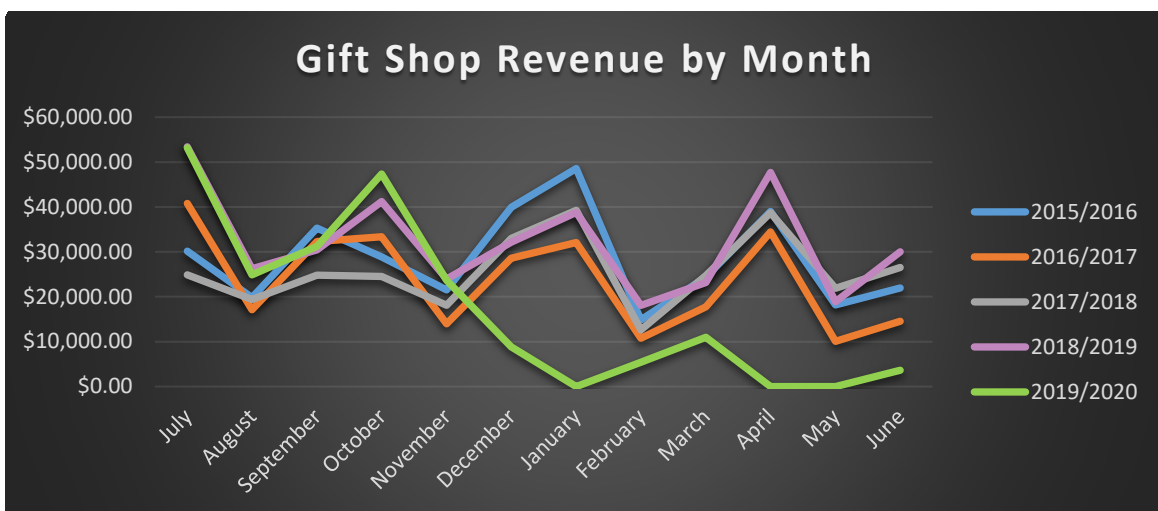
Cave Operations staff had to rework budget and rosters many times, as expected reopening dates came and went. They had to adjust to major changes and frequently worked with staff from other areas of the business. Although sometimes confusing, these learning experiences helped boost camaraderie. Moving forward, Cave Operations will work more closely with the other departments at Jenolan, to increase efficiency and effectiveness.

Although cave tours did not run after March 20, people were still able to purchase cave tour gift vouchers, which are valid for 3 years, and from June 5 to 30, when the gift shop was open, a few purchases were made. Financially, it was not a good year for Cave Operations. However, Cave Operations staff showed versatility, resilience and took a big step closer to achieving Jenolan’s aim of working as One Team, committed to Connect and Protect.

Geoff Melbourne,  
 Manager Cave Operations  
 Jenolan Caves Reserve Trust  
 July 2020

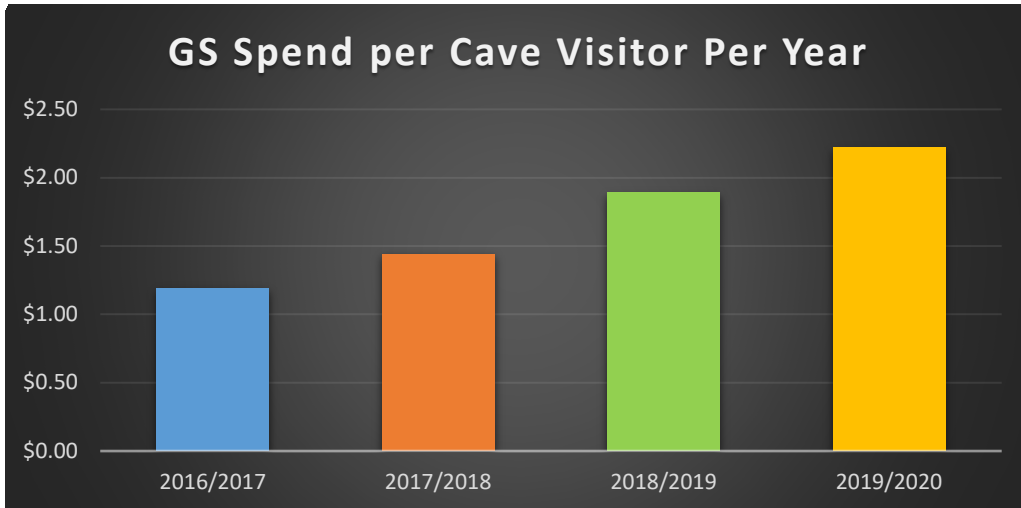
### Gift Shop

As shown in the chart below, prior to the issues that began in November/ December, the gift shop was performing well, often exceeding revenue from previous years.





From July to December, and average of 10.64% of cave visitors purchased items in the gift shop, up from the previous year of 9.28%. Even for the month of February where we were only running cave tours briefly, 10.81% of these visitors purchased items in the gift shop. From July to December, and including February, the average spend in the gift shop was \$2.22. Our target is still \$3.00 but we are heading towards that goal, with the previous year being \$1.89, see the below chart.



The average spend in the gift shop per transaction sat at \$20.97 for the entire financial year. July brought in the most revenue (as it did in the previous financial year).

We are continuing to investigate further products and reporting on their success to see what products are going to be the most popular in the gift shop.

Kryn Dabbs,  
Cave Operations Finance & Administration,  
Jenolan Caves Reserve Trust  
July 2019

## Management and Achievements – Hospitality

### A Year of Extremes

The highlight for the financial year was the approval of funding arrangements and funding deed for the Trust's Grant application, under the *NSW Governments' Regional Growth Environment and Tourism Fund*. This \$10.4million funding will enable the Trust to refurbish Caves House accommodation to modern hospitality standards.

As in 1919, 2019 was a year of extremes. Jenolan was affected by a century-old trend, first the bushfires, then the floods, and lastly, a global pandemic. Due to these disasters, we must break down this year into 4 phases:

- July- Nov 2019
- Nov- Feb 2020
- Feb- Mar 2020
- Mar- Jun 2020

### Phase I: July- Nov 2019

We had a great start to July 2019:

- New Food & Beverage coordinator, new Hotel & Hospitality Manager and 2 Duty Managers started.

