

*Australian Museum*  
**ANNUAL REPORT**  
**2013–14**

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#### Availability

This annual report has been designed for accessible online use and distribution. This report is available at [australianmuseum.net.au/Annual-Reports](http://australianmuseum.net.au/Annual-Reports).

Further information on the research and education programs and services of the Australian Museum can be found at [australianmuseum.net.au](http://australianmuseum.net.au).

#### Cost of production

The production cost of this report is estimated at \$550.





### Minister

The Hon. Troy Grant MP, Deputy Premier, Minister for Trade & Investment, Minister for Regional Infrastructure & Services, Minister for Tourism & Major Events, Minister for Hospitality, Gaming & Racing, Minister for the Arts

### Governance

The Museum is governed by a Trust established under the *Australian Museum Trust Act 1975*. The Trust has 11 members, one of whom must have knowledge of, or experience in, science; one of whom must have knowledge of, or experience in, education; and one of whom must have knowledge of, or experience in, Australian Indigenous culture.

Trustees are appointed by the Governor on the recommendation of the Minister for a term of up to three years. Trustees may serve for no more than three terms. Vacancies may be filled by the Governor on the recommendation of the Minister. The President of the Trust is appointed by the Governor on the recommendation of the Minister.

The Director & CEO of the Australian Museum is Secretary to the Trust and is responsible for the common seal. Trustees receive no remuneration but may be reimbursed for expenses.

All of the Museum's annual reports since 1853 are available at [australianmuseum.net.au/Annual-Reports](http://australianmuseum.net.au/Annual-Reports). Further information on the research and education programs and services of the Australian Museum can be found at [australianmuseum.net.au](http://australianmuseum.net.au).

### Admission charges

General Museum entry:

Adult \$15

Child (5–15 years) \$8

Concession \$8

Family (one adult, two children) \$23

Family (two adults, two children) \$38

each additional child \$3

Pre-booked Australian school groups (per child) \$6

Pre-booked preschool groups (per child) \$4

Children under five years, Australian Government DVA Gold Cardholders, Australian Government 'Blue' Pensioner Concession Cardholders and Australian Museum Members free.

Additional charges may apply to special exhibitions and activities.



**The Hon. Troy Grant, MP**

Deputy Premier, Minister for Trade & Investment, Minister for Regional Infrastructure & Services,  
Minister for Tourism & Major Events, Minister for Hospitality, Gaming & Racing, Minister for the Arts

Minister,

In accordance with the provisions of the *Annual Reports (Statutory Bodies) Act 1984* and the *Public Finance and Audit Act 1983* we have pleasure in submitting this report of the activities of the Australian Museum Trust for the financial year ended 30 June 2014 for presentation to Parliament.

On behalf of the Australian Museum Trust,

[signed]

**Catherine Livingstone AO**

President of the Trust

[signed]

**Kim McKay AO**

Secretary of the Trust  
Director & CEO  
Australian Museum



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1  
*the year*  
**IN REVIEW**

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*President's report***BUILDING ON OUR STRENGTHS**

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The Australian Museum continues to demonstrate vibrancy in its programs and rigour and diversity in its research, learning and public programming, as the following highlights illustrate.

**EXHIBITIONS**

*Tyrannosaurs: Meet the Family*, performed well above projected visitor numbers. It also received Best Travelling/ Touring exhibition in the Museums and Galleries National Awards, while the associated mobile app, developed by the Museum, achieved more than 750,000 downloads. Featuring new science, and fossils from the Beijing Museum of Natural History, this outstanding exhibition is now on tour in New Zealand.

In regional NSW and interstate, several museum exhibitions, including *The Art of the Scott Sisters*, *Wildlife Photographer of the Year* and *Deep Oceans*, continued to tour, reaching audiences of some 150,000 people.

**SCIENCE, LEARNING & COLLECTIONS**

The Museum's Life Long Learning programs are continually being developed for students, from pre-schoolers through to senior high school, while lectures, talks and behind-the-scenes insights are readily available to 'students' of all ages. The outstanding schools program Museum in a Box® extended its reach to almost 90,000 students; while the annual Science Festival engaged 9000 students.

Our progress in digitising collections continues to impact globally – in all areas from scientific research to general enquiries. The year saw 60,000 records added to the Museum's virtual records.

In addition, staff responded to more than 2500 scientific and cultural inquiries, online, in person and in writing.

Looking to the future, the Australian Museum Research Institute (AMRI) was launched by NSW Minister for the Arts Troy Grant in August 2014. AMRI will focus on and promote the important research conducted here.

**THANKS TO THE MUSEUM COMMUNITY**

I commend the Museum staff, in all their diverse roles, for their commitment to the future of the Museum and their individual contributions to the quality of what the Australian Museum has to offer. My thanks also go to Members who provide a significant support base as well as advocacy on a variety of fronts. The Museum also depends on a team of volunteers – over 850 – who, along with our staff, apply their knowledge and skills to provide significant benefits in science, learning and engagement 'front of house', as well as behind the scenes and online.

The Chairs and Trustees of the Australian Museum Foundation (AMF) and the Lizard Island Reef Research Foundation (LIRRF) continue to work tirelessly for the benefit of the Museum. I particularly thank both Diccon Loxton, Chair of the AMF, and David Shannon, Chair of the LIRRF, who lead programs and build relationships to expand the Museum's much-needed support base.

We welcome Kim McKay AO as Director and CEO, whose work has already impacted positively on the future of the Australian Museum. I would also like to acknowledge the wide-ranging contributions of the Museum's previous Director, Frank Howarth PSM, who stepped down in April 2014 after 10 years of service in the role.

**THE MUSEUM'S TRUSTEES**

My sincere thanks go to departing Trustees Stephen Crittenden and Dr James Moody, who also served on the Trust's Science Strategy Panel, and Helen Wellings, who continues to serve on LIRRF. Thanks too to Kim McKay AO who stepped down as Trustee to take up her appointment as Director and CEO. I also welcome our new Trustees, David Armstrong, Steven Gregg, Dr Rod Kefford AM and Robynne Quiggin, who together provide a significant knowledge base in finance, education and Indigenous culture. I look forward to working productively with all Trustees. Their ongoing contributions to the Museum's priorities are invaluable as we implement a new corporate strategic plan and focus on the science, research, learning and public programs which will help us achieve our goals.

**Catherine Livingstone AO**  
President  
Australian Museum Trust



*Director's report***A YEAR OF CHANGE**

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The Australian Museum has achieved many significant milestones in this past year, and is now looking ahead with a new Corporate Strategic Plan. Renewal is already underway thanks to capital funding from the NSW Government for a new Master Plan and immediate transformation works.

**SCIENCE, OUTREACH AND LEARNING**

The Australian Museum Research Institute (AMRI) was announced in 2013 and officially launched in 2014. AMRI is now the focal point for a team of 70 including research and collection scientists, collection officers and more than 100 associates, fellows and students. In the last year, AMRI staff published over 132 peer-reviewed scientific journal articles, book chapters and books, described 180 new animal species, and provided scientific answers to thousands of queries from government, media and the general public. The Museum's Australian Centre for Wildlife Genomics received NATA accreditation to conduct wildlife forensic work, making it one of the very few facilities in Australia conducting non-human forensic work at this high level of accreditation.

**EXHIBITIONS AND PUBLIC PROGRAMS**

The Museum's exhibition and public program staff are among the most creative and successful in the region, receiving awards for *Tyrannosaurs: Meet the Family* and the associated mobile app while touring eight exhibitions in 13 locations with appeal for all ages. Staff are now focussed on the *Aztecs* exhibition (September 2014 – February 2015), and a new Indigenous exhibition called *Garrigarrang: Sea Country* to open in November 2014 as part of the *Corroboree Sydney* Festival.

**SOCIAL INCLUSION**

We continue to make significant impact through social justice and inclusion projects. Our dedicated, grant-funded youth worker on the Pacific Youth Access Project was appointed by the NSW Commissioner of Police to the NSW Police Force Multicultural Advisory Council, the first time a non-police person has been included.

Our collaborative programs continue with three of Sydney's Juvenile Justice Centres and Pacific youth at risk, using our Pacific collections to build cultural identity. Plans are underway for a similar program using the Indigenous collection. The Museum's Learning Services team also worked with social inclusion units from three of Sydney's premier universities to cover the cost of schools attending the Science Festival in 2013. Our Indigenous Language Project aims to incorporate Indigenous languages throughout exhibitions, programs and interactions with audience. This project will genuinely express the Museum's increased recognition of traditional owners, and give depth to the Museum's cultural identity.

**SUPPORT**

The third annual *Night at the Museum* Foundation Dinner was held in May 2014, the most successful yet, with the dinner, donations and direct mail campaign raising \$165,000 towards the transformation of the Long Gallery.

Memberships reached a new high in 2013–14 with some 19,700 Members at 30 June.

**LOOKING FORWARD**

The first stage of the Museum's transformation will become a reality with an injection of new capital funding from the NSW Government. In 2014–15 we will build a new accessible entrance on William Street, a new permanent gallery in the heritage gallery space on College Street featuring 400 animal specimens, and a new cafe and function centre on level 4 with fantastic views across parkland to the harbour.

**SINCERE THANKS**

The Australian Museum enjoys support from a wide range of groups in the community, including Members and volunteers, donors to the Australian Museum and Lizard Island Reef Research foundations, our corporate partners and supporters, members of our diverse audience and our outstanding staff. My sincere thanks also go to my predecessor, Frank Howarth PSM, for his support during the transition. I am also indebted to the Australian Museum Trustees and Trust President Catherine Livingstone AO for their support since I took up my appointment as Director and CEO in April 2014.

**Kim McKay AO**  
Director & CEO



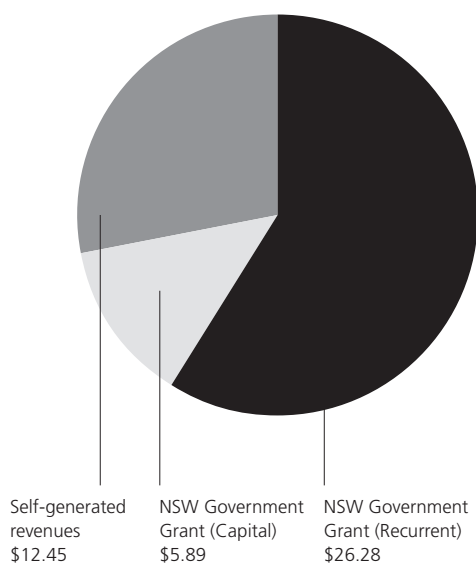
## REVENUE SUMMARY

The Australian Museum is principally funded by the NSW Government and strives to achieve a balance of revenue from government, philanthropic and commercial sources. Total revenues in 2013–14 were \$44.62 million (compared to \$41.95 million in 2012–13, an increase of \$2.67 million) and comprised:

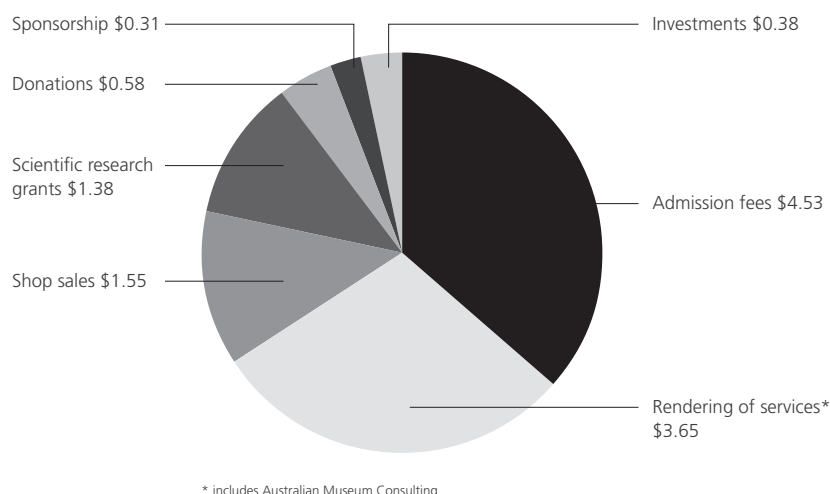
- NSW Government grants of \$32.17 million (\$26.5 million in 2012–13), incorporating Capital grants of \$5.89 million
- Museum-generated revenues of \$12.45 million (\$14.95 million in 2012–13, a decrease of \$2.48 million).

The Museum generated around 28% of its total revenue (Figure 1.1), with lower income this year mainly from admission fees, scientific research grants, and donations. Figure 1.2 shows sources of self-generated revenue, and Figure 1.3 shows this result in a 5-year context.

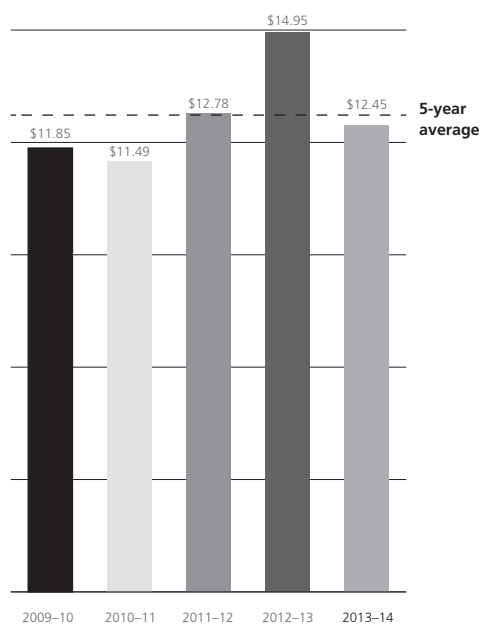
**Figure 1.1 Total revenue to the Australian Museum, 2013–14 (\$ millions)**



**Figure 1.2 Sources of self-generated revenue for the Australian Museum, 2013–14 (\$ millions)**



**Figure 1.3 Self-generated revenue to the Australian Museum, 2009–10 to 2013–14 (\$ millions)**





## HIGHLIGHTS 2013–14

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### THE AUSTRALIAN MUSEUM RESEARCH INSTITUTE (AMRI) WAS FORMED IN SEPTEMBER 2013 FOLLOWING MORE THAN 150 YEARS OF SCIENTIFIC ENDEAVOUR AT THE MUSEUM.

#### VISITATION

The Museum received 405,326 visitors onsite in 2013–14, the second consecutive year above 400,000 since admission fees were introduced in 1992. The *Tyrannosaurs: Meet the Family* exhibition exceeded overall visitor and income targets to 30 June. The exhibition is contracted to travel to New Zealand and then to other Australian destinations in the future.

*Search & Discover*, the Museum's visitor information centre, received 150,000 visitors with 2500 scientific and cultural inquiries answered through face-to-face contact, email, phone or mail. School holiday programs engaged directly with 7389 visitors to the Museum.

#### SUPPORT

The NSW Government has provided \$4.7 million to develop a new master plan for the Museum with an additional \$2.5 million for a new accessible entrance and new permanent gallery scheduled for completion by mid-2015.

The third annual Australian Museum Foundation Gala Dinner, *The Night at the Museum*, was held in May 2014. The event was the most successful yet with guests welcomed by MC Adam Spencer and entertained by young Indigenous musician Marcus Corowa. The event raised \$154,116 towards the transformation of the Long Gallery.

The Museum achieved record levels of membership in 2013–14 due to the popularity of the *Tyrannosaurs* exhibition. At 30 June, there were 5807 Memberships including Family Memberships equivalent to 19,700 Members.

#### SCIENCE AND LEARNING

The Australian Museum Research Institute (AMRI) was formed in September 2013 following more than 150 years of scientific endeavour at the Museum. AMRI builds on this experience to bring together a team of 70 including research scientists, collection scientists, collection officers and more than 100 associates, fellows and students. Its research focuses on some of today's major challenges: climate change impacts on biodiversity; the detection and biology of pest species; and understanding what constitutes and influences effective biodiversity conservation.

A special seminar on the role of natural history museum collections in climate change research was held at the Museum on 8 November 2013. It presented a range of examples and perspectives. The event was filmed and can be viewed on the Museum website.

The Australian Centre for Wildlife Genomics achieved NATA accreditation in December 2013 to conduct wildlife forensic work, making the Centre one of the very few facilities in Australia conducting non-human forensic work at this high level of accreditation. The Centre's Koala Genome Project, in partnership with the Queensland University of Technology, has sequenced the entire Koala genome, advancing the knowledge of thousands of koala genes and providing a solid basis for research into immunity, disease and population genetics.

Museum staff, senior fellows and research associates published over 132 papers in international and national peer-reviewed scientific journals and books, largely based on the Museum's natural history collections. They



described a total of 180 new species during the year including 78 crustaceans, 30 insects and 47 snails and other molluscs.

The educator-led Australian Biota Program, jointly offered with Sydney's Royal Botanic Gardens and Taronga Zoo, reached more than 4000 students in Sydney and regional areas.

In 2013, the Australian Museum Lizard Island Research Station (LIRS) hosted 171 scientists from 56 institutions. They conducted 123 research projects into diverse aspects of coral reef ecology and biodiversity which resulted in 140 publications in peer-reviewed journals and PhD theses.

LIRS was evacuated on April 9–10 2014 in preparation for Cyclone Ita, which struck on 11 April. The storm damaged the island's vegetation and reef, but the research station survived with relatively minor damage, although clean-up operations took several weeks and the station remained closed to visiting researchers until June.

## DIGITAL MUSEUM

Streamwatch, a citizen science project funded by Sydney Water, has devoted a section of the Museum website to promote the importance of water quality for ecosystem health. The new section attracted more than 2000 unique visitors in its first six months.

The *Tyrannosaurs* app educational game produced by the Museum has exceeded 750,000 downloads worldwide. Another highly successful app has been the *Art of Science* (see Awards and Recognition).

The entire ethnographic collections, International, Pacific and Indigenous (except for archaeological items), have now been digitised on EMu, the Museum's record management system. This will make the collection more

accessible to the public and improve security for what is an extremely valuable State asset.

The Museum launched a web-based application to help identify invasive marine worms at the 11th International Polychaete Conference staged at the Museum in August 2013. The conference attracted more than 300 overseas and local researchers.

## COLLECTIONS

In a major logistical exercise, collections were moved from leased storage in Alexandria to an improved Arts NSW storage area in Lilyfield. The collections will remain there until 2016 when they will again be moved to a purpose-built storage facility at Castle Hill as part of the Shared Storage and Access Project with the Powerhouse Museum and Sydney Living Museums.

The Malacology section received Australian Museum Foundation funding to assist in acquiring a significant historical collection of Australian shells from the Vancouver Museum, the Ezra Newton Drier collection, adding around 3000 specimen lots to the collection.

Major curatorial work was completed in Ornithology, Entomology, Mammals, Geosciences and Malacology.

## SUSTAINABILITY

A high efficiency PowerPax 1830 kW chiller has been installed as part of the air conditioning system. It has been operating since December 2013 resulting in energy savings in the range of 10–14%. Further refinement of operating methods is expected to lead to greater savings.

Two desiccant dehumidifier systems were installed in the Collections and Research building (now known as the Australian Museum Research Institute building)

to improve energy consumption and environmental conditions within the collection areas served.

## AWARDS AND RECOGNITION

The *Tyrannosaurs: Meet the Family* exhibition received the 2014 Museums and Galleries National Award for the best temporary travelling exhibition (over \$500,000).

A book featuring stories and photographs about some of the Museum's most interesting objects, *Feathers of the Gods and Other Stories from the Australian Museum*, was highly commended in the 2014 Museums Australia Multimedia and Publications Design Awards.

The Australian Museum Archives section was highly commended in the 2014 Museums and Galleries National Awards under the category of Interpretation, Learning & Audience Engagement for their mobile app *Art of Science: Butterfly and Moth Paintings by the Scott Sisters*. They were also highly commended in the 2014 Museums Australia Multimedia and Publication and Design Awards in the category of multimedia.

One of the Museum's most successful recent cultural engagement programs, the Pacific Youth Reconnection Project, continued to receive awards and recognition in 2013–14. For details of this program and other achievements, see Appendices J and N.



## 2

*performance*

# REPORTS

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## PERFORMANCE SUMMARY

The Australian Museum Corporate Strategic Plan (CSP) sets out priorities for 2011–14 and aims to inform and direct the Museum's divisional and branch business plans. The Museum's vision is 'to be the premier museum in Australasia by 2025 by delivering a new Australian Museum which champions science, research, the environment and culture in Australia and the Pacific.'

The CSP defines nine goals (Table 2.1), each with strategic priorities and actions. This section of the annual report presents the outcomes and results achieved for strategic priorities within each goal area.

**Table 2.1 Strategic goals of the Australian Museum Corporate Strategic Plan 2011–14**

| <b>Relevant global and community engagement for current and future generations</b>  |
|---|
| 01 A hub of learning  |
| 02 Exciting and compelling  |
| 03 Engaged with the community   |
| <b>Globally significant knowledge base of collections and research</b>              |
| 04 Inspiring collections  |
| 05 A trusted adviser and partner  |
| 06 Research that makes a difference   |
| <b>Professional and dedicated workforce with first-class facilities and systems</b> |
| 07 Culture and commitment   |
| 08 Balanced resources   |
| 09 Environmentally sustainable  |

**Table 2.2 Students accessing Australian Museum education programs, 2011–2014**

| Method of access                   | Number of students |                |                |
|------------------------------------|--------------------|----------------|----------------|
|                                    | 2013–14            | 2012–13        | 2011–12        |
| Learning programs onsite visits    | 37,014             | 36,659         | 38,286         |
| Australian Biota (educator led)    | 4,060              | 3,867          | 3,542          |
| Australian Museum Science Festival | 5129               | 5,000          | 5,175          |
| Science in the Bush                | 947                | 1,100          | 1,400          |
| Video conferencing                 | 5,581              | 8,450          | 8,050          |
| Museum in a Box®                   | 88,900             | 73,427         | 65,500         |
| <b>Total</b>                       | <b>141,631</b>     | <b>128,503</b> | <b>121,953</b> |



# 01

## A HUB OF LEARNING

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**BY 2027, WE ARE AUSTRALIA'S  
LEADING HUB FOR LEARNING  
ABOUT THE NATURAL SCIENCES  
AND ABOUT INDIGENOUS AND  
WORLD CULTURES.**

### CSP PRIORITIES 2011–14

*Harness strong, culturally informed curriculum  
links for our early childhood and schools  
learning programs*

### LEARNING PROGRAMS

The new Life Long Learning Branch has updated and aligned educator-led programs and resources with links to the Australian Curriculum, a national curriculum being implemented in all Australian states and territories. These resources include learning kits produced for three major exhibitions: *Tyrannosaurs*, *Wildlife Photographer of the Year* and *Aztecs*.

Curriculum links have also been reviewed to inform the development of the *Indigenous Australians* gallery (refurbished in 2013–14) and several other existing or planned gallery upgrades: the *Long* gallery, the new *Great Walk* gallery, *Extinctions* cafe and *Surviving Australia*.

A Teacher Advisory Group comprising 12 teachers has been established to evaluate programs offered by the Life Long Learning Branch. Online materials have been reviewed to better inform teachers of the Museum's available programs and resources.

Onsite student visitation was marginally higher in 2013–14, with 37,014 students, representing 9.6% of all visitors (Table 2.2). The total number of students reached in all programs increased by 10% to 141,631.

### AUSTRALIAN BIOTA PROGRAM

The Australian Biota Program is one of several key Museum programs that reach out to regional New South Wales. It runs in partnership with the Royal Botanic Gardens and Taronga Zoo

and is being adapted to the national curriculum. Continued growth saw 4060 students (3867 in 2012–13) participate in the program in Sydney, Dubbo, Mt Annan and Mt Tomah.

### AUSTRALIAN MUSEUM SCIENCE FESTIVAL

The Australian Museum Science Festival held during National Science Week, August 2013, attracted 5129 students to 212 workshops at the Museum. Regional events with the festival's outreach partner, Charles Sturt University (CSU), featured a range of external organisations with various curriculum links and attracted 947 students and 160 public visitors to CSU's Bathurst campus.

### OUTREACH

New video conference sessions were developed, including one featuring Museum scientists in 'Museum secrets revealed', with 10 participating science organisations. Video conferences allowed 5581 students to interact directly with Museum content, and an estimated 2000 more to interact with content from participating external providers.

Museum in a Box® recently refurbished several boxes (Platypus, Echidnas, Bats, Mini-beast and Dinosaurs) to include direct links to the national curriculum. The program made 558 loans across New South Wales to reach 88,900 students, 21% more than last year.

### EARLY CHILDHOOD PROGRAMS

The Museum developed three new early childhood programs themed to complement Museum exhibitions, with 1477 children and 443 adults participating. There were 35 visits to preschool and childcare centres, with 570 children participating in programs addressing the preschool curriculum. A program at Macquarie University involved 50 children and 50 adults, and introduced a special storytelling session with author Amanda Niland.

*Develop our innovative team of teachers,  
trainers and facilitators*

A training and development program established for the Museum's Science and Learning staff and implemented this year has resulted in:



- training of a new Indigenous Education Assistant
- internships and traineeships offered across the Museum.
- staff trained in audience engagement and video editing.

Museum staff coordinate Virtual Excursions Australia (VEA), a collaborative network of video conferencing providers from arts, science and education organisations across the country. VEA has developed a web portal to provide teachers with high quality innovative educational content. Other Museum programs for external teaching staff this year included:

- training content providers across NSW and nationally in the use of video conferencing equipment for content delivery
- running two professional development days for teachers on Indigenous cultural awareness
- hosting eight trainee teachers from UTS and Macquarie University for onsite professional development training practice
- assisting five Museum Studies interns to develop an education and interpretive component for the *Tyrannosaurs* exhibition and social inclusion program
- participating in the Museums & Galleries NSW Mentorship program in training museum professionals.

***Reduce the barrier of costs and charges to access our learning programs***

The Museum has again been able to offer reduced charges to enable disadvantaged schools to participate in exhibitions and programs, with discounts for Museum in a Box®, the Australian Museum Science Festival and regional events.

For the science festival, this was achieved by working with social inclusion units from the universities of New South Wales, Western Sydney and Sydney to obtain subsidies to access grants and by increasing the number of educational workshop providers to increase revenue and defray costs.

The Museum also participated in the annual ClickFest video conferencing festival to provide free or discounted trial access to video conferences for disadvantaged schools.

***Implement the Connected Museum project of innovative and integrated web and social media programs, and innovative moving image presentations***

An integrated service delivery plan for the Connected Museum has been developed and endorsed by the Executive and implemented, with training in the Connected Museum for relevant staff. Hardware, including screens, and software have been installed, and the project has been employed in 17 programs to provide information on Museum buildings, exhibitions and programs.

***Implement a strategic Tertiary education program involving our scientists, collection managers and other Museum professionals***

The Museum has developed and implemented strategic guidelines for a tertiary education training program. The guidelines identify strategic partners in undertaking professional development for teachers with the University of Western Sydney, the University of Sydney and Macquarie University.

***Implement a new Teachers Professional Development Program incorporating the expertise of Museum scientists, collection expertise and education specialists.***

A proposal for a new Teachers Professional Development Program has been developed. The Museum is pursuing accreditation with the NSW Board of Studies as a professional development organisation. As a trial, 12 students from Billy Blue Design College took part in training on digital projects run by the Museum.

The Cultural Collections branch has formed a partnership with Pacific Achievement to Higher Education (PATHE) at University of Western Sydney to assist with delivering the Pacific Youth Cultural Collection Access Project.



## 02 EXCITING AND COMPELLING

BY 2027, WE ARE THE PACIFIC'S HIGHEST RATED TOURISM DESTINATION OF CULTURE AND SCIENCE, KNOWN FOR OUTSTANDING, INNOVATIVE ONSITE AND ONLINE EXHIBITIONS AND PUBLIC PROGRAMS.

### CSP PRIORITIES 2011–14

*Develop a clear strategic view of our current and potential audiences and how we will engage with them*

The Museum again used the Culture Segments audience analysis to match exhibitions and programming with visitor interests and grow target audience groups. An audience engagement strategy is being prepared to ensure continued growth and visitor satisfaction.

### VISITATION

The Museum received 405,326 visitors onsite in 2013–14, the second consecutive year above 400,000 (see Table 2.3). Most visitors were from the Sydney (60.4%) with international tourists the next largest group (22.8%) (Table 2.4). International tourists came primarily from the USA, UK and Germany (Table 2.5).

More than 211,000 visitors (Table 2.6) paid a top-up fee on the general admission price to see two special exhibitions: *Wildlife Photographer of the Year 2012* and *Tyrannosaurs: Meet the Family*. A further 372,727 people saw exhibitions from the Australian Museum touring in regional and interstate venues (Table 2.7).

In November 2013, the Museum operated its final season of late-night openings, Jurassic Lounge, for which visitors paid a supplementary fee.

Table 2.3 Onsite visitation to the Australian Museum by access type, 2013–14.

| Visitor type   | Total          |
|--|----------------|
| <b>General admission</b><br>All Museum access except paid temporary exhibitions and programs           | 153,891        |
| <b>General admission and temporary exhibitions</b><br>Paid temporary exhibitions and general admission | 211,091        |
| <b>General admission and paid programs</b><br>Various onsite programs and general admission            | 40,344         |
| <b>Total</b>   | <b>405,326</b> |

Table 2.4 Visitors to the Australian Museum by region, 2013–14

| Region of origin               | Visitors       | % of total |
|--------------------------------|----------------|------------|
| Sydney - City/East/North/South | 195,493        | 48.2       |
| Sydney - West/South West       | 49,332         | 12.2       |
| Other NSW                      | 38,330         | 9.5        |
| Interstate                     | 29,555         | 7.3        |
| International                  | 92,616         | 22.8       |
| <b>Total</b>                   | <b>405,326</b> | <b>100</b> |



**Table 2.5 International visitors by country of origin, Australian Museum, 2013–14**

| Country of origin | Visitors      | % of total |
|-------------------|---------------|------------|
| United Kingdom    | 16,761        | 18.1       |
| USA               | 14,398        | 15.5       |
| Japan             | 6,412         | 6.9        |
| France            | 7,818         | 8.4        |
| Germany           | 8,140         | 8.8        |
| Korea             | 4,695         | 5.1        |
| New Zealand       | 5,707         | 6.2        |
| China             | 6,140         | 6.6        |
| Spain             | 1,969         | 2.1        |
| Canada            | 2,318         | 2.5        |
| Holland           | 1,335         | 1.4        |
| Russia            | 1,630         | 1.8        |
| Other             | 15,293        | 16.5       |
| <b>Total</b>      | <b>92,616</b> | <b>100</b> |

**Table 2.6 Attendance at special exhibitions 2013–14**

| Exhibition                                     | Attendance     |
|--|----------------|
| <i>Wildlife Photographer of the Year 2012</i>  | 30,395         |
| <i>Wildlife Photographer of the Year 2013*</i> |                |
| <i>Tyrannosaurs: Meet the Family</i>           | 180,696        |
| <b>Total</b>                                   | <b>211,091</b> |

\* There was no top-up fee for *Wildlife Photographer of the Year 2013*. All general admission visitors had free access.

**Table 2.7 Visitors attending Australian Museum touring exhibitions, 2013–14**

| Exhibition  | Venue                                    | Visitors       |
|---|--|----------------|
| <i>Beauty from Nature: Art of the Scott Sisters</i> | Maitland Regional Art Gallery, NSW       | 10,549         |
| <i>Frank Hurley: Journeys into Papua</i>            | Queen Victoria Museum & Art Gallery, Tas | 12,721         |
| <i>Supercroc</i>                                    | Liverpool City Library, NSW              | 89,159         |
| <i>Wildlife Photographer of the Year 2012</i>       | Newcastle Region Library, NSW            | 8,750          |
|   | Queen Victoria Museum & Art Gallery, Tas | 7,401          |
| <i>Deep Oceans</i>                                  | Questacon, ACT                           | 125,800        |
|   | Newcastle Museum, NSW                    | 10,619         |
|   | Queensland Museum, Qld                   | 58,370         |
| <i>Museum Exposed</i>                               | Grafton Regional Gallery, NSW            | 3,343          |
|   | Albury Library Museum, NSW               | 21,930         |
|   | Charter Towers Regional Council, Qld     | 3,024          |
| <i>Kermadec Islands Expedition</i>                  | Grafton Regional Gallery, NSW            | 2,802          |
|   | Bribie Island Seaside Museum, Qld        | 3,849          |
| <i>Sydney Elders</i>                                | NSW Parliament House, NSW                | 14,411         |
| <b>Total</b>  |  | <b>372,727</b> |



## AUDIENCE RESEARCH

The Museum conducts regular research, audience feedback and evaluation surveys for its public programs and temporary and permanent exhibitions. This year, surveys were completed for *Corroboree Sydney*, *Wildlife Photographer of the Year 2012* and *Tyrannosaurs*, with testing of future exhibitions including *Aztecs* and research towards an audience engagement strategy and new corporate strategic plan.

Audience evaluation reports are available on the Museum website, and the results are distributed to the Museum Trust, Executive Leadership Team, Senior Managers and other relevant staff. Findings were also presented at the University of Queensland School of Tourism's 2014 Visitor Research Forum, held in Brisbane. In addition, users of the following services were surveyed by questionnaire:

- Australian Museum Science Festival
- Night Talks
- Front of house and public spaces
- School bookings and outreach programs.

## SOCIAL MEDIA AND ONLINE

Online visitation increased, with a 10% increase in page views (Table 2.8). The number of visitors using mobile devices to access the website increased by 85% to more than 1.6 million. The number of page views for events (what's on) pages increased by 73%, indicating that the strategy for promoting events and exhibitions online can be successful. The strategy included Facebook advertising campaigns for exhibitions and other promotions across Facebook, Twitter and Instagram (all of which recorded increases in followers and reach). In addition, AMRI operates a Twitter account to publicise research highlights.

Two major projects this year included the successful migration of the Australian Museum Eureka Prizes from a separate microsite and the creation of the *Tyrannosaurs* educational app. The Museum also continued to integrate website content with its social media channels (Table 2.9).

The Museum launched four new mobile apps, all of which were well received: *Tyrannosaurs* (an educational game based on the exhibition); *Tyrannosaurs Photo Bomb* (photo sharing); *The Art of Science: Butterfly & Moth Paintings by the Scott Sisters* (an Apps4NSW project); and *NSW Field Guide to Fauna* (part of a national

collaborative project with other museums). The *Surviving Australia* educational app was updated to maintain functionality.

***Ensure that our public engagement programs, including temporary exhibitions, are integrated into and aligned with the NSW Government's Destination NSW Plan***

The Museum incorporated Destination NSW objectives into project plans for the *Tyrannosaurs* exhibition to deliver programming and promotion in keeping with objectives and exceeding visitor targets for the financial year.

***Engage strongly with the tourism industry, understanding the interests of tourists and integrating those needs into our public engagement programs***

The Museum strives to ensure it remains a popular tourist attraction through:

- ongoing networking with industry partners and tourism bodies
- attendance at relevant tourism forums
- continuing to build professional relationships with key tourism contacts and inbound tourism operators
- reviewing tourist visitors' comments to the Museum and analysing competing tourism products and services
- ensuring tourism trends and our points of differences are communicated to our events team for effective programming
- documenting staff knowledge and experience.

The Museum holds regular briefings with DNSW, Tourism Australia and inbound tourism operators. The Museum was represented at relevant tourism forums and tradeshow and participated in the NSW Visitor Economy Taskforce and the Aboriginal Tourism Advisory Group. The Museum is included in Expedia, the world's largest travel and information web booking system.

The Museum is the first in Australia to be selected as an Indigenous Tourism Champion by Tourism Australia. The Indigenous Tourism Champions Program was instigated by Tourism Australia and Indigenous Business Australia and is supported by federal, state and territory tourism organisations.

International tourists comprised 23% of Museum visitors. The Museum closely monitors comments in its visitor comments book and the Trip Advisor website, where over 90% of visitors rate the Australian Museum experience as 4 or 5 star.



*Implement the Museum's Renewal Plan for exhibition, visitor program and public engagement spaces*

The NSW Government has announced \$7.2 million towards the transformation of the Museum, comprising \$4.7 million over two years to complete a master plan. A further \$2.5 million has been allocated to improve visitor access with a new entrance on William Street and internal improvements, including a new permanent exhibition space, restoring visitor flow and improved wayfinding.

The *Indigenous Australians* exhibition was upgraded in the College Street galleries.

*Ensure that the visitor experience is a priority and that we achieve the maximum benefits from major temporary exhibitions through whole-of-Museum engagement*

All prepared project briefs included visitor targets and objectives across related exhibition, visitor programming, schools and Members initiatives.