- New padded armchairs replaced old furniture in the sunken lounge of Jeremiah's Bar.
- Drink offerings were updated, in Jeremiah's Bar, with more than 140 new label additions, new back bar, Champagne and Cognac table in Chisolm's Restaurant and revamped culinary menu.
- Created the Group Bookings Officer role, to focus on group sales, inbound travellers, school visitors, weddings and events.
- Enhanced the Caves Café, with addition of TV screen menus and 'Combo' offers.
- Started ice cream cart and milkshake sales at the Caves Cafe.
- Streamlined ordering and receiving systems, to process all stock through Guestcentrix CMS software.

Revenue and occupancy percentages have been on a gradual decline for a few years. Compared to 2018, occupancy for this period fell by about 2%, to an overall 36%, with an Average Daily Rate of \$133.14. This daily rate was \$8 per room, per night, higher than the same period last year. There are multiple reasons for this steady decline in overnight stays. The main reason was the need for renovation, and the lack of amenities that are considered basic by modern travellers, such as air conditioning.

**Bellbird Cottage-** With consistent efforts from the Technical Services team, Housekeeping team and Hotel Manager, brought the Bellbird cottage back online. Damaged shelving, paint and light fixtures were repaired. Apart from being available to be booked on Jenolan website online, Bellbird Cottage was made available on Airbnb, to reach out to a wider audience.

### Phase II: Nov 2019 - Feb 2020

Starting from November, we realised it was going to be a hot, smoky summer. Jenolan Caves House, Mountain Lodge and Gatehouse do not have air conditioning. The ground temperatures went into high 30s on multiple days, and caused significant level of discomfort to guests.

As we were gearing up for the festive Christmas period, we had to shut down all hotel, hospitality and guest facilities due to bush fires. All stays were cancelled, and refunds were made. With a threat to safety, we had to move Reception to an offsite location, as SES/ RFS took over the precinct. We are grateful for all the volunteers, RFS, SES and Council for saving this beautiful precinct from the fires.

Offsite, JCRT staff were engaged to do various projects, including setting up a remote Reception to communicate with all groups, inbound travel agencies and guests about cancelled bookings. Onsite, staff ensured safety of all assets by packing and storing them away from danger.

### Phase III: Feb- Mar 2020

After the bushfire, there was soot, ashes and smell of fumes in all fabrics throughout all buildings. Hospitality staff, led by Housekeeping, put in tremendous efforts to ensure the closed buildings were brought back to their pristine best. We made a massive effort to clean the building and make sure the hotel was ready to host guests again.

We were open for only a few weeks, and then the precinct was flooded with torrential rain. Many areas were hit by water, rock and debris, causing significant damage to the ground floor in our buildings. We had to shut down again and cancel all bookings.

### Phase IV: Mar- Jun 2020

We cleaned the building, fixed the floors, removed and replaced the damage and returned the precinct to its best possible condition. We acknowledge the great effort of our Technical Services and Housekeeping teams and sub-contractors, who worked tirelessly. The Finance team also worked to ensure all contractors were managed well, and insurances were claimed for the large-scale damage.

Whilst we were operating the hotel, COVID-19 became a global pandemic and caused another shutdown of all Hospitality services, until June 5, 2020.

During this time, we invested significantly in ensuring our business and operations are COVID-19 safe. We spent time preparing Job Safety sheets for all staff, for all scenarios. We prepared our premises for a risk

free experience for guests and staff alike. Because our cave tours were temporarily closed, we created a new range of hospitality-only offers, to go out to the market, such as:

- ‘Jenolan Handshake’- For this deal, overnight guests received a voucher for a 50% discount on a future cave tour, when they started again.
- ‘More the Merrier’- This package targeted families and extended family groups. For this deal, if overnight guests booked more than one room, they got the second room at 25% discount and the third room at 50% discount. This applied to ‘Classic’, ‘Grand Classic’ and Mountain Lodge guestrooms.
- ‘No Tabs No Wallets’- For this all-inclusive package, overnight guests could book a Caves House guestroom, with 3 course dinner, breakfast and lunch, for one price. The deal included wines with a TDH dinner, a-la-carte breakfast and lunch with soup or salad, beer and fish & chips.

We also started the Jenolan High Tea, which has been successful. The High Tea is completely homemade with competitive pricing, \$44 per person. Customers can also include sparkling wine or Champagne with their High Tea.

We upgraded our meal booking process. Previously it was a manual process. Now, guests can go to Jenolan website and book online for dinner, lunch and High tea. They can pay and book multiple seats. This gives guests a more personal platform, where they can book at their own convenience.

We started booking weddings at Jenolan again, to ensure we are doing social events up until we close our doors for the much-awaited Caves House renovation, which is currently planned to take place from July to August, 2021.

## Hospitality Revenue Summary

Number of room nights occupied	6,668
Number of guests	14,938
Average income per night	\$2,319.30
Guestroom revenue	\$847,126
Chisolm’s Restaurant revenue	\$643,289
Caves Café revenue	\$617,084
<b>Hospitality revenue total</b>	<b>\$2,107,499</b>

Mukul Sharma  
 Hotel and Hospitality Manager  
 Jenolan Caves Reserve Trust  
 July 2020

## Management and Achievements – Technical Services

### Technical Services Introduction

The Technical Services department maintains all Trust visitor assets, including buildings, cave infrastructure, car parks and roads, tracks and trails, as well as waste and sewerage systems, power, water and gas utilities. The Technical Services Team is comprised of both Trust employees and external contractors. The core function is to deliver and maintain assets, both natural and built, to a reasonable

standard. In 2019-20, the Technical Services Team were on the front line for all of the disasters. The team worked tirelessly to prepare for the bushfires and then completed most of the clean-up post floods.

### Sewage Management

In 2019-20, the sewage treatment plant operated to standards, with limited downtime. Contracted services were completed quarterly. Outside of this, the team took advantage of the closed reserve to conduct maintenance on the sewage treatment plant. This included cleaning the pasveer channel and replacing some critical components. Monthly monitoring continued, per the environmental licence. The plant requires constant monitoring, to ensure this compliance. In 2019-20 the regulatory authority (EPA) has not raised any concerns with the management of the plant.

### Waste Management

All sewage, septic, garbage waste and refuse was removed and recycled where possible. Trees that were trimmed or removed, were mulched, distributed to garden beds and re-used for landscaping and habitat creation. The Trust leased a small rubbish compactor, so general waste is now being managed internally. This has proven very successful and more cost-effective. The worm farm continues to operate and reduces the amount of green waste going to landfill. The introduction of a cardboard compactor has reduced the transport cost associates with recycling cardboard.