**Table 2.8 Online visitation to the Australian Museum website, 2013–14**

| Website                | 2013–14            | 2012–13            |
|------------------------|--------------------|--------------------|
| Page views             | 10,622,058         | 9,692,034          |
| Sessions               | 4,676,605          | 3,917,900          |
| Sessions from Sydney   | 1,313,753<br>(28%) | 1,054,442<br>(27%) |
| Mobile/Tablet Sessions | 1,638,816<br>(35%) | 884,314<br>(23%)   |

**Table 2.9 Social media main accounts and followers, Australian Museum, 2013–14**

| Social media followers | 2013–14 | 2012–13 |
|------------------------|---------|---------|
| Facebook               | 24,710  | 15,659  |
| Twitter                | 9,084   | 5,899   |
| Instagram              | 1,300   | 331     |



## 03 ENGAGED WITH THE COMMUNITY

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**BY 2027, WE ENGAGE AUSTRALIA'S CULTURALLY DIVERSE COMMUNITIES, FROM THE LOCAL TO THE DISTANT, FROM THE PRIVILEGED TO THE MARGINALISED, FROM THE YOUNG TO THE OLD.**

### CSP PRIORITIES 2011–14

*Develop engagement strategies for working with Indigenous and culturally and linguistically diverse communities*

#### REPATRIATION

The Museum's Repatriation of Indigenous Cultural Property program focuses on the return of culturally significant objects and human ancestral remains to Aboriginal communities across Australia. This year, community engagement activities have focused on western New South Wales, the Hunter Valley, central Australia and northwestern Arnhem Land. A repatriation program was completed involving the reburial of ancestral remains by the Coffs Harbour community.

#### INDIGENOUS LEARNING

*Contribute more to national and international discourse on Indigenous peoples through onsite and online programs*

The Museum presented four days of Indigenous Australian programming as part of *Corroboree Sydney* (16–19 November 2013). During *Corroboree*, 3500 people visited the Museum; 37% of first-time visitors and 86% of repeat visitors came specifically for *Corroboree*. Further, 8% of visitors were Indigenous Australians, which is significantly higher than average. A short film, *Born in Darkness before Dawn* by Sydney-based Wiradjuri artist Nicole Foreshew, was projected onto the Museum's William Street façade each evening from 20 November 2013 to 20 February 2014 as part of the City of Sydney's *Eora Journey*.

In social media, the Indigenous education team developed a Facebook page called *Indigenous Australian Culture* as a place to share information about Indigenous Australian culture and history.

#### OTHER COMMUNITY ENGAGEMENT

*Contribute to and influence the process of establishing a national Indigenous cultural centre*

The Manager of Indigenous Cultural Heritage co-chaired an Indigenous committee to explore national storage options for unprovenanced ancestral remains.

*Create and source funding for engagement with marginalised and disadvantaged groups in society*

The Pacific Youth Reconnection Project, in which at-risk youths are introduced to the Museum's cultural collections, involved 1280 young people from Pacific cultural backgrounds in onsite or offsite workshops during the year. The program is funded by the Vincent Fairfax Family Foundation and the Australian Museum Foundation, which have provided further financial support to trial a similar program working with Indigenous Australian youths in detention.

*Decide if the changing cultural and ethnic base of Australian society warrants a review of the Museum's cultural collecting priorities*

The Museum finalised the Cultural Collections Acquisition Policy 2014–2017. The policy emphasises the collection of cultural objects within three main themes:

- contemporary Pacific (including the NSW Pacific diaspora)
- contemporary Indigenous Australia
- Aboriginal New South Wales.

The policy is available on the Museum's website.

Major acquisitions during the year included 'ghost net' sculptures from Erub and Pormpuraaw (Far North Queensland); shell ornaments by La Perouse Aboriginal artists Esme Timbery Russel and Marilyn Russel; and shell necklaces by Tasmanian Aboriginal artist Lola Greeno.



## 04 INSPIRING COLLECTIONS

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**BY 2027, OUR DIVERSE COLLECTIONS ARE DEVELOPED, PRESERVED, ACCESSIBLE AND USED, AND THEIR ROLE IS WIDELY COMMUNICATED AND UNDERSTOOD.**

### **CSP PRIORITIES 2011–14**

*Develop a collection access policy that takes into account conservation responsibilities, cultural sensitivities, accessibility imperatives and resource implications*

The Collection Maintenance Policy was revised to meet these criteria in March 2013 and is available on the Museum website.

*Develop a supported, prioritised and resourced program for full digitisation of the collection*

The DigiVol and Volunteer Portal programs, in which volunteers produce digital records by photographing objects and transcribing information from registers and labels, has produced 226,704 images, transcribed 58,676 records, and imported 73,135 records to EMu since it began in May 2011. This project is supported by the Atlas of Living Australia (ALA) and the Museum, with ongoing funding for volunteer coordinator's currently available until June 2015.

The Australian Museum Foundation has provided funding to assess methodologies for digitising information from unsorted collections of insects ('soups'). Staff are developing a web interface to allow virtual volunteers to participate in this innovative project to make collections more accessible.

*Increase physical and online access programs for the collection*

A prototype web search and access system for collection information has been developed but further work and testing is required. The ALA is

now serving images from the Museum's natural history collections, making them accessible to ALA users.

*Implement a clearly prioritised and targeted collection acquisition program*

A draft Natural Science Collection Development Strategy has been developed and is now being reviewed and finalised. The Museum has finalised its Cultural Collections Acquisition Policy 2014–2017 (see 03 Engaged with the community).

*Allocate collection management and access resources at a level corresponding to usage, demand and identified priorities*

The Museum's Science Strategy 2014–17 determines principles and priority areas for allocating resources to different areas of the collection based on usage and demand by internal and external users. A restructure of the Museum, effective July 2013, has further aligned staffing resources to usage, demand and priorities.



## 05 A TRUSTED ADVISER AND PARTNER

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**BY 2027, OUR RESEARCH AND OPINIONS ARE SOUGHT AS KEY INPUTS TO DECISION MAKING AND WE ARE A PARTNER OF CHOICE ACROSS THE CULTURAL, SCIENTIFIC AND LEARNING SECTORS.**

### **CSP PRIORITIES 2011–14**

*Formalise mutually beneficial partnerships with appropriate universities, including joint staff appointments*

The Museum has held ongoing discussions regarding joint appointments with both UTS and UNSW. The Museum's Australian Centre for Wildlife Genomics has formed a research partnership with the Queensland University of Technology to sequence the Koala genome and has agreed a memorandum of understanding (MoU) to conduct work for member institutions of the Zoo and Aquarium Association.

A further MoU has been established with the Vietnam National Museum of Nature – Vietnam Academy of Science & Technology for collaboration in the fields of biodiversity research, conservation and the professional involvement of students.

*Review the potential for closer involvement in key festivals and events taking place in Sydney*

The Museum delivered the new *Corroboree Sydney* festival in November 2013 in partnership with Bangarra Dance Company, the Art Gallery of NSW, Museum of Contemporary Art, Royal Botanical Garden, Blackfella Films, Koori Radio, the State Library and National Centre of Indigenous Excellence.

The Museum has developed a partnership with the City of Sydney for the *Art & About* festival. We are also discussing a potential role for the Museum in the Sydney Festival 2015.

*Develop a mechanism for staff exchanges with other museums and research institutions*

Formal documentation of human resource operational processes is required for successful staff exchanges. Mechanisms have been developed, and implementation will be considered in future years.

*Influence government processes for the development of policies and strategies relating to the Museum's goals and priorities, and the NSW Government's cultural tourism plans*

The Museum is increasingly approached by external agencies showing interest in Museum activities, with senior government representatives participating in selected Museum events.

*Be a key resource for media on research and cultural issues*

The Museum is affiliated with the Australian Science Media Centre, a national clearing house for science news stories. In February 2014, the Museum engaged an additional publicist to focus on and promote the scientific work of the Museum.



## 06 RESEARCH THAT MAKES A DIFFERENCE

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**BY 2027, OUR KNOWLEDGE  
BASE IS CONTINUALLY  
EXPANDING AND LEVERAGED.  
OUR RESEARCH RESULTS ARE  
SOUGHT AFTER, AND OUR  
RESEARCH PUBLICATIONS  
ARE INFLUENTIAL AND USED.**

### **CSP PRIORITIES 2011–14**

*Update our Research Strategy to reflect government priorities and explicitly link our research to current societal, scientific and environmental issues*

A Science Strategy for 2014–2017 has been developed with key priorities related to conservation management, biosecurity, impacts of climate change and wildlife forensics. The strategy was endorsed by the Trust in December 2013 and is available on the Museum website.

*Align individual research programs with the updated Research Strategy priorities*

From February 2014, all research scientists have completed personal research plans that link their projects to key priorities in the Science Strategy. These plans include targets for grants income, publications and public engagement.

*Prioritise research that makes a difference in the community, and demonstrate the community benefits of our research outcomes*

The Australian Museum Research Institute (AMRI) was announced in September 2013. AMRI brings together a team of 70 including research scientists, collection scientists, collection officers and more than 100 associates, fellows and students. Its research focuses on some of today's major challenges: climate change impacts on biodiversity; the detection and biology of pest species; and understanding what constitutes and influences effective biodiversity conservation.

The outcomes and outputs of AMRI's research are promoted through a monthly e-newsletter, blogs, media releases and coverage, and social media. The monthly e-newsletter was sent to more than 2300 people, and staff produced regular blogs (about 60 in 2013–14) and tweets (more than 340 followers) for all research outcomes relevant to the Museum's priorities. For research outcomes, see Highlights, page 6.

*Establish a national DNA barcode centre within the Museum with strong connections to international barcoding initiatives*

The Australian Centre for Wildlife Genomics achieved NATA accreditation in December 2013 for compliance with ISO/IEC 17025 interpreted for research using CITAC Guide CG2 *Quality Assurance for Research and Non Routine Analysis* (1998).

Digitisation of tissue (DNA) samples continued throughout the year.

*Continue to recognise excellence in science through the Australian Museum Eureka Prizes*

The 2013 Australian Museum Eureka Prizes rewarded excellence in the fields of research and innovation; leadership and commercialisation; science communication and journalism; and school science. The prizes were announced at a gala Award Dinner held at Sydney Town Hall in September 2013 attended by 700 guests and compered by ABC TV science broadcasters Bernie Hobbs and Graham Phillips. The prizes, valued at \$170,000, were sponsored by 16 organisations (including NSW and Commonwealth government departments, universities and leading corporations) and received in-kind support from seven other organisations (see Appendix W).



## 07 CULTURE AND COMMITMENT

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**BY 2027, WE SUSTAIN A SAFE, HIGH-PERFORMING WORKPLACE CULTURE, MAKING THE MUSEUM AN EMPLOYER OF CHOICE AMONG AUSTRALIAN CULTURAL AND RESEARCH INSTITUTIONS.**

### **CSP PRIORITIES 2011–14**

*Establish stronger links between the Museum's research, collection and public engagement staff and programs*

A major restructure of the Museum took effect from July 2013 (see structure, Appendix A). Highlights included the creation of the:

- Science & Learning Division, with three branches: Life Long Learning, Science Services and Infrastructure, and Natural Sciences & Biodiversity
- Australian Museum Research Institute
- Development, Communications & Marketing Division
- Cultural Collections, Conservation & Consultancy Branch.

*Strengthen our IT, Finance, Human Resources and Facilities functions and systems to be strategic enablers for the Museum*

A new cluster-wide system has been implemented for payroll, finance, project management, and procurement to payment. Process improvement and refinements to business systems will continue as planned. This will ultimately lead to improved efficiencies in many areas as these functions change their focus from transactions to decision support.

*Maintain a strong and integrated focus on the safety of our staff, volunteers, contractors and visitors*

The Work Health and Safety (WHS) Committee continued to meet regularly, to discuss and consult on identified risks and corrective actions.

Workplace safety reviews have been conducted in various areas of the Museum. During 2013–14 there were two lost-time injuries, as in the previous year.

*Build greater opportunities for professional development and training, including a more supported and effective personal performance program*

The Museum renewed its e-learning contract to ensure all staff continue to have access to updated compliance courses on topics such as bullying and harassment awareness, ethics and conduct, and workplace health and safety, as well as access to various technical and professional development courses for the Microsoft suite of products. An e-induction course was developed and implemented for all staff. Further training was provided with the course 'Managing Contractor Safety'.

A training and development strategy based on and aligned to the NSW Capability Framework will be developed and implemented in 2014–15. Among other things, the strategy will:

- encourage training and development opportunities utilising available internal staff transfers and cross-agency secondments
- align to the Museum's strategic plan and personal performance program.



## 08 BALANCED RESOURCES

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**BY 2027, WE HAVE A DIVERSE AND ROBUST FUNDING BASE, UTILISING GOVERNMENT, PHILANTHROPIC AND COMMERCIAL REVENUE TO ACHIEVE OUR GOALS.**

### CSP PRIORITIES 2011–14

#### *Achieve wide support for, and understanding of, fundraising programs at the Museum*

Staff from across the Museum's divisions participated in donor prospecting events including lunch talks and presentations, exhibition previews, collection tours and the annual Gala Dinner (*The Night at the Museum*). The 2014 Gala Dinner made a profit of \$154,115 towards the revitalisation of the Museum's first gallery, the Long Gallery.

Regular fundraising updates are provided at general staff meetings, management meetings and by email. In August 2013, the Museum established the Development, Communications & Marketing Division to bring a focus to fundraising programs and better integration with marketing and communications activities. Key donor events and programs have been highlighted in communications including *Explore* magazine, email newsletters, websites, social media and publicity in the wider media.

#### *Strengthen our philanthropic base through the Australian Museum and the Lizard Island Reef Research foundations*

An ongoing, expanded program for the Australian Museum Foundation (AMF) brought donors and prospective donors into the Museum for talks, family events, one-on-one tours and lunches. The AMF annual end-of-financial-year giving campaign employed both a traditional mail and an online donation facility. It involved an expanded list of donors, prospects, Members and Museum subscribers. The average gift increased by \$70 to \$292 compared to last year's, and 24% of first-time donors were Australian Museum Members.

The Lizard Island Reef Research Foundation (LIRRF) provided grants valued at more than \$81,000 for research fellowships and infrastructure at the Australian Museum Lizard Island Research Station (LIRS). The LIRRF also received funding from the Ian Potter Foundation valued at \$500,000 to conduct a research program into the Crown-of-thorns Starfish.

#### *Review and strengthen our corporate sponsorship programs*

The Museum aimed to consolidate and unify a standard for securing and servicing its partnership arrangements. A corporate partnerships policy is in development and will be finalised in the coming year.

Corporate partnership packages have been developed and taken to market. They identify Museum programs and benefits to create sponsorship tiers with a corporate partnership structure and hierarchy that can be applied across the Museum to maximise market appeal in a competitive landscape.

An annual review of the Corporate Partnerships Strategy was completed and presented to the Museum Trust in April 2014. The strategy has resulted in long-term partnerships (with cash and in-kind product and services support) across multiple Museum programs and projects including:

- Media partners across various programs: *The Daily Telegraph*, JCDecaux and National Geographic Channel
- Travel and accommodation partners for the *Tyrannosaurs* exhibition: China Eastern Airlines and Pullman Sydney Hyde Park
- Catering and accommodation partners for the Eureka Prizes Award Dinner 2013: Restaurant Associates, City of Sydney, CSU Winery, Rydges Sydney World Square and Fourth Wall
- Sponsorship partners for the Eureka Prizes 2014: 3M, Defence Science & Technology Organisation (DSTO), Australian Infectious Diseases Research Centre (AID), Department of Agriculture, Australian Nuclear Science & Technology Organisation (ANSTO), New Scientist, CSIRO and Macquarie University
- Brand activation: MLC Limited.



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***Establish a strong commercial base for our products, services and on-site retail activities***

Australian Museum Consulting offers heritage and ecology consulting services to industry and government. Revenues in 2013–14 were approximately \$1.8 million. Commercial / retail revenue (including venue hire, catering and shop) also raised approximately \$1.8 million.

***Review our marketing strategy to ensure most effective use of all media***

The Museum's marketing campaigns and activities are continually reviewed and refined to optimise outcomes across revenues, attendance and brand. A formal review of the Museum's Marketing Communications Strategy will follow on from the Audience Engagement Strategy.

***Align the Museum's consulting services to better leverage our expertise and assets and to grasp opportunities***

The Materials Conservation Branch has begun offering consulting services under the Australian Museum Consulting banner for the first time. Commercial projects during the year included providing advice on environmental conditions for collection storage in a number of NSW regional galleries.



## 09 ENVIRONMENTALLY SUSTAINABLE

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**BY 2027, WE ARE CARBON NEUTRAL WITH ENERGY AND WATER NEEDS MET FROM SUSTAINABLE SOURCES.**

*Design exhibitions and events to use fewer materials, and ensure their re-use*

The Museum benchmarks its exhibitions against best practice within similar industries. It aims to create sustainable exhibitions and to maximise reuse of exhibition materials where possible.

### **CSP PRIORITIES 2011–14**

*Complete full energy and water audits of the Museum*

The Museum has installed power monitoring software in conjunction with internal power metering which will become operative in late 2014. These will provide data and insights for achieving greater energy use efficiencies.

The most recent water audit was conducted in 2011 and a further review has been scheduled for 2016.

*Develop a sustainability strategy that sets out how we will reduce our environmental impact*

The Museum has adopted a carbon abatement report prepared by sustainability consultants Kinesis as its medium-to-long-term strategy for reducing environmental impacts.

*Communicate our sustainability priorities and programs to visitors and seek their support*

The Office of Environment and Heritage (OEH) is producing a video to highlight and promote energy savings at the Museum, to be promoted on the OEH website. The Museum continues to promote the importance of environmental sustainability through its own website and through publicity in mainstream and social media.

*Establish links with State Government and City of Sydney sustainability programs and leverage from these*

A grant has been received from OEH to replace air conditioning chillers with new, more efficient units. These are now operational and have already resulted in energy and cost savings (see Appendix P).





# 3 *financial* **STATEMENTS**

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## FINANCIAL COMMENTARY

This year, the Australian Museum's financial statements are presented in two parts because of a change in governance arrangements. Under the *Government Sector Employment Act 2013*, employees of the Australian Museum have been transferred to a new entity, the Australian Museum Staff Agency. Separate reporting arrangements apply to each entity and these reports can be found in:

- Part 3A Australian Museum Trust (page 30)
- Part 3B Australian Museum Staff Agency (page 72).

Overall, the Australian Museum's net result for 2013–14 was a deficit of \$745,000 against a budgeted deficit of \$1.47 million. The improved result is mainly due to greater-than-budgeted capital grants income. Admissions to the Museum were 15,326 higher than the 2013–14 target of 390,000, and well above the five-year average of 358,594. The *Tyrannosaurs* exhibition (see Part 2) played a significant role in achieving this result and was one of two exhibitions for which a supplementary admission fee was charged (the other was *Wildlife Photographer of the Year*). The Museum also operated its final season of late-night openings, Jurassic Lounge, for which visitors paid a supplementary fee.

Total revenue from admissions was \$4.53 million, which was less than the previous year's total of \$5.37 million. Admission prices increased in February 2014, with adult general admission rising from \$12 to \$15, the first rise since 2000. The Museum's sales of goods and services (net of GST) were \$9.81 million, compared to \$10.94 million in 2012–13, mainly due to the decrease in admissions income. Australian Museum Business Services (now Australian Museum Consulting), which offers archaeological and environmental consulting services and projects, achieved revenue of \$1.77 million, a marginal increase on the previous year's income of \$1.70 million.

### Outline of budget for 2014–15

The Department of Trade and Investment will provide grant funding that, when combined with the Museum's own revenues, will allow the Museum to operate at a comparable level to 2013–14. The Museum has a program of exhibitions and activities planned for 2014–15 which includes *Aztecs*, *Scott Sisters*, *Garrigarrang: Sea Country* and *Wildlife Photographer of the Year* at College Street, with preproduction development of *Spiders* and other future exhibitions.

Anticipated funding for 2014–15 includes:

- \$22.6 million as a Recurrent grant
- \$5.3 million as a Capital grant, including \$2 million for master planning
- \$4.9 million in funded project grants, contributions, sponsorships, etc.
- \$9.2 million from other self-generated revenues.

The Museum has an approved budget that provides for:

- \$25.6 million for employee-related expenses
- \$5 million in depreciation
- \$12.4 million for other operating and maintenance expenses.

The Museum estimates its staffing structure at 230 equivalent full-time positions (EFT), which is less than in 2013–14.

### ACCOUNTS PAYABLE PERFORMANCE

The Museum measures and reports its accounts payable performance on the basis of creditor terms (see Table 3.1). This is more stringent than the standard endorsed for government and small business suppliers by the Treasury. Late payments may occur due to invoice queries, necessitating payment delays. There has been no interest charged for delaying payments.



**Table 3.1 Accounts payable performance by quarter, Australian Museum 2013–14**

| Measure   | Sep<br>2013 | Dec<br>2013 | Mar<br>2014 | Jun<br>2014 | Total         |
|---|-------------|-------------|-------------|-------------|---------------|
| Invoices due for payment  | 1,679       | 1,754       | 1,477       | 1,406       | <b>6,316</b>  |
| Invoices paid on time   | 1,676       | 1,691       | 1,406       | 1,396       | <b>6,169</b>  |
| Invoices due for payment received from small businesses               | 1           | 2           | 2           | 1           | <b>6</b>      |
| Invoices from small businesses paid on time                           | 1           | 2           | 2           | 1           | <b>6</b>      |
| Amount due for payment (\$'000)                                       | 7,159       | 7,050       | 6,205       | 4,671       | <b>25,085</b> |
| Amount paid on time (\$'000)  | 7,155       | 6,819       | 6,060       | 4,662       | <b>24,696</b> |
| Amount due for payment to small businesses (\$'000)                   | 2           | 2           | 6           | 4           | <b>13</b>     |
| Amount due to small businesses paid on time (\$'000)                  | 2           | 2           | 6           | 4           | <b>13</b>     |
| Number of payments for interest on overdue accounts (\$'000)          |             |             |             |             | <b>0</b>      |
| Interest paid on late accounts (\$'000)                               |             |             |             |             | <b>0</b>      |
| Number of payments to small business for interest on overdue accounts |             |             |             |             | <b>0</b>      |
| Interest paid to small businesses on late accounts (\$'000)           |             |             |             |             | <b>0</b>      |



## **PART 3A FINANCIAL STATEMENTS**

### **AUSTRALIAN MUSEUM TRUST**





## INDEPENDENT AUDITOR'S REPORT

### Australian Museum Trust

To Members of the New South Wales Parliament

I have audited the accompanying financial statements of the Australian Museum (the Trust), which comprise the statements of financial position as at 30 June 2014, the statements of comprehensive income, the statements of changes in equity and the statements of cash flows, for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information of the Trust.

### Opinion

In my opinion, the financial statements:

- give a true and fair view of the financial position of the Trust as at 30 June 2014, and of its financial performance and cash flows for the year then ended in accordance with Australian Accounting Standards
- are in accordance with section 41B of *Public Finance and Audit Act 1983* (the PF&A Act) and the Public Finance and Audit Regulation 2010.

My opinion should be read in conjunction with the rest of this report.

### The Trustees' Responsibility for the Financial Statements

The Trustees are responsible for the preparation of the financial statements that give a true and fair view in accordance with Australian Accounting Standards and the PF&A Act, and for such internal control as the Trustees determine is necessary to enable the preparation of the financial statements that give a true and fair view and that are free from material misstatement, whether due to fraud or error.

### Auditor's Responsibility

My responsibility is to express an opinion on the financial statements based on my audit. I conducted my audit in accordance with Australian Auditing Standards. Those standards require that I comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

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



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

My opinion does *not* provide assurance:

- about the future viability of the Trust
- that they have carried out their activities effectively, efficiently and economically
- about the effectiveness of internal control
- about the assumptions used in formulating the budget figures disclosed in the financial statements
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information, that may have been hyperlinked to/from the financial statements.

### Independence

In conducting my audit, I have complied with the independence requirements of the Australian Auditing Standards and other relevant ethical pronouncements. The PF&A Act further promotes independence by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of public sector agencies but precluding the provision of non-audit services, thus ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their role by the possibility of losing clients or income.



Karen Taylor  
Director, Financial Audit Services

24 September 2014  
SYDNEY



**AUSTRALIAN MUSEUM TRUST****STATEMENT IN ACCORDANCE WITH SECTION 41C (1C) OF THE *PUBLIC FINANCE AND AUDIT ACT 1983***

Pursuant to Section 41C (1C) of the *Public Finance and Audit Act 1983* and in accordance with a resolution of the Australian Museum Trust, we being members of the Trust, state that:

- 1 In our opinion, the financial statements exhibit a true and fair view of the financial position of the Australian Museum Trust as at 30 June 2014, and financial performance for the year then ended, given the required compliance with Accounting Standards as noted in paragraph 2.
- 2 The financial statements have been prepared in accordance with applicable Australian Accounting Standards (which include Australian Accounting Interpretations), the *Public Finance and Audit Act 1983*, the Public Finance and Audit Regulation 2010, and the requirements of the Financial Reporting Directions published in the Financial Reporting Code for NSW General Government Sector Entities and the Treasurer's Directions issued by the Treasurer under section 9(2)(n) of the Act.
- 3 The internal controls exercised by the Trust are appropriate and effective in accounting for all income received and applied by the Trust.

Further we are not aware of any circumstances which would render any particulars included in the financial report to be misleading or inaccurate.

[signed]

[signed]

**Catherine Livingstone AO**  
President of the Trust

**Kim McKay AO**  
Secretary of the Trust

Date 24/09/14



## FINANCIAL STATEMENTS

### Statement of comprehensive income for the period ended 30 June 2014

|  | Notes | Consolidated Entity |                |                  | Parent Entity |                  |
|--|-------|---------------------|----------------|------------------|---------------|------------------|
|  |       | Actual              | Annual Budget  | Actual           | Actual        | Actual           |
|  |       | 2014                | 2014           | 2013             | 2014          | 2013             |
|  |       | \$'000              | \$'000         | \$'000           | \$'000        | \$'000           |
| <b>Expenses Excluding Losses</b>   |       |                     |                |                  |               |                  |
| Operating expenses   |       |                     |                |                  |               |                  |
| Personnel services   | 2 (a) | 17,509              | 26,342         | 24,837           | 26,573        | 24,837           |
| Employee related   | 2 (b) | 9,064               | -              | -                | -             | -                |
| Other operating expenses   | 2 (c) | 13,028              | 11,654         | 13,667           | 13,028        | 13,667           |
| Depreciation and amortisation  | 2 (d) | 5,448               | 4,800          | 4,470            | 5,448         | 4,470            |
| Grants and subsidies   | 2 (e) | 127                 | 87             | 137              | 127           | 137              |
| Finance costs  | 2 (f) | 51                  | -              | 27               | 51            | 27               |
| <b>Total Expenses Excluding Losses</b>   |       | <b>45,227</b>       | <b>42,883</b>  | <b>43,138</b>    | <b>45,227</b> | <b>43,138</b>    |
| <b>Revenue</b>   |       |                     |                |                  |               |                  |
| Sale of goods and services   | 3 (a) | 9,815               | 9,559          | 10,945           | 9,815         | 10,945           |
| Investment revenue   | 3 (b) | 380                 | 390            | 464              | 380           | 464              |
| Grants and contributions   | 5     | 32,123              | 29,964         | 30,068           | 33,046        | 30,068           |
| Acceptance by the Crown Entity of employee benefits and other liabilities            | 5 (a) | 2,301               | 1,500          | 469              | 1,378         | 469              |
| <b>Total Revenue</b>   |       | <b>44,619</b>       | <b>41,413</b>  | <b>41,946</b>    | <b>44,619</b> | <b>41,946</b>    |
| Gain/ (loss) on disposal   | 4 (a) | (64)                | -              | (29)             | (64)          | (29)             |
| Other gains/ (losses)  | 4 (b) | (73)                | -              | (46,614)         | (73)          | (46,614)         |
| <b>Net Result</b>  |       | <b>(745)</b>        | <b>(1,470)</b> | <b>(47,835)</b>  | <b>(745)</b>  | <b>(47,835)</b>  |
| <b>Other Comprehensive Income</b>  |       |                     |                |                  |               |                  |
| <i>Items that will not be reclassified to net result</i>                             |       |                     |                |                  |               |                  |
| Net increase / (decrease) in property, plant and equipment asset revaluation surplus | 10    | -                   | -              | (319,112)        | -             | (319,112)        |
| <b>Total Other Comprehensive Income</b>  |       | <b>(745)</b>        | <b>-</b>       | <b>(319,112)</b> | <b>(745)</b>  | <b>(319,112)</b> |
| <b>Total Comprehensive Income</b>  |       | <b>(745)</b>        | <b>(1,470)</b> | <b>(366,947)</b> | <b>(745)</b>  | <b>(366,947)</b> |

The accompanying notes form part of these financial statements.



Statement of financial position as at 30 June 2014

| Statement of financial position as at 30 June 2014 |        |                          |                                    |                          |                          |                          |
|--|--------|--------------------------|------------------------------------|--------------------------|--------------------------|--------------------------|
|  |        | Consolidated Entity      |                                    |                          | Parent Entity            |                          |
|  | Notes  | Actual<br>2014<br>\$'000 | Annual<br>Budget<br>2014<br>\$'000 | Actual<br>2013<br>\$'000 | Actual<br>2014<br>\$'000 | Actual<br>2013<br>\$'000 |
| <b>ASSETS</b>                                      |        |                          |                                    |                          |                          |                          |
| <b>Current Assets</b>                              |        |                          |                                    |                          |                          |                          |
| Cash and cash equivalents                          | 6      | 11,576                   | 10,052                             | 8,772                    | 11,576                   | 8,772                    |
| Receivables  | 7      | 1,331                    | 1,791                              | 1,508                    | 1,331                    | 1,508                    |
| Inventories  | 8      | 321                      | 257                                | 299                      | 321                      | 299                      |
| <b>Total Current Assets</b>                        |        | <b>13,228</b>            | <b>12,100</b>                      | <b>10,579</b>            | <b>13,228</b>            | <b>10,579</b>            |
| <b>Non-Current Assets</b>                          |        |                          |                                    |                          |                          |                          |
| Other financial assets                             | 7 (a)  | 471                      | 415                                | 443                      | 471                      | 443                      |
| Property, plant and equipment                      | 10     |                          |                                    |                          |                          |                          |
| - Land and buildings                               |        | 226,757                  | 225,347                            | 227,091                  | 226,757                  | 227,091                  |
| - Plant and equipment                              |        | 41,222                   | 41,838                             | 43,111                   | 41,222                   | 43,111                   |
| - Collections                                      |        | 485,019                  | 485,832                            | 484,686                  | 485,019                  | 484,686                  |
| Total property, plant and equipment                |        | 752,998                  | 753,017                            | 754,888                  | 752,998                  | 754,888                  |
| Intangible assets                                  | 10 (a) | 108                      | 110                                | 149                      | 108                      | 149                      |
| <b>Total Non-Current Assets</b>                    |        | <b>753,577</b>           | <b>753,542</b>                     | <b>755,480</b>           | <b>753,577</b>           | <b>755,480</b>           |
| <b>Total Assets</b>                                |        | <b>766,805</b>           | <b>765,642</b>                     | <b>766,059</b>           | <b>766,805</b>           | <b>766,059</b>           |
| <b>LIABILITIES</b>                                 |        |                          |                                    |                          |                          |                          |
| <b>Current Liabilities</b>                         |        |                          |                                    |                          |                          |                          |
| Payables   | 11     | 3,032                    | 2,714                              | 1,758                    | 6,094                    | 4,631                    |
| Provisions   | 12     | 3,062                    | 2,741                              | 2,873                    | -                        | -                        |
| <b>Total Current Liabilities</b>                   |        | <b>6,094</b>             | <b>5,455</b>                       | <b>4,631</b>             | <b>6,094</b>             | <b>4,631</b>             |
| <b>Non-Current Liabilities</b>                     |        |                          |                                    |                          |                          |                          |
| Borrowings   | 13     | 471                      | 415                                | 443                      | 471                      | 443                      |
| <b>Total Non-Current Liabilities</b>               |        | <b>471</b>               | <b>415</b>                         | <b>443</b>               | <b>471</b>               | <b>443</b>               |
| <b>Total Liabilities</b>                           |        | <b>6,565</b>             | <b>5,870</b>                       | <b>5,074</b>             | <b>6,565</b>             | <b>5,074</b>             |
| <b>Net Assets</b>                                  |        | <b>760,240</b>           | <b>759,772</b>                     | <b>760,985</b>           | <b>760,240</b>           | <b>760,985</b>           |
| <b>EQUITY</b>                                      |        |                          |                                    |                          |                          |                          |
| Accumulated funds                                  |        | 545,789                  | 590,315                            | 546,534                  | 545,789                  | 546,534                  |
| Reserves   |        | 214,451                  | 169,457                            | 214,451                  | 214,451                  | 214,451                  |
| <b>Total Equity</b>                                |        | <b>760,240</b>           | <b>759,772</b>                     | <b>760,985</b>           | <b>760,240</b>           | <b>760,985</b>           |

The accompanying notes form part of these financial statements.



## Statement of changes in equity for the year ended 30 June 2014

| CONSOLIDATED AND PARENT<br>ENTITY                               | Notes | Accumulated<br>Funds | Asset<br>Revaluation<br>Surplus | Total            |
|---|-------|----------------------|---------------------------------|------------------|
|   |       | \$'000               | \$'000                          | \$'000           |
| <b>Balance at 1 July 2012</b>                                   |       | <b>594,369</b>       | <b>533,563</b>                  | <b>1,127,932</b> |
| <b>Net result for the year</b>                                  |       | <b>(47,835)</b>      | <b>-</b>                        | <b>(47,835)</b>  |
| <b>Other comprehensive income:</b>                              |       |                      |                                 |                  |
| Net increase / (decrease) in<br>Property, plant and equipment   |       | -                    | (319,112)                       | (319,112)        |
| <b>Total other comprehensive income</b>                         |       | <b>-</b>             | <b>(319,112)</b>                | <b>(319,112)</b> |
| <b>Total comprehensive income for<br/>the year</b>              |       | <b>(47,835)</b>      | <b>(319,112)</b>                | <b>(366,947)</b> |
| <b>Transactions with owners in their<br/>capacity as owners</b> |       |                      |                                 |                  |
| Increase/(decrease) in net assets from<br>equity transfers      |       | -                    | -                               | -                |
| <b>Balance at 30 June 2013</b>                                  |       | <b>546,534</b>       | <b>214,451</b>                  | <b>760,985</b>   |
| <b>Balance at 1 July 2013</b>                                   |       | <b>546,534</b>       | <b>214,451</b>                  | <b>760,985</b>   |
| <b>Net result for the year</b>                                  |       | <b>(745)</b>         | <b>-</b>                        | <b>(745)</b>     |
| <b>Other comprehensive income:</b>                              |       |                      |                                 |                  |
| Net increase / (decrease) in<br>Property, plant and equipment   |       | -                    | -                               | -                |
| <b>Total other comprehensive income</b>                         |       | <b>-</b>             | <b>-</b>                        | <b>-</b>         |
| <b>Total comprehensive income for<br/>the year</b>              |       | <b>(745)</b>         | <b>-</b>                        | <b>(745)</b>     |
| <b>Transactions with owners in their<br/>capacity as owners</b> |       |                      |                                 |                  |
| Increase/(decrease) in net assets from<br>equity transfers      |       | -                    | -                               | -                |
| <b>Balance at 30 June 2014</b>                                  |       | <b>545,789</b>       | <b>214,451</b>                  | <b>760,240</b>   |

The accompanying notes form part of these financial statements.



Statement of cash flows for the year ended 30 June 2014

|  | Notes | Consolidated Entity |                 |                 | Parent Entity   |                 |
|--|-------|---------------------|-----------------|-----------------|-----------------|-----------------|
|  |       | Actual              | Annual Budget   | Actual          | Actual          | Actual          |
|  |       | 2014                | 2014            | 2013            | 2014            | 2013            |
|  |       | \$'000              | \$'000          | \$'000          | \$'000          | \$'000          |
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>                          |       |                     |                 |                 |                 |                 |
| <b>Payments</b>  |       |                     |                 |                 |                 |                 |
| Personnel services   |       | (17,509)            | (26,342)        | (24,225)        | (26,313)        | (24,225)        |
| Payment to employees   |       | (8,804)             | -               | -               | -               | -               |
| Grants and subsidies   |       | (107)               | (87)            | (137)           | (107)           | (137)           |
| Other payments   |       | (15,695)            | (12,939)        | (17,942)        | (16,647)        | (17,942)        |
| <b>Total Payments</b>  |       | <b>(42,115)</b>     | <b>(39,368)</b> | <b>(42,304)</b> | <b>(43,067)</b> | <b>(42,304)</b> |
| <b>Receipts</b>  |       |                     |                 |                 |                 |                 |
| Sale of goods and services   |       | 9,514               | 9,545           | 10,511          | 9,514           | 10,511          |
| Interest received  |       | 382                 | 390             | 319             | 382             | 319             |
| Grants and contributions   |       | 30,209              | 27,156          | 34,255          | 30,600          | 34,255          |
| Other receipts   |       | 8,395               | 5,607           | (86)            | 8,957           | (86)            |
| <b>Total Receipts</b>  |       | <b>48,500</b>       | <b>42,698</b>   | <b>44,999</b>   | <b>49,453</b>   | <b>44,999</b>   |
| <b>NET CASH FLOWS FROM OPERATING ACTIVITIES</b>                      | 15    | <b>6,385</b>        | <b>3,330</b>    | <b>2,695</b>    | <b>6,386</b>    | <b>2,695</b>    |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>                          |       |                     |                 |                 |                 |                 |
| Purchases of land and buildings, plant and equipment and collections |       | (3,568)             | (3,330)         | (5,023)         | (3,569)         | (5,023)         |
| Purchases of intangible assets                                       |       | (13)                | -               | (78)            | (13)            | (78)            |
| Proceeds from sale of plant and equipment                            |       | -                   | -               | 13              | -               | 13              |
| <b>NET CASH FLOWS FROM INVESTING ACTIVITIES</b>                      |       | <b>(3,581)</b>      | <b>(3,330)</b>  | <b>(5,088)</b>  | <b>(3,582)</b>  | <b>(5,088)</b>  |
| <b>NET INCREASE/ (DECREASE) IN CASH</b>                              |       | 2,804               | -               | (2,393)         | 2,804           | (2,393)         |
| Opening cash and cash equivalents                                    |       | 8,772               | 10,052          | 11,165          | 8,772           | 11,165          |
| <b>CLOSING CASH AND CASH EQUIVALENTS</b>                             | 6     | <b>11,576</b>       | <b>10,052</b>   | <b>8,772</b>    | <b>11,576</b>   | <b>8,772</b>    |

The accompanying notes form part of these financial statements.