### Water Management

Drinking water management has been problematic, with several boiled water notices issued in the year. A water-engineering firm was employed to conduct a risk management workshop and update the Trust water management guidelines. This was almost complete at the end of 2019-20, but recommendations will need to be acted on in 20-21 to mitigate the risk. NSW Health has been involved with these discussions and is satisfied the Trust is moving toward a more risk-averse environment in regards to drinking water management.

### Energy Management

The power supply had major damage in the 2019/20 fires, and the western side of the reserve has not had grid power since Jan 2020. Public Works was employed to reinstate the power infrastructure, after the bushfire, and contractors have progressed on the redesign and installation of new infrastructure, to modern standards. Power should be returned in early 2020-21. Further work is required to ensure the new system is more resilient to future disasters.

### Accommodation Building Maintenance

During the year, the main focus was the same as the previous year - to keep Caves House safe and functioning for guests, within the constraint of budgets and limited capital. Touch-up painting and other minor improvements have been noticed by the visitors and other employees. Caves House and Mountain Lodge were also damaged in the flood, and insurance covered new flooring and cabinetry. Gatehouse only received minor repairs, to ensure the building was occupiable. Jenolan Caves Cottages had two bathroom renovations - new vanity, tiles and showers - and all areas received a general clean-up before the bushfires.

### Reserve Management

In 2019-20, most of the Team's focus in the Visitor Use and Services Zone was on risk reduction. Geological instability and trees became problematic post-fire, with several significant rock falls, in crucial visitor areas. Considerable funds have been spent on mitigation of tree risk, with tree risk assessment and works completed for all the walking tracks and visitor areas, post bushfire and flood. The Trust had to close off certain areas, to protect the public. Work is ongoing, to make areas safe to reopen.

All of the walking tracks were damaged in the fires. Soil Conservation Services were engaged to reinstate the tracks, under insurance, with all the tracks reopened by the end of the financial year. Since the caves tours closed due to COVID-19, waking tracks have been a major focus, to help support visitor numbers. Roads and fire trails received some attention pre-bushfire, with a bulldozer, and this has given some previously unused trails better access.

Day to day, the Technical Services Team has maintained all business-as-usual work, including car parking, gardening and rubbish collection.

### HR, Safety and Training.

The Team has seen the addition of one new position in 2019/20. The Facilities Maintenance Team Leader started early in the financial year. This position directly supervises the day-to-day operations of the team. The remainder of the team was stable, with no turnover, and several previously temporary positions were made ongoing. Incident reporting has improved, with many hazards being reported and rectified immediately. Two of the maintenance personnel sit on the Work Health and Safety (WHS) committee, which raises WHS issues to management. Training has been ongoing, both internal in external. Chainsaw training and snake-handling courses were completed, with internal training continuing on water and sewerage operations.

### Plant and Equipment

The fleet did not change in 2019-20, with the exception of the rubbish truck. The Skid Steer is now better utilised, due to increased training and operator skill. The truck has had a major refurbishment, including paint, engine and other safety devices. It still proves reliable to collect firewood and to move aggregate and bulk rubbish. 2020 will see a changeover of the fleet, as most light vehicles are due for renewal.

### Cave Maintenance

Cave Operations staff have worked in conjunction with the Technical Services Team, on cave maintenance. They have utilised the technical services team skills and expertise. In return, Cave Operations staff have been assisting in general maintenance tasks where appropriate. The Cave Operations Team and Technical Services Team worked together in the fire preparation work, which involved setting up fire equipment, maintaining Asset Protection Zones (APZ) and cleaning up around buildings and other assets. Post-fire, both teams cleaned up, inside and outside the caves and in the wider reserve. Post-flood, the Cave Operations Team also provided labour, to help remove damaged furniture, sediment and debris.

Cave lighting maintenance is an ongoing task. This has increased, as moisture in unused caves leads to increased failures of lights. Extra low voltage work (120v or lower) was completed by trained cave guides and in-house electrician, over the 120v systems. Future re-lighting projects are planned for the coming year and will be included in the capital evaluation process.

As cave tours remained closed due to COVID-19, maintenance has increased above and below ground. This has allowed the Trust to examine the relationship between Cave Operations and the Technical Services Team strategically. Moving forward, the framework for these areas will pivot in new directions. Events of 2019-20 (bushfire, flood and COVID-19) have shown that the two teams function together very well.

### Looking Ahead

2020-21 will see many changes to visitor areas, with construction starting on the Blue Lake and Visitors Centre. The upcoming projects make it an exciting time for all concerned. The Technical Services Team will take on more responsibility for land management, including more track and trail work. Grounds and gardens will have a higher focus, while the Caves House accommodation is being renovated.

James Armstrong,  
Manager Tech Services  
Jenolan Caves Reserve Trust  
July 2020

## Management and Achievements – Marketing

From July to November 2019, we marketed to a wide range of target markets – distributors of all types, people throughout Australia and overseas who were planning travel and people who were travelling already without fixed plans. Our marketing produced some successes, mainly from last year's huge marketing efforts. In November, Jenolan closures began. Although we did not stop marketing while closed, we focused on planning new tactics for fewer target markets and inspiring people to return to Jenolan. As



our visitation had not increased in several years, from December, Director, Jodie Anderson, liaised with marketing consultant *Destination Marketing Store* (DMS) and *Leonards Advertising*, to plan a new marketing strategy, restructure our budget, develop new products/experiences and prepare to update our branding and website for 2020/21.

### Distributors, in General

In 2019/20 (mostly July to November), 75,728 cave tours ‘seats’ were sold. Of those, 74.5% were purchased by visitors, either in person, by phone or on our website. However, 19,324 tickets (25.5%) were sold via the following 177 distributors:

No. of companies		No. of companies	
School Coach Companies,	22	South East Asian Tour Operators,	21
Visitor Information Centres	6	Indian Inbound Tour Operators,	8
Accommodation Providers,	13	Western Inbound Tour Operators,	16
Online Ticketing Agencies	7	Domestic Day Tour Operators,	20
Chinese Inbound Tour Operators,	20	Domestic Day Tour Operators focusing on ‘adventure’	10
Japanese Inbound Tour Operators,	6	High End Domestic Day Tour Operators	13
Korean Inbound Tour Operators,	10	Domestic Day Tour Operators focusing on ‘seniors’	5

### Marketing to Inbound Tour Operators

From July to November we continued to offer industry-standard discounts to Inbound tour operators. We held one highly successful fam for a major Taiwanese travel company. Our audio tour in Korean and Chinese continued to be very well received. We participated in promotions in Singapore, Malaysia and China. Our part time sales representative regularly visited Sydney inbound tour operators. There was a 32% increase in visitation via Inbound tour operators, mainly from Japan and South Korea, compared with the same timeframe last year. During our closure, our sales representative continued to contact Inbound tour operators. Through our membership of the *Australian Tourism Export Council (ATEC)*, he attended weekly webinars and the *ATEC China Host Recovery Program Webinar* which included virtual appointments with Inbound Tour Operators.

### Marketing to International Independent Travellers

From July to November, to attract self-booking international visitors, we held 1 fam for German travel agents and updated our online information in *Hotels Combined UK* and the *Lonely Planet* guide. We sent editorial to one UK journalist, and created 7 Facebook ads, targeting South Korea, Japan, Germany, Scandinavia, Canada, UK and US, as they came into Winter. The Facebook ads had a reasonable result for ticket sales and a phenomenal increase in website viewings.

People from **115 countries** booked cave tour tickets online. The top 5 were the US, UK, Japan, Singapore and Canada. The number of tickets sold to international independent travellers from July to November increased by an outstanding 43%, compared with the same timeframe in the previous year, presumably due to last year’s social media efforts.

### Marketing to Domestic Tour Operators

We continued to offer the industry-standard wholesale rates for domestic tour operators. Before our closure, there was a definite increase in seniors arriving with day tour operators, but visitors arriving with ‘private’ group tour operators had drastically declined. Visitors arriving with the major day tour operators, such as AAT Kings, also declined slightly.

## Marketing to Interstate Residents (Self-Booked)

From July to November, we participated in the DNSW #Stayinthebush campaign, we updated all text and images on the *Australian Tourism Data Warehouse (ATDW)* and *bluemts.com*, a high traffic website. We put an ad in the *Melbourne Age* newspaper and created 3 paid Facebook ads for 18 days in October, targeting all states except NSW & ACT. Unfortunately, our timing was poor for these ads, given the events that unfolded over summer, and bookings decreased from all states except Queensland.

## Marketing to Residents of Sydney, ACT, Blue Mts & Central West

To attract people who live within a 3-hour drive of Jenolan, we participated in Lithgow Tourism's 'Lithgow 360' campaign, with a positive result. We ran ads and editorial in *Regional Lifestyle Magazine*, Sydney's *Sun Herald* newspaper, and the *Newcastle Herald*. We continued our overwhelmingly popular discount in Sydney's *Entertainment Book*. We wrote 18 articles for our online blog and issued 10 e-newsletters to nearly 64,000 subscribers. An *Open Road* article included a big mention of Jenolan. We ran 2 successful *Groupon* accommodation offers. We successfully participated in Oberon Tourism's *Outdoor Week*, promoting High Tea, in 1 Facebook ad, over 48 days in Oct/Nov. In July to Nov, ticket sales to visitors from NSW (mainly Sydney) and ACT increased compared with the same timeframe in 2018.

## Marketing to Locals (Oberon, Lithgow, Bathurst)

This year we continued to remind locals to bring their visiting friends and relatives to Jenolan to use Chisolm's Restaurant for special occasions. We used *Bathurst Radio 2BS*, and ran restaurant ads in the *Oberon Review*, over 6 months. We continued to offer 50% discount to residents of Oberon, Bathurst and Lithgow, and ran an ad in the Bathurst *Winter Festival* program. We participated in Bathurst Council's Mother's Day Facebook campaign, and created 4 Facebook ads, in August/September, before school holidays, to promote hospitality. Bathurst numbers were up slightly from the year before, but Lithgow and Oberon numbers were down.

## Marketing to Travellers with No Fixed Plans

To attract travellers who are already travelling with no plans to visit Jenolan, we continued our offer on *Scenic World's Blue Mountains App*. We ran editorials and ads in 4 tourist magazines. Our ad in the *Blue Mountain Tourist* magazine was enormously successful. We promoted in the *This Week in Sydney Bilingual Map* and in Bathurst Tourism's *Destination Planner*. We created new pull-up banners, used at *Mayfield Gardens* and *Bathurst Visitor Information*. We displayed images on the *Bathurst Tourist Bus*. Our brochure was distributed throughout the Blue Mountains and at Visitor Information Centres in Oberon, Bathurst, Lithgow, The Rocks, Glenbrook, Katoomba and Echo Point. We continued memberships of *Blue Mountains Accommodation and Tourism Attractions (BMATA)*, Bathurst Tourism, Lithgow Tourism, Oberon Tourism (OBTA), which all promote us on their websites and display our brochures.

## Marketing to School Coach Companies and Teachers

We promoted our new science tours for schools, offering free tours for teachers. We promoted this offer in *Australian Teacher* magazine monthly, from April to August. We continued to offer discounted rates to coach companies that specialise in school groups. We updated our 16-page *Teacher Information Booklet*. We created 4 ads in *Google*, which were successful. Although student numbers were less than the previous year, adventure caving gained popularity with schools.

## Marketing to Active Seniors

To attract this vital mid-week market we continued our *Age & Beauty* package. We advertised in 2 Australia-wide 'seniors' publications. We put an ad and offer in the *Senior's Card* discount booklet. We created 3 Facebook ads, focusing on *Seniors Card* discounts, mid-week accommodation savings and Springtime. The Facebook ads produced a 60% increase in sales to *Seniors Card* holders during the period in which they ran. In July to November, age pensioner ticket sales declined, while *Seniors Card* holder sales increased by 15%.

## Marketing to Adventurers

To attract adventure seekers, we continued our *YHA* member discount. We visited backpacker accommodation in Sydney. We sponsored the *Bathurst Edgell Jog* and the *Spartan Oberon* race. The

*Spartan Oberon* sponsorship was very successful. We created 3 ads in *Google* and 2 ads in *Facebook*, focusing on Father’s Day and an early bird special – with mixed results. From July to November, Adventure caving sales were down, compared with the same timeframe in the previous year.

### Marketing to Families

We donated family cave tour prize vouchers to 222 community fundraising events – mostly schools, rotary clubs, sports clubs, and also to high profile charities such as *Wheel Chair Sports NSW, Cancer Council, Camp Quality, Ronald McDonald House, Beyond Blue* and *Black Dog Foundation*. We ran 2 Facebook ads. While they ran, there was a small increase in family and child ticket sales, compared with the same time in 2018. However, in July to November overall, there was a decline.

### The Lure of Snow

In August, a massive snowfall at Jenolan gained us 2,870 new Facebook followers. In the week in which 2 boosted Facebook posts ran, there was an increase in child tickets, but also was a decline in family tickets.