## 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

### (a) Reporting Entity

The Australian Museum Trust (the Trust) is a NSW government entity which comprises all the activities under its control and encompasses funds that are restricted for specified purposes by the grantor or donor, but are nevertheless controlled by the Trust. The Trust is constituted as a body corporate by the *Australian Museum Trust Act 1975*. The Australian Museum Trust is a statutory body of the NSW State government. The Trust is a not-for-profit entity (as profit is not its principal objective) and it has no cash generating units. The Trust's financial statements are consolidated as part of the NSW Total State Sector Accounts.

The Australian Museum Staff (AMS) Agency is an entity created by Administrative Order on 24 February 2014 under the *Government Sector Employment Act 2013* (GSE Act). The objective of the AMS is to provide personnel services to the parent entity, the Australian Museum Trust. AMS commenced operation on 24 February 2014 when it assumed responsibility for the employees and employee-related liabilities of the former employer, the Department of Trade & Investment, Regional Infrastructure & Services (DTIRIS).

These financial statements for the year ended 30 June 2014 have been authorised for issue by the Director and Trust President on 24 September 2014.

### (b) Basis of Preparation

The Trust's financial statements are general purpose financial statements which have been prepared on an accrual basis and in accordance with:

- applicable Australian Accounting Standards (which include Australian Accounting Interpretations);
- requirements of the *Public Finance and Audit Act 1983* and the Public Finance and Audit Regulation 2010 and
- the Financial Reporting Directions published in the Financial Reporting Code for NSW General Government Sector Entities or issued by the Treasurer

The financial statements are prepared on a historical cost basis, except for property, plant and equipment and which are measured at fair value.

#### *Critical accounting estimates*

The preparation of the financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgements, estimates and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Judgements, key assumptions and estimations that management has made are disclosed in the relevant notes to the financial statements.

The financial statements are presented in Australian dollars and all values are rounded to nearest thousand dollars (\$000) unless otherwise stated.

### (c) Statement of Compliance

The Trust's financial statements and notes comply with Australian Accounting Standards which include Australian Accounting Interpretations.



**(d) Income Recognition**

Income is measured at the fair value of the consideration or contribution received or receivable. Additional comments regarding the accounting policies for the recognition of income are discussed below.

**(i) Grants and Contributions**

Grants and contributions include donations and grants from the Department of Trade & Investment, Regional Infrastructure & Services (DTIRIS). They are generally recognised as income when the Trust obtains control over the assets comprising the grants/contributions. Control over grants and contributions is normally obtained upon the receipt of cash.

**(ii) Sale of Goods**

Revenue from the sale of goods is recognised as revenue when the Trust transfers the significant risks and rewards of ownership of the assets.

**(iii) Rendering of Services**

Revenue is recognised when the service is provided or by reference to the stage of completion (based on labour hours incurred to date).

**(iv) Investment Revenue**

Interest revenue is recognised using the effective interest method as set out in AASB 139 *Financial Instruments: Recognition and Measurement*.

**(e) Personnel Services and other provisions****(i) Personnel Services Arrangements**

The Trust received personnel services from DTIRIS (from 1 July 2013 to 23 February 2014) and the Australian Museum Staff Agency (from 24 February to reporting date) and based on these arrangements, liabilities for personnel services at year-end are stated as liabilities to the service provider AMS.

**(ii) Employee expenses – Salaries and Wages, Annual Leave, Sick Leave and On-costs**

Salaries and wages (including non-monetary benefits), annual leave and paid sick leave that fall due on the reporting date are recognised short-term and measured at undiscounted amounts based on amounts expected to be paid when the liabilities are settled.

It is unlikely that the annual leave benefit will be settled wholly before 12 months after the end of the annual reporting period. As a result, annual leave is likely to be a long term employee benefit which the Standard requires to be measured at present value.

If applicable, long-term annual leave that is not expected to be taken within twelve months is measured at present value in accordance with AASB 119 Employee Benefits. Market yields on government bonds are used to discount long-term annual leave.

However, the impact of reclassification from a short-term (undiscounted) employee benefit to a long-term employee benefit (present value) is immaterial. Actuarial advice supports the view that the impact of inflation and discounting is immaterial to annual leave.



As per the Treasury Circular (NSW TC 14/04) the annual leave-on-annual leave liability is calculated at a factor of 7.9% on the nominal value of annual leave.

Unused non-vesting sick leave does not give rise to a liability, as it is not considered probable that sick leave taken in the future will be greater than the benefits accrued in the future.

The outstanding amounts of payroll tax, workers compensation insurance premiums and fringe benefits tax, which are consequential to the provision of personnel services, are recognised as liabilities and expenses where the personnel services to which they relate have been recognised.

### **(iii) Long Service Leave and Superannuation**

The Crown assumes the liabilities for long service leave (LSL), excluding certain on-costs and defined benefit superannuation. The AMS and the Trust do not recognise LSL liabilities in the financial statements. Consequently, AMS and the Trust accounts for the equivalent expense and equivalent revenue in its financial statements for the liabilities assumed by the Crown, based on certain factors and Treasury calculations, as outlined in NSW TC 14/04.

Long service leave is measured at present value in accordance with AASB 119 Employee Benefits. This is based on the application of certain factors for employees with five or more years of service using current rates of pay. These factors were determined based on an actuarial review to approximate present value.

The superannuation expense for the financial year is determined by using the formulae specified in the Treasury Circular NSW TC 14/05. The expense for certain superannuation schemes (i.e. Basic Benefit and First State Super) is calculated as a percentage of the employees' salary. For other superannuation schemes (i.e. State Superannuation Scheme and State Authorities Superannuation Scheme), the expense is calculated as a multiple of the employees' superannuation contributions.

The trust and AMS assume on-costs for long service leave liabilities. All annual leave and any LSL on-costs (whether or not it is expected to be settled within 12 months) is presented as a current liability in the Statement of Financial Position in accordance with AASB 101 *Presentation of Financial Statements*.

### **(iv) Other Provisions**

Other provisions exist when the Trust has a present legal or constructive obligation as a result of a past event; it is probable that an overflow of resources will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

Any provisions for restructuring are recognised only when Trust has a detailed formal plan and the Trust has raised a valid expectation in those affected by the restructuring that it will carry out the restructuring by starting to implement the plan or announcing its main features to be affected.

If the effect of the time value of money is material, provisions are discounted at a percentage, which is a pre-tax rate that reflects the current market assessments of the time value of money and the risks specific to the liability.

### **(f) Insurance**

The Trust's insurance activities are conducted through the NSW Treasury Managed Fund Scheme of self-insurance for Government agencies. The expense (premium) is determined by the Fund Manager based on past claim experience.



**(g) Accounting for the Goods and Services Tax (GST)**

Income, expenses and assets are recognised net of the amount of GST, except where:

- The amount of GST incurred by the Trust as a purchaser that is not recoverable from the Australian Taxation Office is recognised as part of the cost of acquisition of an asset or as part of an item of expense.
- Receivables and payables are stated with the amount of GST included.

Cash flows are included in the cash flow statement on a gross basis. However, the GST component of cash flows arising from investing and financing activities which is recoverable from or payable to the Australian Taxation Office are classified as operating cash flows.

**(h) Acquisitions of Assets**

Assets acquired are initially recognised at cost. Cost is the amount of cash or cash equivalents paid or the fair value of the other consideration given to acquire the asset at the time of its acquisition or construction or, where applicable, the amount attributed to that asset when initially recognised in accordance with the requirements of other Australian Accounting Standards.

Assets acquired at no cost or for nominal consideration, are initially recognised at their fair value at the date of acquisition.

Fair value is the price that would be received to sell an asset in an orderly transaction between market participants at measurement date.

Where payment for an asset is deferred beyond normal credit terms, its cost is the cash price equivalent; i.e. deferred payment amount is effectively discounted at an asset-specific rate.

**(i) Capitalisation Thresholds**

Property, plant and equipment and intangible assets costing \$5,000 or above individually are capitalised. Computer related assets costing individually \$5,000 or less and forming part of a network are capitalised.



**(j) Revaluation of Property, Plant and Equipment**

Physical non-current assets are valued in accordance with the Valuation of Physical Non-Current Assets at Fair Value Policy and Guidelines paper NSW TPP 14/01. This policy adopts fair value in accordance with AASB 116 *Property, Plant and Equipment* and AASB 13 *Fair Value Measurement*.

Property, plant and equipment is measured on an existing use basis, where there are no feasible alternative uses in the existing natural, legal, financial and socio-political environment. However, in the limited circumstances where there are feasible alternative uses, assets are valued at their highest and best use.

Fair value of property, plant and equipment is based on a market participants' perspective, using valuation techniques (market approach, cost approach, income approach) that maximise relevant observable inputs and minimise unobservable inputs.

The Trust revalues each class of property, plant and equipment at least every five years or with sufficient regularity to ensure that the carrying amount of each asset in the class does not differ materially from its fair value at reporting date. Last revaluation was completed on 30 June 2013 and was based on an independent assessment.

Non-specialised assets with short useful lives are measured at depreciated historical cost, as a surrogate for fair value.

When revaluing non-current assets by reference to current prices for assets newer than those being revalued (adjusted to reflect the present condition of the assets), the gross amount and the related accumulated depreciation is separately restated.

For other assets, any balances of accumulated depreciation at the revaluation date in respect of those assets are credited to the asset accounts to which they relate. The net asset accounts are then increased or decreased by the revaluation increments or decrements.

Revaluation increments are credited directly to the asset revaluation surplus, except that, to the extent that an increment reverses a revaluation decrement in respect of that class of asset previously recognised as an expense in the net result, the increment is recognised immediately as revenue in the net result.

Revaluation decrements are recognised immediately as expenses in the net result, except that, to the extent that a credit balance exists in the asset revaluation surplus in respect of the same class of assets, they are debited directly to the asset revaluation surplus.

As a not-for-profit entity, revaluation increments and decrements are offset against one another within a class of non-current assets, but not otherwise.

Where an asset that has previously been revalued is disposed of, any balance remaining in the asset revaluation surplus in respect of that asset is transferred to accumulated funds.

**(i) Exhibitions**

The value of exhibitions is included in Plant and Equipment and represents capitalisation of the development and establishment costs of exhibitions that will continue to generate revenue or provide a community service beyond the financial year or years in which these costs were incurred.

Capitalised development and establishment costs include material and construction expenditure, but do not include an assessment of the intrinsic value of collection items incorporated in an exhibition unless specifically purchased and costed for that purpose.



**(ii) Collections**

Last valuation of Collections was undertaken at 30 June 2013. The decrease in the value of assets is firstly debited directly to the asset revaluation surplus for that class of assets and the remaining is expensed through the statement of comprehensive income. The Trust's Capitalisation Policy specifies a five year valuation cycle, but allows for the timely capitalisation of items where a direct purchase is involved, more items are registered or where an item of established value is donated.

The method of revaluation is market value in its highest and best use, or where there is a lack of market based evidence, 're-collection cost' is used. This latter method uses the specialised expertise of Museum collection management staff. The 're-collection cost' methodology attributes a derived average unit cost by collection type and extrapolates a total value for those items where a ready market does not exist. Average costs vary within collection categories. Re-collection cost is based on an estimate of the current gross replacement cost of the assets, less allowance for obsolescence. Acquisition of collection items are recorded at cost when purchased.

**(iii) Collections not able to be reliably measured**

The re-collection costs determined by management are based on registered collection material. Management has determined that the unregistered collections cannot be reliably valued as they are not yet identified and recorded. The annual cost of preservation of this material is not significant.

**(k) Impairment of Property, Plant and Equipment**

As a not-for-profit entity with no cash generating units, impairment under AASB 136 Impairment of Assets is unlikely to arise. As property, plant and equipment is carried at fair value, impairment can only arise in the rare circumstances where the costs of disposal are material. Specifically, impairment is unlikely for not-for-profit entities given that AASB 136 modifies the recoverable amount test for non-cash generating assets of not-for-profit entities to the higher of fair value less costs of disposal and depreciated replacement cost, where depreciated replacement cost is also fair value.

**(l) Depreciation of Property, Plant and Equipment**

Except for certain heritage assets, depreciation is provided for on a straight line basis for all depreciable assets so as to write-off the depreciable amount of each asset as it is consumed over its useful life to its estimated residual value.

The estimated useful lives, residual values and depreciation methods are reviewed at the end of each annual reporting period.

All material identifiable component assets are depreciated separately over their useful lives.

Land is not a depreciable asset. Certain heritage assets have an extremely long useful life, including original artworks and collections and heritage buildings. Depreciation for these items cannot be reliably measured because the useful life and the net amount to be recovered at the end of the useful life cannot be reliably measured. In these cases, depreciation is not recognised. The decision not to recognise depreciation for these assets is reviewed annually.

The other buildings at the Sydney site are divided into major buildings that are depreciated over their estimated life of 75 years and Minor buildings that are depreciated over their estimated life of 15 to 55 years.

The buildings on Lizard Island are depreciated over their estimated life of up to 50 years on the assumption that the Trust's lease of land on the island will be renewed.



The useful life for each property, plant and equipment asset category is as follows:

|                     |              |
|---------------------|--------------|
| Buildings           | 15–120 years |
| Plant and Equipment | 3–10 years   |
| Vehicles            | 6–7 years    |
| Vessels             | 6–7 years    |

Permanent exhibitions are depreciated on a straight-line basis based on their expected useful life, with a maximum life for depreciation purposes not exceeding 10 years.

**(m) Major Inspection Costs**

When each major inspection is performed the labour cost of performing major inspection for faults is recognised in the carrying amount of an asset as a replacement of a part, if recognition criteria are satisfied.

**(n) Restoration Costs**

The estimated cost of dismantling and removing an asset and restoring the site is included in the cost of an asset, to the extent it is recognised as a liability.

**(o) Maintenance**

Day to day servicing costs or maintenance are charged as expenses as incurred, except where they relate to the replacement of a part or component of an asset, in which case the costs are capitalised and depreciated.

**(p) Leased Assets**

A distinction is made between finance leases which effectively transfer from the lessor to the lessee substantially all the risks and benefits incidental to ownership of the leased assets, and operating leases under which the lessor does not transfer substantially all the risks and benefits.

Where a non-current asset is acquired by means of a finance lease, at the commencement of the lease term, the asset is recognised at its fair value or, if lower, the present value of the minimum lease payments, at the inception of the lease. The corresponding liability is established at the same amount. Lease payments are allocated between the principal component and the interest expense.

Operating lease payments are charged to the statement of comprehensive income in the periods in which they are incurred. The Trust does not have any assets subject to finance leases.

**(q) Intangible Assets**

The Trust recognises intangible assets only if it is probable that future economic benefits will flow to the Trust and the cost of the asset can be measured reliably. Intangible assets are measured initially at cost. Where an asset is acquired at no or nominal cost, the cost is at fair value as at the date of acquisition.

All research costs are expensed. Development costs are only capitalised when certain criteria are met.

Intangible assets are subsequently measured at fair value only if there is an active market. If there is no active market, the assets are carried at cost less any accumulated amortisation. The useful lives of intangible assets are assessed to be finite. Intangible assets (software) are amortised using the straight line method over a period of 3 to 5 years. Intangible assets are tested for impairment where an indicator of impairment exists. If the recoverable amount is less than the carrying



amount, the carrying amount is reduced to the recoverable amount and the reduction is recognised as an impairment loss.

## **(r) Financial Instruments**

The Trust's principal financial instruments policies are outlined below. These financial instruments arise directly from the Trust's operations or are required to finance its operations. The Trust uses derivative financial instruments (including forward currency contracts) to hedge its risks associated with foreign currency. Such derivative financial instruments are initially recognised at fair value on the date on which a derivative contract is entered into and are subsequently remeasured to fair value.

Derivatives are carried as assets when their fair value is positive and as liabilities when their fair value is negative.

Any gains or losses arising from changes in the fair value of derivatives are taken directly to net result for the year. The fair values of forward currency contracts are calculated by reference to current forward exchange rates for contracts with similar maturity profiles. The Trust does not enter into or trade financial instruments for speculative purposes.

### **(i) Cash and Cash Equivalent**

Cash and cash equivalent is comprised of cash on hand and bank balances with the Westpac Bank, term deposits with the National Australia Bank Limited and the NSW Government's Treasury Corporation (TCorp) Hour Glass cash facility. Interest on bank balance is earned on daily balances at a fixed rate. Interest revenues are recognised as they accrue.

### **(ii) Investments**

Investments are initially recognised at fair value plus, in the case of investments not at fair value through profit or loss, transaction costs. The Trust determines the classification of its financial assets after initial recognition and, when allowed and appropriate, re-evaluates this at each financial year end.

**Fair value through profit or loss-** The Trust subsequently measures investments classified as 'held for trading' or designated upon initial recognition "at fair value through profit or loss" at fair value. Financial assets are classified as 'held for trading' if they are acquired for the purpose of selling near the term. Derivatives are also classified as held for trading. Gains or losses on these assets are recognised in the net result for the year.

The Hour-Glass Investment Facilities (managed by the NSW Government's Treasury Corporation) are designated at fair value through profit or loss using the second leg of the fair value option; i.e. these financial assets are managed and their performance is evaluated on a fair value basis, in accordance with a documented risk management strategy, and information about these assets is provided internally on that basis to the Trust's key management personnel.

The movement in the fair value of the Hour-Glass Investment Facilities incorporates distributions received as well as unrealised movements in fair value and is reported in the line item 'investment revenue'.