### Marketing to Corporate Groups

We did not market to this sector. However, we sent images and text to [www.meetinns.com.au](http://www.meetinns.com.au) , a Destination NSW initiative.

### General Marketing

We met with *Destination Network Country & Outback*, for the *Fossil Trail* initiative. We developed new experiences: the *Right Royal Escapade*, the *Governors Getaway* and a guided bushwalk. In June, we offered 2 new products: *No Tab No Wallets* and *More the Merrier*; and a new deal: the *Caves Handshake*. From February, we planned a different marketing approach, with ideas from consultant, Destination Marketing Store (DMS). The new plan has 3 phases (‘Reminiscence’, ‘Experience’ and ‘Reconnect’). From March to June, we began the first phase and promoted all new products using blog articles, daily Facebook posts and fortnightly e-news. We also worked with DMS on new Jenolan branding.

### Jenolan Website

From July 2019 to November 12, 2019, 191,601 people viewed our website, a huge **85%** increase over the same period in 2018, partly due to the 25 Facebook ads that we ran in those 5 months, when 17,664 Facebook users clicking through to our website. However, this increase was not accompanied by a commensurate increase in bookings. In November, bushfires brought travel to a halt, but our website remained popular. In January, website viewings dropped, even though the caves reopened for a short time. Viewings started to recover in May and were much improved by end of June, although lower than June 2019. In the 5 months from July 2019 to November 12 2019 our website was viewed in 166 countries. Apart from Australia, the top five were the US, the UK, Singapore, Japan and Canada. Our website achieved a conversion rate of 3.53% for cave tour ticket sales, but for accommodation the rate was a much lower 0.29%.

### Facebook

Our Facebook following grew by 4,502, to 56,648. More than half of that growth was achieved in a single week in August, as a result of snow at Jenolan. Our followers are in 45 countries. Aside from Australia, the top 5 are Indonesia, India, US, Pakistan and UK. From March, we posted daily. From August to October (11 weeks), we ran 26 paid Facebook ads.

Target market	Ads	Reach	Cost	Clicks
True Locals (Oberon, Bathurst, Lithgow)	4	42,276	\$605	1,341
NSW/ACT/ Central NSW/Blue Mts	1	9,902	\$117	250
Interstate	3	75,688	\$860	1,726
Internationals	7	136,696	\$1,604	7,228
Seniors	3	73,020	\$1,037	4,900
Families	2	55,144	\$614	1,386
Adventurers	4	88,120	\$1,064	1,650
Snow lovers (boosted posts)	2	51,960	\$300	108
<b>Totals:</b>	<b>26</b>	<b>532,806</b>	<b>\$6,201</b>	<b>18,589</b>

## Instagram

In 2019/20, we gained 1,080 new followers, bringing the total to 5,886. 70% of our Instagram followers are female. 81% of our followers are in Australia. 5% are in the US. 2% are in Indonesia. 1% are in the UK and <1% are in India.

## Free Media Attention

While Jenolan was closed, Cave Operations Manager, Geoff Melbourne, was interviewed by *ABC Radio Regional* and *2BS Bathurst*. Director, Jodie Anderson, was interviewed by *Prime TV*. Also, many online news items mentioned Jenolan. After the bushfire, there were approximately 45 articles, plus many Facebook posts by organisations other than Jenolan. After the flood, there were a large number of articles and posts.. Although the events themselves created difficulties, for us, we did nonetheless gain invaluable free publicity.

## Surveying Customers

From 1 July 2019 to Nov 30, 2019, 738 visitors completed our online survey, providing insights into how people found out about Jenolan, what made them decide to visit, what they knew about Jenolan before they arrived and more.

Carolyn Melbourne  
Marketing Coordinator,  
Jenolan Caves Reserve Trust  
July 2020

## Management and Achievements – Information Technology

During 2019/20 the Trust has continued to see the installation of new PC's for various roles around the site. The Trust has further improved data security with additional remote daily backups.

## Digital Information Security Policy Attestation

I, Andrew Nicholls- Administrator , am of the opinion that Jenolan Caves Reserve Trust have managed cyber security risks in a manner consistent with the Mandatory Requirements set out in the NSW Government Cyber Security Policy.

Governance is in place to manage the cyber security maturity and initiatives for Jenolan Caves Reserve Trust

Risks to the information and systems of Jenolan Caves Reserve Trust have been assessed and are managed.

Jenolan Caves Reserve Trust is doing the following to continuously improve the management of cyber security governance and resilience:

- Developing a cyber incident response plan
- Prioritising the implementation of Essential 8 mitigation strategies
- Reviewing all existing cyber security and technology policies to ensure alignment with the cluster and the NSW Government Cyber Security Policy



.....  
Andrew Nicholls  
Administrator – Jenolan Caves Reserve Trust.

02/09/2020

.....  
Dated

## Customer Response

A Visitor Monitoring Program has continued through 2019-20, to provide feedback on a range of issues. Feedback is obtained via the following methods:

- onsite customer feedback surveys,
- feedback provided to staff,
- Visitors Book comments, and
- online surveys.

The collected data is evaluated, discussed at management meetings and used in the development of management actions.

## Research and Development

### Fossils

Part of the Cave Operations Team, Dr Anne Musser has done considerable work on fossils, cave spiders and biodiversity at Jenolan. During 2019-20, Anne finished collecting, washing and sorting small mammal bones from surface deposits in the Nettle Cave – the remains of species consumed by owls. Over 10,000 individual bones have now been processed.

The majority of species from the deposit are rodents (including introduced species), as are the majority of individuals. Marsupials include small dasyurids (e.g., *Antechinus* and *Sminthopsis* spp.), Sugar Gliders (*Petaurus breviceps*) and Greater Gliders (*Petauroides volans*). Bandicoots and small possums (such as *Cercartetus* and *Acrobates*) were present, but rare. Identification of some of the rodent species must wait until these bones can be taken to the Australian Museum. (Restrictions on collection use at the Australian Museum were in place, due to COVID-19.) A collection of bones taken from a side passage (possibly a predator den) included bones of the Broad-toothed Rat (*Mastacomys fuscus*) and Brush-tailed Phascogale (*Phascogale tapoatafa*). Results to date show that surface sediments have proven to be quite valuable in producing and identifying a range of small mammals likely present in the Jenolan area just prior to and including the period of settlement by non-Aboriginal people.

A book on Australia's prehistoric wildlife was launched in autumn, authored by Dr Lynn Dawson of UNSW and featuring some of Dr Musser's illustrations of fossil Australian species.