The fair value of investments that are traded at fair value in an active market is determined by reference to quoted current bid prices at the close of business on the statement of financial position date.



**(s) Loans and Receivables**

Loans and other receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. These financial assets are recognised initially at fair value, usually based on the transaction cost or face value and are subsequently measured at amortised cost using the effective interest method, less an allowance for impairment. Collectability of trade debtors is reviewed on an ongoing basis at an operating unit level. Debts that are known to be uncollectible are written-off. Any changes are recognised in the net result for the year when impaired, derecognised or through the amortisation process. These are included in current assets, except for those with maturities greater than 12 months after balance date, which are classified as non-current.

Short-term receivables with no stated interest rates are measured at the original invoice amount where the effect of discounting is immaterial. The credit risk is the carrying amount (net of any allowances for impairment). No interest is earned on trade receivables. The carrying amount approximates fair value. Trade receivables are generally due for settlement within 30 days.

**(t) Inventories**

Inventories held for sale are valued at the lower of cost and net realisable value. The cost is calculated using the "Weighted Average" method.

The Trust does not have any inventories acquired at no cost or for nominal consideration. Net realisable value is the estimated selling price in the ordinary course of business less the estimated cost of completion and the estimated costs necessary to make the sale.

**(u) Other Assets**

Other assets are recognised on a historic cost basis.

**(v) Payables**

These amounts represent liabilities for goods and services provided to the Trust and other amounts, including interest. Trade and other payables are recognised initially at fair value, usually based on the transaction cost or face value. Subsequent measurement is at amortised cost using the effective interest method. Short-term payables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial. The amounts are unsecured and are usually paid within 30 days of recognition.

**(w) Borrowings**

Loans are not held for trading or designated at fair value through profit or loss and are recognised at amortised cost using the effective interest method. Gains or losses are recognised in the net result for the year on derecognition.

**(x) Financial Guarantees**

A financial guarantee contract is a contract that requires the issuer to make specified payments to reimburse the holder for a loss it incurs because a specified debtor fails to make payment when due in accordance with the original or modified terms of a debt instrument. The Trust has reviewed its financial guarantees and determined that there is no material liability to be recognised for financial guarantee contracts as at 30 June 2014 and at 30 June 2013.



**(y) Fair Value Hierarchy**

When measuring fair value, the valuation technique used maximises the use of relevant observable inputs and minimises the use of unobservable inputs. Under AASB 13, the Trust categorises, for disclosure purposes, the valuation techniques based on the inputs used in the valuation techniques as follows:

- Level 1 – quoted prices in active markets for identical assets / liabilities that the Trust can access at the measurement date.
- Level 2 – inputs other than quoted prices included within Level 1 that are observable, either directly or indirectly.
- Level 3 – inputs that are not based on observable market data (unobservable inputs).

The Trust recognises transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred.

**(z) Changes in accounting policy, including new or revised Australian Accounting Standards****Effective for the first time in 2013-14**

The accounting policies applied in 2013-14 are consistent with those of the previous financial year except as a result of the following new or revised Australian Accounting Standards that have been applied for the first time in 2013-14.

- AASB 13, AASB 2011-8 and AASB 2012-1 regarding fair value measurement
- AASB 119 employee benefits.

**Issued but not yet effective**

NSW public sector entities are not permitted to early adopt new Australian Accounting Standards, unless Treasury determines otherwise.

The following new Australian Accounting Standards have not been applied and are not yet effective. It is considered that the adoption of these standards will not have any material impact on the Trust's financial statements.

- AASB 9, AASB 2010-7 and AASB 2012-6 regarding financial instruments
- AASB 11 Joint arrangements, and AASB 12 disclosure of interests in Other Entities
- AASB 127 separate financial statements and AASB 128 investments in associates and joint ventures
- AASB 1055 budgetary reporting and AASB 1031 materiality
- AASB 2012-3 regarding offsetting financial assets and financial liabilities
- AASB 10 Consolidated Financial Statements
- AASB 2013-3 Amendments to AASB 136- Recoverable Amount Disclosures for Non-Financial Assets
- AASB 2013-9 (Part A only) regarding Amendments to Australian Accounting Standards- Conceptual Framework, Materiality and Financial Instruments.

**(aa) Taxation Status**

The activities of the Trust are exempt from income tax. The Trust is registered for GST purposes and has deductible gift recipient status.



**(bb) Trustee Benefits**

No Trustee of the Trust has entered into a material contract with the Trust since the end of the previous financial period and there were no material contracts involving Trustees' interests existing at the end of the period.

**(cc) Services Provided at No Cost**

Where material contributions are made to the Trust at no charge, an expense is recorded in the accounts to reflect the activities at the Trust and is offset by an equivalent revenue entry. Material assistance provided to the Trust by the volunteers for whom payment was not made is not included in the net result for the year (refer Note 17).

**(dd) Borrowing Costs**

Borrowing costs are recognised as expenses in the period in which they are incurred, in accordance with Treasury's Mandate to not-for-profit general government sector entities.

**(ee) Equity and Reserves****(i) Revaluation Surplus**

The revaluation surplus is used to record increments and decrements on the revaluation of non-current assets. This accords with the Trust's policy on the revaluation of property, plant and equipment as discussed in note 1 (j).

**(ii) Accumulated Funds**

The category 'Accumulated Funds' includes all current and prior period retained funds.

**(iii) Separate Reserve**

Separate reserve accounts are recognised in the financial statements only if such accounts are required by specific legislation or Australian Accounting Standards (e.g. revaluation surplus and foreign currency translation reserve).

**(ff) Budgeted Amounts**

The budgeted amounts are drawn from the original budgeted financial statements presented to the Parliament in respect of the reporting period. Other amendments made to the budget are not reflected in the budgeted amounts.

**(gg) Comparative Information**

Except where an Australian Accounting Standards permits or requires otherwise, comparative information is disclosed in respect of the previous period for all amounts reported in the financial statements.



|   | <b>Consolidated Entity</b> |               | <b>Parent Entity</b> |               |
|---|----------------------------|---------------|----------------------|---------------|
|   | <b>2014</b>                | <b>2013</b>   | <b>2014</b>          | <b>2013</b>   |
|   | \$'000                     | \$'000        | \$'000               | \$'000        |
| <b>2 EXPENSES EXCLUDING LOSSES</b>  |                            |               |                      |               |
| <b>(a) Personnel Services Expenses<sup>1</sup></b>  |                            |               |                      |               |
| Salaries and wages (including annual leave)   | 13,197                     | 21,184        | 20,098               | 21,184        |
| Superannuation – defined benefits plans   | 426                        | 464           | 448                  | 464           |
| Superannuation – defined contribution plans   | 1,068                      | 1,578         | 1,551                | 1,578         |
| Payroll Tax and Fringe Benefit Tax  | 844                        | 1,273         | 1,301                | 1,273         |
| Long service Leave  | 872                        | (21)          | 1,829                | (21)          |
| Workers' compensation insurance   | 57                         | 357           | 183                  | 357           |
| Redundancy  | 986                        | -             | 1,104                | -             |
| Other   | 59                         | 2             | 59                   | 2             |
|   | <b>17,509</b>              | <b>24,837</b> | <b>26,573</b>        | <b>24,837</b> |
| <b>(b) Employee Related Expenses<sup>2</sup></b>  |                            |               |                      |               |
| Salaries and wages (including annual leave)   | 6,901                      | -             | -                    | -             |
| Superannuation – defined benefits plans   | 22                         | -             | -                    | -             |
| Superannuation – defined contribution plans   | 483                        | -             | -                    | -             |
| Payroll Tax and Fringe Benefit Tax  | 457                        | -             | -                    | -             |
| Long service Leave  | 957                        | -             | -                    | -             |
| Workers' compensation insurance   | 126                        | -             | -                    | -             |
| Redundancy  | 118                        | -             | -                    | -             |
| Other   | -                          | -             | -                    | -             |
|   | <b>9,064</b>               | <b>-</b>      | <b>-</b>             | <b>-</b>      |
| <i>Personnel services cost that have been capitalised in fixed asset accounts and therefore excluded from the above: \$279,000 (2013: \$259,000).</i>                                       |                            |               |                      |               |
| <sup>1.</sup> Including the amount reimbursed by DTIRIS/Crown for long service payments and Superannuation-defined benefits plans valued at \$1,378,000 (2013: \$469,000) for consolidated. |                            |               |                      |               |
| <sup>2.</sup> Including the amount reimbursed by the Staff Agency (AMS)/Crown for long service payments and Superannuation-defined benefits plans valued at \$923,000.                      |                            |               |                      |               |
| <b>(c) Other Operating Expenses Include the Following:</b>  |                            |               |                      |               |
| Auditor's remuneration  |                            |               |                      |               |
| - audit and review of the financial statements  | 88                         | 82            | 88                   | 82            |
| - other audit expenses  | 30                         | 14            | 30                   | 14            |
| Operating lease rental expense:   |                            |               |                      |               |
| - minimum lease payments  | 412                        | 678           | 412                  | 678           |
| Freight   | 244                        | 706           | 244                  | 706           |
| Motor vehicles expenses   | 229                        | 193           | 229                  | 193           |
| Advertising and promotional   | 727                        | 755           | 727                  | 755           |
| Electricity   | 788                        | 918           | 788                  | 918           |
| Gas   | 129                        | 111           | 129                  | 111           |
| Cleaning and waste removal  | 612                        | 703           | 612                  | 703           |
| Water   | 55                         | 78            | 55                   | 78            |
| Contractors   | 2,901                      | 2,163         | 2,901                | 2,163         |
| Travel and accommodation  | 412                        | 453           | 412                  | 453           |
| Cost of sales   | 766                        | 785           | 766                  | 785           |
| Insurance   | 466                        | 541           | 466                  | 541           |



|   |  | <b>Consolidated Entity</b> |               | <b>Parent Entity</b> |               |
|---|--|----------------------------|---------------|----------------------|---------------|
|   |  | <b>2014</b>                | <b>2013</b>   | <b>2014</b>          | <b>2013</b>   |
|   |  | <b>\$'000</b>              | <b>\$'000</b> | <b>\$'000</b>        | <b>\$'000</b> |
| <b>2</b>  | <b>EXPENSES EXCLUDING LOSSES (<i>continued</i>)</b>          |                            |               |                      |               |
| <b>(c)</b>  | <b>Other Operating Expenses</b>                              |                            |               |                      |               |
|   | Postal and telephone   | 230                        | 252           | 230                  | 252           |
|   | Miscellaneous expenses                                       | 1,367                      | 2,132         | 1,367                | 2,132         |
|   | Books, journals & subscriptions                              | 90                         | 129           | 90                   | 129           |
|   | Consultants*   | 46                         | 32            | 46                   | 32            |
|   | Licences and computers                                       | 299                        | 135           | 299                  | 135           |
|   | Exhibition costs   | 1,168                      | 921           | 1,168                | 921           |
|   | Minor plant & equipment                                      | 77                         | 69            | 77                   | 69            |
|   | Staff training   | 100                        | 114           | 100                  | 114           |
|   | Legal & professional   | 15                         | 29            | 15                   | 29            |
|   | Printing   | 256                        | 232           | 256                  | 232           |
|   | Maintenance <sup>1</sup>                                     | 1,521                      | 1,442         | 1,521                | 1,442         |
|   | Other  | -                          | -             | -                    | -             |
|   |  | <b>13,028</b>              | <b>13,667</b> | <b>13,028</b>        | <b>13,667</b> |
|   | <sup>1</sup> . <i>Reconciliation:</i>                        |                            |               |                      |               |
|   | Maintenance expense, as above                                | 1,521                      | 1,442         | 1,521                | 1,442         |
|   | Personnel services expense included in Note 2 (a)            | 362                        | 321           | 362                  | 321           |
|   | <b>Total Maintenance Expenses Included in Note 2(a)+2(b)</b> | <b>1,883</b>               | <b>1,763</b>  | <b>1,883</b>         | <b>1,763</b>  |
| <p>*A 'consultant' is a person or organisation engaged under contract on a temporary basis to provide recommendations or high level specialist or professional advice to assist decision-making by management. Generally it is the advisory nature of the work that differentiates a consultant from other contractors.</p> |  |                            |               |                      |               |
| <b>(d)</b>  | <b>Depreciation and amortisation</b>                         |                            |               |                      |               |
|   | Buildings  | 1,037                      | 830           | 1,037                | 830           |
|   | Plant and equipment  | 4,357                      | 3,601         | 4,357                | 3,601         |
|   | Intangible assets  | 54                         | 39            | 54                   | 39            |
|   |  | <b>5,448</b>               | <b>4,470</b>  | <b>5,448</b>         | <b>4,470</b>  |
| <b>(e)</b>  | <b>Grants and subsidies</b>                                  |                            |               |                      |               |
|   | Visiting fellowships   | 80                         | 126           | 80                   | 126           |
|   | Other grants   | 47                         | 11            | 47                   | 11            |
|   |  | <b>127</b>                 | <b>137</b>    | <b>127</b>           | <b>137</b>    |
| <b>(f)</b>  | <b>Finance costs</b>   |                            |               |                      |               |
|   | Unwinding of discount  | 51                         | 27            | 51                   | 27            |
|   |  | <b>51</b>                  | <b>27</b>     | <b>51</b>            | <b>27</b>     |



|              |   | <b>Consolidated Entity</b> |                 | <b>Parent Entity</b> |                 |
|--------------|---|----------------------------|-----------------|----------------------|-----------------|
|              |   | <b>2014</b>                | <b>2013</b>     | <b>2014</b>          | <b>2013</b>     |
|              |   | <b>\$'000</b>              | <b>\$'000</b>   | <b>\$'000</b>        | <b>\$'000</b>   |
| <b>3</b>     | <b>REVENUE</b>  |                            |                 |                      |                 |
| <b>(a)</b>   | <b>Sale of Goods and Services</b>   |                            |                 |                      |                 |
|              | Shop sales  | 1,547                      | 1,691           | 1,547                | 1,691           |
|              | Rendering of services   | 3,649                      | 3,549           | 3,649                | 3,549           |
|              | Admission fees  | 4,529                      | 5,373           | 4,529                | 5,373           |
|              | Other   | 90                         | 332             | 90                   | 332             |
|              |   | <b>9,815</b>               | <b>10,945</b>   | <b>9,815</b>         | <b>10,945</b>   |
| <b>(b)</b>   | <b>Investment Revenue</b>   |                            |                 |                      |                 |
|              | TCorp Hour-Glass investment facility  | 53                         | 249             | 53                   | 249             |
|              | Interest  | 327                        | 215             | 327                  | 215             |
|              |   | <b>380</b>                 | <b>464</b>      | <b>380</b>           | <b>464</b>      |
| <b>4 (a)</b> | <b>GAIN/ (LOSS) ON DISPOSAL OF NON-CURRENT ASSETS</b>                       |                            |                 |                      |                 |
|              | Proceeds from disposal of plant and equipment                               | -                          | 13              | -                    | 13              |
|              | Written- down value of assets disposed                                      | (64)                       | (42)            | (64)                 | (42)            |
|              |   | <b>(64)</b>                | <b>(29)</b>     | <b>(64)</b>          | <b>(29)</b>     |
| <b>4 (b)</b> | <b>OTHER GAINS/ (LOSSES)</b>  |                            |                 |                      |                 |
|              | Write-down of inventories   | (62)                       | -               | (62)                 | -               |
|              | Write-down of receivables   | (11)                       | -               | (11)                 | -               |
|              | Net increase/ (decrease) in property, plant and equipment asset revaluation | -                          | (46,614)        | -                    | (46,614)        |
|              |   | <b>(73)</b>                | <b>(46,614)</b> | <b>(73)</b>          | <b>(46,614)</b> |

Collection assets were independently valued as at 30 June 2013 for the cultural and natural history collections and for the library and archives collections. Other registered collection items were internally valued using the expertise of collection management personnel to estimate the recollection cost.



|  | Consolidated Entity |               | Parent Entity |               |
|--|---------------------|---------------|---------------|---------------|
|  | 2014                | 2013          | 2014          | 2013          |
|  | \$'000              | \$'000        | \$'000        | \$'000        |
| <b>5 GRANTS AND CONTRIBUTIONS</b>                      |                     |               |               |               |
| For conditions on Grants and Contributions see Note 9. |                     |               |               |               |
| Recurrent grants from the Government (DTIRIS)          | 22,883              | 23,194        | 22,883        | 23,194        |
| Capital grants from the Government (DTIRIS)            | 5,889               | 3,329         | 5,889         | 3,329         |
| Scientific Research                                    | 344                 | 883           | 344           | 883           |
| State Government Grants (for Redundancy payments)      | 1,094               | -             | 1,094         | -             |
| Other grants   | 1,032               | 998           | 1,955*        | 998           |
| Donations  | 573                 | 1,010         | 573           | 1,010         |
| Sponsorships   | 308                 | 654           | 308           | 654           |
|  | <b>32,123</b>       | <b>30,068</b> | <b>33,046</b> | <b>30,068</b> |

\* Includes \$923,000 Personnel Services received free of charge from the Staff Agency (AMS).

**5 (a) ACCEPTANCE OF EMPLOYEE BENEFITS AND OTHER LIABILITIES BY THE GOVERNMENT (DTIRIS/CROWN)**

|                                 |              |            |              |            |
|---------------------------------|--------------|------------|--------------|------------|
| Superannuation-defined benefits | 448          | 464        | 426          | 464        |
| Long service leave              | 1,829        | (21)       | 929          | (21)       |
| Payroll tax                     | 24           | 26         | 23           | 26         |
|                                 | <b>2,301</b> | <b>469</b> | <b>1,378</b> | <b>469</b> |

**6 CURRENT ASSETS – CASH AND CASH EQUIVALENTS**

|  |               |              |               |              |
|--|---------------|--------------|---------------|--------------|
| Cash at bank and on hand   | 5,815         | 864          | 5,815         | 864          |
| Short term deposits  | 4,000         | 4,000        | 4,000         | 4,000        |
| TCorp Hour-Glass cash facility   | 1,761         | 3,908        | 1,761         | 3,908        |
| <b>Closing Cash and Cash Equivalents (per statement of cash flows)</b> | <b>11,576</b> | <b>8,772</b> | <b>11,576</b> | <b>8,772</b> |

For the purpose of the Statement of Cash Flows, cash and cash equivalents includes cash at bank, cash on hand, short term deposits and Treasury Corporation Hour Glass Cash Facility.

The Trust has the following banking facilities

|   |       |       |       |       |
|---|-------|-------|-------|-------|
| MasterCard facility (Total credit limit)  | 150   | 150   | 150   | 150   |
| Tape negotiation authority <sup>1</sup> . | 4,800 | 4,800 | 4,800 | 4,800 |

<sup>1</sup> The facility authorises the bank to debit the Trust's operating bank account up to the above limit.

Refer to note 16 for the details regarding credit risk, liquidity risk and market risk arising from financial instruments.



|   | Consolidated Entity |                | Parent Entity  |                |
|---|---------------------|----------------|----------------|----------------|
|   | 2014<br>\$'000      | 2013<br>\$'000 | 2014<br>\$'000 | 2013<br>\$'000 |
| <b>7 CURRENT/ NON-CURRENT ASSETS- RECEIVABLES</b> |                     |                |                |                |
| Sale of goods & services                          | 732                 | 799            | 732            | 799            |
| Less: Allowance for Impairment                    | (11)                | -              | (11)           | -              |
| Accrued income                                    | 118                 | 118            | 118            | 118            |
| Prepayments                                       | 173                 | 247            | 173            | 247            |
| Other debtors                                     | 101                 | 3              | 101            | 3              |
| GST receivable                                    | 218                 | 341            | 218            | 341            |
|   | <b>1,331</b>        | <b>1,508</b>   | <b>1,331</b>   | <b>1,508</b>   |

Movement in the allowance for impairment

|   |      |       |      |       |
|---|------|-------|------|-------|
| Balance at 1 July   | -    | (1)   | -    | (1)   |
| Amounts written off during the year   | -    | 150   | -    | 150   |
| Amounts recovered during the year   | -    | -     | -    | -     |
| (Increase)/ decrease in allowance recognised in statement of comprehensive income | (11) | (149) | (11) | (149) |
| Balance at 30 June  | (11) | -     | (11) | -     |

Details regarding credit risk, liquidity risk and market risk, including financial assets that are either past due or impaired, are disclosed in Note 16.

#### 7 (a) OTHER FINANCIAL ASSETS

|   |            |            |            |            |
|---|------------|------------|------------|------------|
| LIRRF funding for QLD loan <sup>1</sup> | 471        | 443        | 471        | 443        |
| <b>Total</b>                            | <b>471</b> | <b>443</b> | <b>471</b> | <b>443</b> |

<sup>1</sup> As per the Funding Deed signed between the Lizard Island Research Foundation (LIRRF) and the Trust, LIRRF has underwritten to pay \$1 million in 20 annual instalments of \$50,000 each beginning from the year 2018. The present value of the estimated future cash flows is discounted at original effective interest rate at the time of initial recognition of the assets and amortised cost thereafter.

Refer to note 16 for the details regarding credit risk, liquidity risk and market risk arising from financial instruments.



|                                       | Consolidated Entity |            | Parent Entity |            |
|---------------------------------------|---------------------|------------|---------------|------------|
|                                       | 2014                | 2013       | 2014          | 2013       |
|                                       | \$'000              | \$'000     | \$'000        | \$'000     |
| <b>8 CURRENT ASSETS – INVENTORIES</b> |                     |            |               |            |
| Held for resale:                      |                     |            |               |            |
| Stock on hand – at cost               | 383                 | 299        | 383           | 299        |
| Less: Allowance for impairment        | (62)                | -          | (62)          | -          |
|                                       | <b>321</b>          | <b>299</b> | <b>321</b>    | <b>299</b> |

## 9 CONDITIONS ON CONTRIBUTIONS AND RESTRICTED ASSETS

The Trust receives grants from various bodies for specific purposes (see Note 5). Generally grant conditions require monies granted to be spent only on specific projects; however grant conditions vary widely with respect to deliverables, timing, acquittal and repayment requirements. Cash and investments should be held equal to unspent balances where contractually specified.

Unexpended balances for all grant projects at year end were:

|   |              |              |              |              |
|---|--------------|--------------|--------------|--------------|
| Scientific Research - Federal Government Grants | 506          | 955          | 506          | 955          |
| Scientific Research - State Government Grants   | -            | 450          | -            | 450          |
| Other grants                                    | 1,840        | 2,092        | 1,840        | 2,092        |
|   | <b>2,346</b> | <b>3,497</b> | <b>2,346</b> | <b>3,497</b> |



# 10 NON-CURRENT ASSETS – PROPERTY, PLANT AND EQUIPMENT (CONSOLIDATED AND PARENT ENTITY)

|   | Land<br>\$'000 | Buildings<br>\$'000 | Plant &<br>Equipment<br>\$'000 | Collections<br>\$'000 | Total<br>\$'000 |
|---|----------------|---------------------|--------------------------------|-----------------------|-----------------|
| <b>At 1 July 2013</b>                   |                |                     |                                |                       |                 |
| <b>At Fair Value</b>                    |                |                     |                                |                       |                 |
| Gross carrying amount                   | 35,500         | 198,456             | 98,416                         | 484,686               | 817,058         |
| Accumulated depreciation and impairment | -              | (6,865)             | (55,305)                       | -                     | (62,170)        |
| <b>Net Carrying Amount</b>              | <b>35,500</b>  | <b>191,591</b>      | <b>43,111</b>                  | <b>484,686</b>        | <b>754,888</b>  |

## At 30 June 2014

### At Fair Value

|   |               |                |               |                |                |
|---|---------------|----------------|---------------|----------------|----------------|
| Gross carrying amount                   | 35,500        | 199,284        | 94,616        | 485,019        | 814,419        |
| Accumulated depreciation and impairment | -             | (8,027)        | (53,394)      | -              | (61,421)       |
| <b>Net Carrying Amount</b>              | <b>35,500</b> | <b>191,257</b> | <b>41,222</b> | <b>485,019</b> | <b>752,998</b> |

## Reconciliation

A reconciliation of the carrying amount of each class of property, plant and equipment at the beginning and end of the current reporting period is set out below.

|   | Land<br>\$'000 | Buildings<br>\$'000 | Plant &<br>Equipment<br>\$'000 | Collections<br>\$'000 | Total<br>\$'000 |
|---|----------------|---------------------|--------------------------------|-----------------------|-----------------|
| <b>Year ended 30 June 2014</b>            |                |                     |                                |                       |                 |
| Net carrying amount at start of the year  | 35,500         | 191,591             | 43,111                         | 484,686               | 754,888         |
| Net revaluation increment/ (decrement)    | -              | -                   | -                              | -                     | -               |
| Additions                                 | -              | 703                 | 2,532                          | 333                   | 3,568           |
| Disposals                                 | -              | -                   | (64)                           | -                     | (64)            |
| Depreciation expenses                     | -              | (1,037)             | (4,357)                        | -                     | (5,394)         |
| <b>Net Carrying Amount at End of Year</b> | <b>35,500</b>  | <b>191,257</b>      | <b>41,222</b>                  | <b>485,019</b>        | <b>752,998</b>  |

Further details regarding the fair value measurement of property, plant and equipment are disclosed in Note 10 (b).



**10 NON-CURRENT ASSETS – PROPERTY, PLANT AND EQUIPMENT (Continued)****Reconciliation**

A reconciliation of the carrying amount of each class of property, plant and equipment at the beginning and end of the prior reporting period is set out below.

| <b>At 1 July 2012</b>                   | <b>Land<br/>\$'000</b> | <b>Buildings<br/>\$'000</b> | <b>Plant &amp;<br/>Equipment<br/>\$'000</b> | <b>Collections<br/>\$'000</b> | <b>Total<br/>\$'000</b> |
|---|------------------------|-----------------------------|---|-------------------------------|-------------------------|
| <b>Fair Value</b>                       |                        |                             |   |                               |                         |
| Gross carrying amount                   | 35,500                 | 193,144                     | 96,121                                      | 860,119                       | 1,184,884               |
| Accumulated depreciation and impairment | -                      | (8,160)                     | (56,660)                                    | -                             | (64,820)                |
| <b>Net Carrying Amount</b>              | <b>35,500</b>          | <b>184,984</b>              | <b>39,461</b>                               | <b>860,119</b>                | <b>1,120,064</b>        |

|   |               |                |               |                |                |
|---|---------------|----------------|---------------|----------------|----------------|
| <b>At 30 June 2013</b>                  |               |                |               |                |                |
| <b>Fair Value</b>                       |               |                |               |                |                |
| Gross carrying amount                   | 35,500        | 198,456        | 98,416        | 484,686        | 817,058        |
| Accumulated depreciation and impairment | -             | (6,865)        | (55,305)      | -              | (62,170)       |
| <b>Net Carrying Amount</b>              | <b>35,500</b> | <b>191,591</b> | <b>43,111</b> | <b>484,686</b> | <b>754,888</b> |

**Year ended 30 June 2013**

|   |               |                |               |                |                |
|---|---------------|----------------|---------------|----------------|----------------|
| Net carrying amount at start of the year  | 35,500        | 184,984        | 39,461        | 860,119        | 1,120,064      |
| Net revaluation increment/ (decrement)    | -             | 5,776          | 4,021         | (375,523)      | (365,726)      |
| Additions                                 | -             | 1,661          | 3,272         | 90             | 5,023          |
| Disposals                                 | -             | -              | (42)          | -              | (42)           |
| Depreciation expenses                     | -             | (830)          | (3,601)       | -              | (4,431)        |
| <b>Net Carrying Amount at End of Year</b> | <b>35,500</b> | <b>191,591</b> | <b>43,111</b> | <b>484,686</b> | <b>754,888</b> |

**Revaluation**

The Trust's non-current assets are valued externally every five years based on market value or, where there is a lack of market based evidence, recollection cost (see Note 1 (j)(ii)). A valuation was undertaken at 30 June 2013.

**Collections materials not able to be reliably measured**

The re-collection costs are based on registered collection material. The unregistered collections cannot be reliably valued as they are not yet identified and recorded. The annual cost of preservation of this material is not significant.



**10 (a) NON-CURRENT ASSETS – INTANGIBLE ASSETS (CONSOLIDATED AND PARENT ENTITY)**

|   | <b>Software<br/>\$'000</b> |
|---|----------------------------|
| <b>At 1 July 2013</b>                   |                            |
| Cost (gross carrying amount)            | 214                        |
| Accumulated amortisation and impairment | (65)                       |
| <b>Net Carrying Amount</b>              | <b>149</b>                 |

|   |            |
|---|------------|
| <b>At 30 June 2014</b>                  |            |
| Cost (gross carrying amount)            | 215        |
| Accumulated amortisation and impairment | (107)      |
| <b>Net Carrying Amount</b>              | <b>108</b> |

|   |            |
|---|------------|
| <b>Year ended 30 June 2014</b>            |            |
| Net carrying amount at start of year      | 149        |
| Additions (acquired)                      | 13         |
| Amortisation                              | (54)       |
| <b>Net Carrying Amount at End of Year</b> | <b>108</b> |

|   |            |
|---|------------|
| <b>At 1 July 2012</b>                   |            |
| Cost (gross carrying amount)            | 135        |
| Accumulated amortisation and impairment | (25)       |
| <b>Net Carrying Amount</b>              | <b>110</b> |

|   |            |
|---|------------|
| <b>At 30 June 2013</b>                  |            |
| Cost (gross carrying amount)            | 214        |
| Accumulated amortisation and impairment | (65)       |
| <b>Net Carrying Amount</b>              | <b>149</b> |

|   |            |
|---|------------|
| <b>Year ended 30 June 2013</b>            |            |
| Net carrying amount at start of year      | 110        |
| Additions (acquired)                      | 78         |
| Amortisation                              | (39)       |
| <b>Net Carrying Amount at End of Year</b> | <b>149</b> |



**10 (b) FAIR VALUE MEASUREMENT OF NON-FINANCIAL ASSETS****Fair value hierarchy****2014**

|                  | <b>Level 1</b> | <b>Level 2</b> | <b>Level 3</b> | <b>Total fair value</b> |
|------------------|----------------|----------------|----------------|-------------------------|
|                  | <b>\$'000</b>  | <b>\$'000</b>  | <b>\$'000</b>  | <b>\$'000</b>           |
| Land & buildings | -              | 226,757        | -              | <b>226,757</b>          |
| Collections      | -              | 308,960        | 176,059        | <b>485,019</b>          |
|                  | <b>-</b>       | <b>535,717</b> | <b>176,059</b> | <b>711,776</b>          |

There were no transfers between Level 1 or 2 during the periods.

**Valuation technique**

- Land and buildings: Depreciated replacement cost.
- Plant and equipment: Depreciated replacement cost.
- Collections: Depreciated replacement cost (level 2) and Replacement cost for (level 3).

**10 (c) RECONCILIATION OF LEVEL 3 FAIR VALUE**

|   | <b>Collections</b> |
|---|--------------------|
|   | <b>\$'000</b>      |
| <b>2014</b>   |                    |
| <b>Opening balance</b>  | <b>176,059</b>     |
| Additions (disposals)   | -                  |
| Transfers in (out) of level 3   | -                  |
| Gains or losses recognised in net result  | -                  |
| Depreciation  | -                  |
| Impairment loss   | -                  |
| <b>Subtotal</b>   | <b>-</b>           |
| Gains or losses recognised in other economic flows – other comprehensive income | -                  |
| Revaluation   | -                  |
| <b>Subtotal</b>   | <b>-</b>           |
| <b>Closing balance</b>  | <b>176,059</b>     |



|  | Consolidated Entity |                | Parent Entity  |                |
|--|---------------------|----------------|----------------|----------------|
|  | 2014<br>\$'000      | 2013<br>\$'000 | 2014<br>\$'000 | 2013<br>\$'000 |
| <b>11 CURRENT LIABILITIES – PAYABLES</b> |                     |                |                |                |
| Creditors                                | 768                 | 904            | 768            | 904            |
| Sundry accruals                          | 491                 | 140            | 491            | 140            |
| Unearned revenue                         | 1,051               | 150            | 1,051          | 150            |
| Personnel services expenses              | 171                 | -              | 171            | -              |
| Payable to personnel services providers: |                     |                |                |                |
| - Accrued salaries, wages and on-costs   | 551                 | 564            | -              | 564            |
| - Personnel services expenses            | -                   | -              | 3,613          | 2,873          |
|  | <b>3,032</b>        | <b>1,758</b>   | <b>6,094</b>   | <b>4,631</b>   |

Details regarding credit risk, liquidity risk and market risk, including a maturity analysis of the above payables, are disclosed in Note 16

## 12 CURRENT/ NON CURRENT LIABILITIES – PROVISIONS

### Current:

#### Personnel services benefits and related on-costs

|                             |              |              |          |          |
|-----------------------------|--------------|--------------|----------|----------|
| Recreation leave            | 2,244        | 2,132        | -        | -        |
| Long service leave on-costs | 818          | 741          | -        | -        |
|                             | <b>3,062</b> | <b>2,873</b> | <b>-</b> | <b>-</b> |

#### Aggregate personnel services benefits and related on-costs

|  |              |              |          |              |
|--|--------------|--------------|----------|--------------|
| Personnel services liability-current           | 3,062        | 2,873        | -        | 2,873        |
| Accrued salaries, wages and on-costs (Note 11) | 551          | 564          | -        | 564          |
|  | <b>3,613</b> | <b>3,437</b> | <b>-</b> | <b>3,437</b> |

## 13 CURRENT/ NON-CURRENT LIABILITIES – BORROWINGS

|  |            |            |            |            |
|--|------------|------------|------------|------------|
| Queensland Government loan at net present value <sup>1</sup> | 471        | 443        | 471        | 443        |
|  | <b>471</b> | <b>443</b> | <b>471</b> | <b>443</b> |

<sup>1</sup> Loan is for Lizard Island facility. Repayments commence from 2018.

Details regarding credit risk, liquidity risk and market risk, including a maturity analysis of the above borrowings, are disclosed in Note 16.



**14 COMMITMENTS FOR EXPENDITURE****(a) Capital Commitments**

Aggregate expenditure for the acquisition of capital equipment/projects contracted for at balance date and not provided for:

|                              | <b>2014</b>   | <b>2013</b>   |
|------------------------------|---------------|---------------|
|                              | <b>\$'000</b> | <b>\$'000</b> |
| Not later than 1 year        | 7             | 483           |
| <b>Total (Including GST)</b> | <b>7</b>      | <b>483</b>    |

**(b) Other Expenditure Commitments**

Aggregate expenditure for Other Operating Expenses contracted for at balance date and not provided for:

|                              |           |            |
|------------------------------|-----------|------------|
| Not later than 1 year        | 97        | 706        |
| <b>Total (Including GST)</b> | <b>97</b> | <b>706</b> |

**(c) Operating Lease Commitments**

Future non-cancellable operating lease rentals not provided for and payable:

|  |            |            |
|--|------------|------------|
| Not later than 1 year                      | 64         | 403        |
| Later than 1 year & not later than 5 years | 40         | 36         |
| Later than 5 years                         | -          | -          |
| <b>Total (Including GST)</b>               | <b>104</b> | <b>439</b> |

The Lizard Island Research Station site is occupied by the Trust as lessee from the Queensland government. The current lease expires in 2018.

The total commitments above include GST input tax credits of \$19,000 (2013: \$148,000) that are expected to be recoverable from the Australian Taxation Office.



|  | Consolidated Entity |                 | Parent Entity  |                 |
|--|---------------------|-----------------|----------------|-----------------|
|  | 2014<br>\$'000      | 2013<br>\$'000  | 2014<br>\$'000 | 2013<br>\$'000  |
| <b>15 RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO NET RESULT</b> |                     |                 |                |                 |
| <b>Reconciliation</b>  |                     |                 |                |                 |
| Net Cash Flows from operating activities                                       | 6,385               | 2,695           | 6,385          | 2,695           |
| Depreciation and amortisation  | (5,448)             | (4,470)         | (5,448)        | (4,470)         |
| Allowance for impairment   | (11)                | -               | (11)           | -               |
| (Increase)/ decrease in personnel services                                     | (189)               | (131)           | 2,873          | (131)           |
| (Increase)/ decrease in payables   | (1,274)             | 957             | (4,336)        | 957             |
| (Decrease)/ increase in receivables and other assets                           | (166)               | (285)           | (166)          | (285)           |
| Gain/ (loss) on disposal of plant & equipment                                  | (64)                | (29)            | (64)           | (29)            |
| Increase/ (decrease) in asset revaluation of property, plant & equipment       | -                   | (46,614)        | -              | (46,614)        |
| (Decrease)/ increase in inventory  | 22                  | 42              | 22             | 42              |
| <b>Net result</b>  | <b>(745)</b>        | <b>(47,835)</b> | <b>(745)</b>   | <b>(47,835)</b> |

## 16 FINANCIAL INSTRUMENTS

The Trust's principal financial instruments are outlined below. These financial instruments arise directly from the Trust's operations or are required to finance the Trust's operations. The Trust does not enter into or trade financial instruments, including derivative financial instruments, for speculative purposes.