### Wildlife Tracking

Work is ongoing on wildlife monitoring and recording of species present on the reserve. Eren Turak of NPWS has developed an app for Jenolan, using CyberTracker software, which will allow rapid and precise uploading of wildlife sightings and relevant data to the NSW BioNet database.

### Biodiversity

Dr Musser gave a presentation on the biodiversity of the Jenolan Karst Conservation Reserve to the Linnean Society in Springwood in November, as part of the 'Blue Mountains Symposium'. Mr Bob Conroy, Ms Julia James, Mr Ross Pogson and Dr Helen Smith also attended (Dr Musser was a co-author on the paper given by Dr. Smith).

### Troglobites

Dr Musser continued her involvement in research into Jenolan spiders by Dr Helen Smith of the Australian Museum.

After extending the known range of the Lucas Cave troglobite in mid June 2019, Dr Smith continued covering as much ground as possible, revisiting locations previously recorded to have spiders in the 1970s, and to look for new sites.



In July and September, Dr Smith visited localities in the show caves, as well as first visits looking for spiders (since the 1970s) to Hennings Cave and Mammoth Cave. The continuing presence of several species, previously reported as troglaphiles, has now been established. One species, previously listed as an 'accidental' visitor, has also been determined to be a troglaphile, and specimens have been sent to an expert in Germany for taxonomic research. A troglaphite, previously found in Hennings Cave was not seen on this occasion, as it was very dry, but a similar species, possibly the same as the Lucas Cave troglaphite, was newly discovered in the Diamond Cave.

Dr Smith gave a presentation about the spider fauna at the Linnean Society of NSW 'Blue Mountains' Symposium, held in Springwood in November.

## Minerals

For many years, Mr Ross Pogson, from the Australian Museum, has performed underground research at Jenolan. However, a field trip to Jenolan Caves was not possible during 2019-20, due to the need for major collection moves at the Australian Museum (arising from Project Discover renovations), and later COVID-19 restrictions.

However, offsite, Mr Pogson delivered the Somerville Lecture on "Minerals of Jenolan Caves – Geological and Biological Contributions" at the Australian Fossil and Mineral Museum in Bathurst, on 31<sup>st</sup> October 2019. This lecture summarised 35 years of mineral research at Jenolan Caves with Associate Professor Armstrong Osborne, University of Sydney, and Australian Museum Research Associate David Colchester. It included the 2018 discovery of the rare mineral Woodhouseite (calcium aluminium phosphate-sulphate) found in samples from Lower Katies Bower, Chifley Cave. This was only the second world occurrence of this mineral in a limestone cave system, outside China.

The x-ray diffractometer at the Australian Museum, used for all Jenolan Caves mineral identifications, received a major upgrade, with installation of a solid-state silicon strip x-ray detector. This detector has greater sensitivity and higher signal output, reducing scan times on mineral samples by 50 times. This means that much smaller samples can be used while still giving good results, greatly reducing the already very small impacts on sampling sites. Mr Pogson repeated scans on some previously collected Jenolan samples, to check if further information can be provided using the new detector.

Dr Anne Musser,  
Cave Guide,  
Jenolan Caves Reserve Trust  
July 2020

## Work Health & Safety

Jenolan Caves Reserve Trust is committed to the safety, health and wellbeing of all workers and visitors to the site. 2019 and 2020 have been one of the most challenging years in the history of the trust, having had:

- a record snow fall – leading to site closure
- record bush fires – impacting upon the JCRT precinct
- 1 in 100-year flood which caused significant damage and
- a global pandemic that continues to have an impact on all operations.

Each of these events have posed, and continue to pose, a considerable risk to the health, safety and wellbeing of Jenolan Staff, testing their resilience and stamina.

In the trying circumstances that the trust has faced this year, staff have excelled and made incredible strides in improving safety across all aspects of the business. There continues to be a strong reporting culture across JCRT. Since October 2019, the Trust has reported, investigated, and implemented recommendations for over 55 incidents, ranging from minor to significant.

Furthermore, JCRT have a commitment to a fair and no-blame culture, focusing on stopping recurrence of incidents, by learning the lessons and understanding the root cause of incidents.

A fair and no-blame culture has seen the development and improvement of key WHS risk documentation, including a new risk register, JSA (Job Safety Assessments) register and Emergency Response procedures. Additionally, the development of key risk assessments and JSA's to ensure safety is at the forefront of the minds of all staff. This has been particularly important this year, with so many extra-ordinary activities being required of staff.

Further improvement, of not just JCRT, but across the Department of Planning Industry and Environment cluster, has seen the introduction of a new incident management system. Whilst there will be adjustment to the new system and its capabilities, particularly its mobile application and investigation processes, will further complement the strong reporting culture at Jenolan.

### WSO Incidents

For 2019-2020, the majority of incidents (30%) were caused by the two natural disasters, with the highest number of injuries caused by Slips, Trips and Falls (32%) and Hazardous Manual Tasks (25%). There was an increase in injuries during the flood remediation work, due to staff performing activities outside of their daily duties. Following good reporting, and identification of the root cause, the trust was able to implement controls which lead to the decrease of injuries during this work.

### Hazards

Over 2019-2020, 45 hazards have been identified, controlled and closed. A high number of hazards were caused by the fires and subsequent flooding at the beginning of 2020, with a large portion also being identified during a fire safety audit. These hazards have been actioned, with the recommendations implemented, a terrific achievement by the tech services team.

## Human Resources

### Classification of Positions

Listed below is the classification, based on employees who are ongoing or temporary at their substantive levels.

	2017/18	2018/19	2019/20
Director	1	1	1
Clerk 11/12	1	1	1
Clerk 9/10	0	2	2*
Clerk 7/8	2	2	1
Clerk 5/6	2	2	2
Clerk 3/4	0	0	1
Clerk 1/2	3	4	3
Manager Caving Operations	1	1	1
Deputy Manager Caving Operations	1	1	1
Guides	21	18	17
Maintenance Officer	3	5	5
Team Leader (Maintenance)	0	0	1
Team Leader (Electrical)	1	1	1
Trades Officer	4	4	5
Customer Service Officer	23	22	14

\* Visitor Experience and Marketing Manager (Clerk 9/10) position approved but not filled in the 2019/20 financial year so not represented in this table.

### Exceptional Movements in Remuneration

Effective in the first full pay period of July 2019, a 2.5% salary increase was paid to clerical officers, in accordance with the Crown Employees (Public Sector - Salaries 2019) Award. Salaries contained within the

Crown Employees (Jenolan Caves Reserve Trust) Salaries Award 2016 were also increased by 2.5%, consistent with government wages policy. The Statutory and Other Offices Remuneration Tribunal determined an increase of 2.5% for Senior Executives, effective 1 July 2019.

### Recruitment Statistics

	2019-20		2018-19		2017-18		2016-17	
	Men	Women	Men	Women	Men	Women	Men	Women
Ongoing full time	18	8	11	10	7	7		
Ongoing part time	4	2	4	2	3	3		
Temp. full time	5	13	9	16	13	21		Data not available
Temp. part time	3	3	3	11	5	16		
Casual	18	18	19	19	16	11		
<b>Total</b>	<b>48</b>	<b>44</b>	<b>46</b>	<b>58</b>	<b>44</b>	<b>58</b>		
<b>Percentage</b>	<b>52%</b>	<b>48%</b>	<b>44%</b>	<b>56%</b>	<b>43%</b>	<b>57%</b>	<b>43%</b>	<b>57%</b>

In all, there are 56 full and part time positions covering the site. In addition, there is a casual workforce of 36, to supplement the Trust’s team in the Cave Operations, Technical Services and Hospitality divisions.

In 2020, an unprecedented number of flexible working arrangements were utilised by the team at Jenolan Caves Reserve Trust.

The decrease in staff from 2018-19 FY to 2019-20 FY can be attributed to the natural attrition of an aging workforce and the closures due to multiple natural disasters changing the way work is being distributed. The Trust’s estimated full-time equivalent staff number (FTE), as at 30 June 2020, was 53.03.

### Training

Total training costs for the year were \$91,371. Total paid staff hours for training were:

- 2016/17 \$49,040,
- 2017/18 \$64,210,
- 2018/19 \$33,657
- 2019/20 \$64,604

Accredited training courses undertaken during the 2019-20 financial year included Food Handlers, Food Safety Supervisor, Asbestos Awareness, Snake Handling, First Aid, Fire Extinguisher Safety and Fire Warden.

### Workforce Diversity

The Trust strives to ensure that its workplace is free of discrimination and harassment, and that the Trust’s practices and behaviour do not disadvantage people because they belong to a particular group. Investment in diversity and inclusion initiatives will allow us to grow as an organisation and to provide quality experiences to guests and stakeholders

In the *2019 People Matter Survey (PMES)*, Jenolan achieved 58% on the Diversity and Inclusion index, which was unfortunately a decrease from the previous year. In 2019 68% of its employees agreed that “Personal background is not a barrier to success in my organisation” and 63% agreed with the statement “My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)”.

	Women	Aboriginal and/or Torres Strait Islander People	Employees whose first language is not English	Employees with a Disability
<b>Benchmark</b>	<b>50.0%</b>	<b>3.3%</b>	<b>23.2%</b>	<b>5.6%</b>
2019-20	47.8%	1.0%	4.4%	1.1%
2018-19	55.8%	1.0%	8.7%	0.0%

2017-18	56.9%	1.0%	10.0%	0.0%
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**Note 1:** The benchmark of 50% for representation of women across the sector is intended to reflect the gender composition of the NSW community.

**Note 2:** The *NSW Public Sector Aboriginal Employment Strategy 2014–17* introduced an aspirational target of Aboriginal employment of 1.8% by 2021 in each of the sector’s salary bands. If the aspirational target of 1.8% is achieved in salary bands not currently at or above 1.8%, the cumulative representation of Aboriginal employees in the sector is expected to reach 3.3%.

**Note 3:** A benchmark from the *Australian Bureau of Statistics (ABS) Census of Population and Housing* has been included for People whose First Language Spoken as a Child was not English. The ABS Census does not provide information about first language, but does provide information about country of birth. The benchmark of 23.2% is the percentage of the NSW general population born in a country where English is not the predominant language.

**Note 4:** In 2017, a new NSW public sector target was announced of 5.6% of all staff with a disability or those requiring work-related adjustment to be reached by 2027.

## Disability Inclusion Action Plan

The Trust is continuing to build on strategies to promote and support a workplace free from all forms of discrimination and meet accessibility compliance throughout our practices, programs and standards such as inclusive recruitment, workplace adjustments and awareness training.

Accessibility forms a part of any capital works project at Jenolan. Strategies for assisting people with special needs range from the construction of access ramps, to staff members helping visitors adjust to ‘closed’ cave environments. Jenolan will continue to champion and develop processes to support and remove any barriers to inclusion and accessibility through various initiatives planned in the coming years.

The Trust is a stakeholder in the *Department of Planning, Industry and Environment’s Disability Inclusion Action Plan 2019-23*.

## Multicultural Policies and Services Program

The Trust values the skills, experiences and perspectives of its culturally diverse workforce and is committed to supporting their needs in the workplace.

Jenolan Caves Reserve Trust is a stakeholder of the *Cluster Multicultural Plan 2018-2021*. The Trust utilises the Plan to embed multicultural principles into our everyday business through internal and external strategies. The four key areas of focus are leadership, engagement, planning and service delivery.

The Trust included the raising of diversity awareness for all staff in the delivery of the *One Team Cultural Priority Model*. The One Team Model was launched in March 2019 as one of NPWS’ Culture Priorities and it focuses on working together as a cohesive and united team.

## Agreements with Multicultural NSW

The Trust did not enter into any specific agreements with Multicultural NSW under the *Multicultural NSW Act 2000*.

## Numbers and Remuneration of Senior Executives

### Number of Senior Executive Officers

Total no: Current year – 1, previous year – 1

Females: Current year – 1, previous year – 1

## Average Remuneration of Senior Executives

Band	Total	Average Remuneration Package
SE Band 1	1	\$209,297.43

## Consultants

Over \$50,000	Nature of Work	Value \$ Excl GST
Hunter H20	Environmental	89,098.09
Newscape	Blue Lake Project Design	110,282.62
Dest Market Store	Marketing	113,687.16
PWA	Project Management	237,766.13
		\$ 744,899.48
Under \$50,000	Engagements	Value \$ Excl GST
Engineering	2	34,335.56
Environmental	6	110,328.10
Heritage	1	6,807.27
IT & Corporate	2	42,594.56
		\$ 194,065.48
Total Consultancies	Excluding GST	\$ 938,964.96

## Requirements Arising from Employment Arrangements

The Trust did not provide personnel services to any statutory bodies.

## Risk Management and Insurance Activities

The Trust has in place an Audit and Finance Committee which meets quarterly to review and manage risks.

A number of independent audits and assessments were undertaken throughout 2019/20 financial year, to mitigate risk, including GN Consulting, which, in conjunction with Wormwald and Chubb, also undertook extinguisher and alarm testing and provided the Annual Fire Safety Statements for our operational areas. Douglas Partners also undertook rockfall risk assessments to identify and reduce risks to visitors and staff.

The Trust is insured through Icare and has made claims this year in relation to Fire and Flood damage and Loss of Business due to Fire, Flood and Covid closure losses.

## Internal Audit and Risk Management Policy

Internal Audit and Risk Management Attestation Statement for the 2019/2020 Financial Year for the Jenolan Caves Reserve Trust

I, Andrew Nicholls am of the opinion that the Jenolan Caves Reserve Trust has internal audit and risk management processes in operation that are, excluding the exceptions described below, compliant with the eight core requirements set out in the Internal Audit and Risk Management Policy for the NSW Public Sector (2015), specifically:

## Core Requirements

Risk Management Framework		
1.1	The agency head is ultimately responsible and accountable for risk management in the agency	Compliant
1.2	A risk management framework that is appropriate to the agency has been established and maintained and the framework is consistent with AS/NZS ISO 31000:2009	Compliant
Internal Audit Function		
2.1	An internal audit function has been established and maintained	Compliant
2.2	The operation of the internal audit function is consistent with the International Standards for the Professional Practice of Internal Auditing	Compliant
2.3	The agency has an Internal Audit Charter that is consistent with the content of the 'model charter'	Compliant
Audit and Risk Committee		
3.1	An independent Audit and Risk Committee with appropriate expertise has been established	Non-Compliant
3.2	The Audit and Risk Committee is an advisory committee providing assistance to the agency head on the agency's governance processes, risk management and control frameworks, and its external accountability obligations	Compliant
3.3	The Audit and Risk Committee has a Charter that is consistent with the content of the 'model charter'	Compliant

## Membership

The Chair and members of the Audit and Risk Committee are:

- Independent Chair, Malcolm Clinch, 1st July 2015, 30th June 2021
- Non-independent Member 1, Jodie Anderson, 1st July 2018, 30th June 2023
- Non-independent Member 2, David Bragg, 1st July 2015, 30th June 2021



## Departures from Core Requirements

I, Andrew Nicholls advise that the internal audit and risk management processes for the Jenolan Caves Reserve Trust depart from the following core requirements set out in the *Internal Audit and Risk Management Policy for the NSW Public Sector*:

The circumstances giving rise to these departures have been determined by the Portfolio Minister and the Jenolan Caves Reserve Trust has implemented the following practicable alternative measures to meet the core requirements:

Departure	Reason for departure and description of practicable alternative measures implemented/being implemented
<p><b>Non-Compliance</b></p> <p>The agency head must appoint only 'independent members' (including an 'independent chair') to the agency's Audit and Risk Committee from the panel of pre-qualified individuals maintained by the Department of Finance, Services and Innovation (clause 3.1.4).</p>	<ul style="list-style-type: none"> <li>• Resourcing constraints that will materially impact operating budgets, appropriate shared arrangements for compliance cannot be entered into and current or proposed alternative arrangements will achieve outcomes equivalent to the requirements.</li> <li>• A Jenolan Management Advisory Group (JMAG) has been established for several years to oversight the financial and general administration of the Trust pending finalization of the future governance arrangements.. The JMAG comprises the Administrator, senior representation from the National Parks and Wildlife Service, the Trust Director and senior management team. An Audit and Risk Sub-Committee of the JMAG has also been established to advise the Administrator. This committee is currently led by a prequalified and independent Chair. The Chair routinely liaises with the Audit Office on behalf of the Trust to provide assurance of the Trust's overall performance and compliance. All other members are non-independent but drawn from senior members of the Jenolan Caves Reserve Trust and National Parks and Wildlife Service who are also very experienced in risk management, audit and compliance arrangements in the public sector.</li> </ul>

These processes, including the practicable alternative measures implemented, demonstrate that the Jenolan Caves Reserve Trust has established and maintained frameworks, including systems, processes and procedures for appropriately managing audit and risk within the Jenolan Caves Reserve Trust.

Andrew Nicholls

**Administrator**

July 2019

**Contact:** Jodie Anderson

**Director**

02 6359 3919

## Funds Granted to Non-Government Community Organisations

No funds were granted to Non-Government Community Organisations.

## Legal Change

The Trust was not affected by any judicial decisions.

## Land Disposal

There were no land disposals.

## Disclosure of Controlled Entities

There were no Controlled Entities.

## Disclosure of Subsidiaries

There were no subsidiaries.

## Implementation of Price Determination

The Trust was not subject to determination or recommendation of Tribunal.

## Public Interest Disclosures (PID)

There were no Public Interest Disclosures relevant to the Trust.

## Government Information (Public Access) Act 2009

There were no GIPA requests for information relevant to the Trust.

## Promotion

There were no official overseas visits undertaken by staff in the 2019/20 financial year.

## Additional matters for inclusion in annual reports

### Publications

The Trust publishes a variety of in-house brochures and information sheets on the services and facilities it provides, which are available to the public at various tourist sites around NSW and at Jenolan Caves.

### Annual Reports

- Printing Annual Report 2019-2020
- Total external cost – Nil.

The Trust's Annual Report is available on the Jenolan Caves Reserve Trust website [www.jenolancaves.org.au](http://www.jenolancaves.org.au) .

## Payment of Accounts

### Finance and Administration Department

The Finance Team meets the information needs of both internal and external clients. This involves day-to-day processing, reporting, advice and project participation. The Finance Team is headed by the Finance Manager, and supported by the Finance Officer, the Finance/Admin Officer and the Creditors/Debtors Officer.

### Annual financial Statements

Below is a summary from the Statement of Comprehensive Income for 2017/2018, compared with 2018/2019.

	2019/20	2018/19
Revenues from continuing operations	\$8,082,000	\$10,603,000
Total Expenses (Excluding Impairment Expenses)	\$10,895,000	\$12,370,000
Profit/(Loss) from ordinary activities	(\$2,813,000)	(\$1,767,000)

## Time for Payment of Accounts

The Trust was not required to pay interest for overdue accounts.

## Financial Statements (& Auditors Report)

The Trust did not present any unaudited financial statements in the Annual Report.

David Bragg  
Finance Manager  
Jenolan Caves Reserve Trust  
July 2020

Independent Auditors' Report  
and  
Audited Financial Statements

(see the following pages)