The Trust's main risks arising from financial instruments are outlined below, together with the Trust's objectives, policies and processes for measuring and managing risk. Further quantitative and qualitative disclosures are included throughout these financial statements.

The Internal Audit and Risk Committee (IARC) have overall responsibility for the establishment and oversight of risk management and reviews and agrees policies for managing each of these risks. Risk management policies are established to identify and analyse the risks faced by the Trust, to set risk limits and controls and to monitor risks. Compliance with policies is reviewed by the IARC on a continuous basis.



| Consolidated Entity |        | Parent Entity |        |
|---------------------|--------|---------------|--------|
| 2014                | 2013   | 2014          | 2013   |
| \$'000              | \$'000 | \$'000        | \$'000 |

## 16 FINANCIAL INSTRUMENTS *(continued)*

### (a) Financial Instrument Categories

|                              | Notes | Category   | Carrying Amount | Carrying Amount | Carrying Amount | Carrying Amount |
|------------------------------|-------|--|-----------------|-----------------|-----------------|-----------------|
| <b>Financial Assets</b>      |       |  |                 |                 |                 |                 |
| <b>Class:</b>                |       |  |                 |                 |                 |                 |
| Cash and cash equivalents    | 6     | N/A  | 11,576          | 8,772           | 11,576          | 8,772           |
| Receivables <sup>1</sup>     | 7     | Loans and receivables (at amortised cost)        | 732             | 799             | 732             | 799             |
| Other financial assets       | 7(a)  | At fair value through profit or loss             | 471             | 443             | 471             | 443             |
| <b>Financial Liabilities</b> |       |  |                 |                 |                 |                 |
| <b>Class:</b>                |       |  |                 |                 |                 |                 |
| Payables <sup>2</sup>        | 11    | Financial liabilities measured at amortised cost | 768             | 1,500           | 4,381           | 1,500           |
| Borrowings                   | 13    | Financial liabilities measured at amortised cost | 471             | 443             | 471             | 443             |

#### Notes

<sup>1</sup> Excludes statutory receivables and prepayments (i.e. not within scope of AASB 7).

<sup>2</sup> Excludes statutory payables and unearned revenue (i.e. not within scope of AASB 7).

### (b) Credit Risk

Credit risk arises when there is the possibility of the Trust's debtors defaulting on their contractual obligations, resulting in a financial loss to the Trust. The maximum exposure to credit risk is generally represented by the carrying amount of the financial assets (net of any allowance for impairment).

Credit risk arises from the financial assets of the Trust, including cash, receivables and authority deposits. No collateral is held by the Trust. The Trust has not granted any financial guarantees.

Credit risk associated with the Trust's financial assets, other than receivables, is managed through the selection of counterparties and establishment of minimum credit rating standards. Authority deposits held with NSW TCorp are guaranteed by the State.



**16 FINANCIAL INSTRUMENTS (continued)****Cash**

Cash comprises cash on hand and bank balances outside of the NSW Treasury Banking System. Interest is earned on daily bank balances at the monthly rate set by each bank and paid monthly. The TCorp Hour Glass cash facility is discussed below.

**Receivables-Trade Debtors**

All trade debtors are recognised as amounts receivable at balance date. Collectability of trade debtors is reviewed on an ongoing basis. Procedures as established in the Treasurer's Directions are followed to recover outstanding amounts, including letters of demand. Debts which are known to be uncollectible are written off. An allowance for impairment is raised when there is objective evidence that the entity will not be able to collect all amounts due. This evidence includes past experience, and current and expected changes in economic conditions and debtor credit ratings. No interest is earned on trade debtors. Sales are made on 30 day terms.

The Trust is not materially exposed to concentrations of credit risk to a single trade debtor or group of debtors. Based on past experience, debtors that are not past due and not less than three months past due are not considered impaired and together these represent 98% (92% 2013) of the total trade debtors. There are no debtors which are currently not past due or impaired whose terms have been renegotiated.

The only financial assets that are past due or impaired are 'sales of goods and services' in the 'receivables' category of the statement of financial position.

|                           | <b>Total<sup>1,2</sup><br/>\$'000</b> | <b>Past due but<br/>not impaired<sup>1,2</sup><br/>\$'000</b> | <b>Considered<br/>impaired<sup>1,2</sup><br/>\$'000</b> |
|---------------------------|---------------------------------------|---|---|
| <b>2014</b>               |                                       |   |   |
| < 3 months overdue        | 279                                   | 279   | -   |
| 3 months-6 months overdue | 16                                    | 16  | -   |
| >6 months overdue         | 11                                    | -   | 11  |
| <b>2013</b>               |                                       |   |   |
| < 3 months overdue        | 735                                   | -   | -   |
| 3 months-6 months overdue | 54                                    | -   | -   |
| >6 months overdue         | 10                                    | -   | -   |

*Notes*

<sup>1</sup> Each column in the table reports 'gross receivables'.

<sup>2</sup> The ageing analysis excludes statutory receivables, as these are not within the scopes of AASB 7 and excludes receivables that are not past due and not impaired. Therefore, the 'total' will not reconcile to the receivables total recognised in the statement of financial position.



**16 FINANCIAL INSTRUMENTS (continued)****Authority Deposits**

The Trust has placed funds on deposit with TCorp, which has been rated 'AAA' by Standard and Poor's. These deposits are similar to money market or bank deposits and can be placed "at call" or for a fixed term. For fixed term deposits, the interest rate payable by TCorp or Banks is negotiated initially and is fixed for the term of the deposit, while the interest rate payable on at call deposits vary. The deposits at balance date were earning an average interest rate of 3.2% p.a. (2013 – 3.5%), while over the year the weighted average interest rate was 3.3% p.a. (2013 – 3.7%). None of these assets are past due or impaired.

**(c) Liquidity Risk**

Liquidity risk is the risk that the Trust will be unable to meet its payment obligations when they fall due. The Trust continuously manages liquidity risk through monitoring future cash flows and maturities planning to ensure adequate holding of high quality liquid assets. The objective is to maintain a balance between continuity of funding and flexibility through the use of overdrafts, loans and other advances. The Trust does not maintain any credit standby arrangements.

During the current and prior year, there were no defaults of loans payable. No assets have been pledged as collateral. The Trust's exposure to liquidity risk is deemed insignificant based on prior periods' data and current assessment of risk.

The liabilities are recognised for amounts due to be paid in the future for goods or services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in NSW TC 11/12. If trade terms are not specified, payment is made no later than the end of the month following the month in which an invoice or a statement is received. NSW TC 11/12 allows the Minister to award interest for late payment. No interest was paid during the year.



**16 FINANCIAL INSTRUMENTS (continued)**

The table below summarises the maturity profile of the Trust's financial liabilities, together with the interest rate exposure.

*Maturity Analysis and interest rate exposure of financial liabilities*

|   |   |  | Interest Rate Exposure              |  |                                       | Maturity Dates  |                   |                  |
|---|---|--|-------------------------------------|--|---------------------------------------|-----------------|-------------------|------------------|
|   | Weighted<br>Average<br>Effective<br>Int. Rate | Nominal<br>Amount <sup>1</sup><br>\$'000 | Fixed<br>Interest<br>Rate<br>\$'000 | Variable<br>Interest<br>Rate<br>\$'000 | Non-<br>interest<br>bearing<br>\$'000 | <1 yr<br>\$'000 | 1-5 yrs<br>\$'000 | >5 yrs<br>\$'000 |
| Consolidated Entity                     |   |  |                                     |  |                                       |                 |                   |                  |
| 2014                                    |   |  |                                     |  |                                       |                 |                   |                  |
| Payables:                               |   |  |                                     |  |                                       |                 |                   |                  |
| Accrued salaries,<br>wages and on-costs | 0%  | 551                                      | -                                   | -                                      | -                                     | 551             | -                 | -                |
| Creditors                               | 0%  | 768                                      | -                                   | -                                      | -                                     | 768             | -                 | -                |
| Borrowings:                             |   |  |                                     |  |                                       |                 |                   |                  |
| Lizard Island loan                      | 6.5%  | 1,000                                    | 1,000                               | -                                      | -                                     | -               | 50                | 950              |
|   |   | 2,319                                    | 1,000                               | -                                      | -                                     | 1,319           | 50                | 950              |
| 2013                                    |   |  |                                     |  |                                       |                 |                   |                  |
| Payables:                               |   |  |                                     |  |                                       |                 |                   |                  |
| Accrued salaries,<br>wages and on-costs | 0%  | 564                                      | -                                   | -                                      | -                                     | 564             | -                 | -                |
| Creditors                               | 0%  | 936                                      | -                                   | -                                      | -                                     | 936             | -                 | -                |
| Borrowings:                             |   |  |                                     |  |                                       |                 |                   |                  |
| Lizard Island loan                      | 6.5%  | 1,000                                    | 1,000                               | -                                      | -                                     | -               | -                 | 1,000            |
|   |   | 2,500                                    | 1,000                               | -                                      | -                                     | 1,500           | -                 | 1,000            |
| Parent Entity                           |   |  |                                     |  |                                       |                 |                   |                  |
| 2014                                    |   |  |                                     |  |                                       |                 |                   |                  |
| Payables:                               |   |  |                                     |  |                                       |                 |                   |                  |
| Personnel services<br>expenses          | 0%  | -  | -                                   | -                                      | -                                     | -               | -                 | -                |
| Creditors                               | 0%  | 3,830                                    | -                                   | -                                      | -                                     | 3,830           | -                 | -                |
| Borrowings:                             |   |  |                                     |  |                                       |                 |                   |                  |
| Lizard Island loan                      | 6.5%  | 1,000                                    | 1,000                               | -                                      | -                                     | -               | 50                | 950              |
|   |   | 4,830                                    | 1,000                               | -                                      | -                                     | 3,830           | 50                | 950              |
| 2013                                    |   |  |                                     |  |                                       |                 |                   |                  |
| Payables:                               |   |  |                                     |  |                                       |                 |                   |                  |
| Accrued salaries,<br>wages and on-costs | 0%  | 564                                      | -                                   | -                                      | -                                     | 564             | -                 | -                |
| Creditors                               | 0%  | 936                                      | -                                   | -                                      | -                                     | 936             | -                 | -                |
| Borrowings:                             |   |  |                                     |  |                                       |                 |                   |                  |
| Lizard Island loan                      | 6.5%  | 1,000                                    | 1,000                               | -                                      | -                                     | -               | -                 | 1,000            |
|   |   | 2,500                                    | 1,000                               | -                                      | -                                     | 1,500           | -                 | 1,000            |

**Note**

<sup>1</sup> The amounts disclosed are the contractual undiscounted cash flows of each class of financial liabilities, therefore the amounts disclosed above will not reconcile to the statement of the financial position.



**16 FINANCIAL INSTRUMENTS (continued)****(d) Market Risk**

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. The Trust's exposures to market risk are primarily through interest rate risk on the Trust's borrowings and other price risks associated with the movement in the unit price of the Hour Glass Investment facilities. The effect on profit and equity due to a reasonably possible change in risk variable is outlined in the information below, for interest rate risk and other price risk. A reasonably possible change in risk variable has been determined after taking into account the economic environment in which the Trust operates and the time frame for the assessment (i.e. until the end of the next annual reporting period). The sensitivity analysis is based on risk exposures in existence at the statement of financial position date. The analysis is performed on the same basis for the previous year. The analysis assumes that all other variables remain constant.

**Interest Rate Risk**

The Trust does not hold any interest bearing liabilities. The Trust does not account for any fixed rate financial instruments at fair value through profit or loss or as available for sale. Therefore for these financial instruments a change in interest rates would not affect profit or loss or equity. A reasonably possible change of +/- 1% is used, consistent with current trends in interest rates. The basis will be reviewed annually and amended where there is a structural change in the level of interest rate volatility. The Trust's exposure to interest rate risk is set out below.



**16 FINANCIAL INSTRUMENTS (continued)**

|                              | Carrying<br>Amount<br>\$'000 | -1% Profit<br>\$'000 | Equity<br>\$'000 | 1% Profit<br>\$'000 | Equity<br>\$'000 |
|------------------------------|------------------------------|----------------------|------------------|---------------------|------------------|
| <b>Consolidated Entity</b>   | <b>2014</b>                  |                      |                  |                     |                  |
| <b>Financial Assets</b>      |                              |                      |                  |                     |                  |
| Cash and cash equivalents    | 11,576                       | (116)                | (116)            | 116                 | 116              |
| Receivables                  | 1,051                        | -                    | -                | -                   | -                |
| Other financial assets       | 471                          | -                    | -                | -                   | -                |
| <b>Financial Liabilities</b> |                              |                      |                  |                     |                  |
| Payables                     | 3,032                        | -                    | -                | -                   | -                |
| Borrowings                   | 471                          | -                    | -                | -                   | -                |
| <b>Consolidated Entity</b>   | <b>2013</b>                  |                      |                  |                     |                  |
| <b>Financial Assets</b>      |                              |                      |                  |                     |                  |
| Cash and cash equivalents    | 8,772                        | (88)                 | (88)             | 88                  | 88               |
| Receivables                  | 799                          | -                    | -                | -                   | -                |
| Other financial assets       | 443                          | -                    | -                | -                   | -                |
| <b>Financial Liabilities</b> |                              |                      |                  |                     |                  |
| Payables                     | 1,500                        | -                    | -                | -                   | -                |
| Borrowings                   | 443                          | -                    | -                | -                   | -                |
| <b>Parent Entity</b>         | <b>2014</b>                  |                      |                  |                     |                  |
| <b>Financial Assets</b>      |                              |                      |                  |                     |                  |
| Cash and cash equivalents    | 11,576                       | (116)                | (116)            | 116                 | 116              |
| Receivables                  | 1,051                        | -                    | -                | -                   | -                |
| Other financial assets       | 471                          | -                    | -                | -                   | -                |
| <b>Financial Liabilities</b> |                              |                      |                  |                     |                  |
| Payables                     | 6,094                        | -                    | -                | -                   | -                |
| Borrowings                   | 471                          | -                    | -                | -                   | -                |
| <b>Parent Entity</b>         | <b>2013</b>                  |                      |                  |                     |                  |
| <b>Financial Assets</b>      |                              |                      |                  |                     |                  |
| Cash and cash equivalents    | 8,772                        | (88)                 | (88)             | 88                  | 88               |
| Receivables                  | 799                          | -                    | -                | -                   | -                |
| Other financial assets       | 443                          | -                    | -                | -                   | -                |
| <b>Financial Liabilities</b> |                              |                      |                  |                     |                  |
| Payables                     | 1,500                        | -                    | -                | -                   | -                |
| Borrowings                   | 443                          | -                    | -                | -                   | -                |



**16 FINANCIAL INSTRUMENTS (continued)****Other Price Risk – TCorp Hour Glass Facilities**

Exposure to 'other price risk' primarily arises through the investment in the TCorp Hour Glass Investment facilities, which are held for strategic rather than trading purposes. The Trust has no direct equity investments. The Trust holds units in the following Hour-Glass investment trusts:

| <b>Consolidated Entity Facility</b> | <b>Investment Sectors</b>      | <b>Investment Horizon</b> | <b>2014<br/>\$'000</b> | <b>2013<br/>\$'000</b> |
|-------------------------------------|--------------------------------|---------------------------|------------------------|------------------------|
| Cash facility                       | Cash, money market instruments | Up to 1.5 years           | 1,761                  | 3,908                  |

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|                               |                                |                 |       |       |
|-------------------------------|--------------------------------|-----------------|-------|-------|
| <b>Parent Entity Facility</b> |                                |                 |       |       |
| Cash facility                 | Cash, money market instruments | Up to 1.5 years | 1,761 | 3,908 |

The unit price of each facility is equal to the total fair value of net assets held by the facility divided by the total number of units on issue for that facility. Unit prices are calculated and published daily.

NSW TCorp as trustee for each of the above facilities is required to act in the best interest of the unit holders and to administer the trusts in accordance with the trust deeds. As trustee, TCorp has appointed external managers to manage the performance and risks of each facility in accordance with a mandate agreed by the parties. However, TCorp acts as manager for part of the Cash Facility. A significant portion of the administration of the facilities is outsourced to an external custodian.

Investment in the Hour Glass facilities limits the Trust's exposure to risk, as it allows diversification across a pool of funds, with different investment horizons and a mix of investments.

NSW TCorp provides sensitivity analysis information for each of the facilities, using historically based volatility information collected over a 10 year period, quoted at two standard deviation i.e. 95% probabilities. The TCorp Hour Glass Investment facilities are designated at fair value through profit or loss and therefore any change in unit price impacts directly on profit (rather than equity). A reasonably possible change is based on the percentage change in unit price (as advised by TCorp) multiplied by the redemption value as at 30 June each year for each facility (balance from Hour-Glass Statement).

| <b>Consolidated and Parent Entity</b> | <b>Impact on profit/loss<br/>Changes in unit price</b> | <b>2014<br/>\$'000</b> | <b>2013<br/>\$'000</b> |
|---------------------------------------|--|------------------------|------------------------|
| Hour Glass Investment-cash facility   | +/- 1%   | 18                     | 39                     |



**16 FINANCIAL INSTRUMENTS (continued)****(e) Fair value compared to carrying amount**

Financial instruments are generally recognised at cost, with the exception of the TCorp Hour Glass facility, which is measured at fair value. The value of the Hour Glass investment is based on the Trust's share of the value of the underlying assets of the facility, based on the market value. The Hour Glass facility is valued using 'redemption' pricing.

The amortised cost of financial instruments recognised in the statement of financial position approximates the fair value, because of the short term nature of many of the financial instruments. The amortised cost of the loan for Lizard Island also approximates the fair value, because of the insignificant difference in the interest rate on the balance date and the rate of amortisation.

**(f) Fair value recognised in the statement of financial position**

The Trust uses the following hierarchy for disclosing the fair value of financial instruments by valuation technique:

- Level 1 - Derived from quoted prices in active markets for identical assets/ liabilities.
- Level 2 - Derived from inputs other than quoted prices that are observable directly or indirectly.
- Level 3 - Derived from valuation techniques that include inputs for the asset/ liability not based on observable market data (unobservable inputs)

**Consolidated and Parent Entity**

|                                       | <b>Level 1</b> | <b>Level 2</b> | <b>Level 3</b> | <b>2014</b>   |
|---------------------------------------|----------------|----------------|----------------|---------------|
|                                       | <b>\$'000</b>  | <b>\$'000</b>  | <b>\$'000</b>  | <b>Total</b>  |
|                                       |                |                |                | <b>\$'000</b> |
| <b>Financial assets at fair value</b> |                |                |                |               |
| TCorp Hour-Glass Cash Facility        | -              | 1,761          | -              | <b>1,761</b>  |
|                                       | -              | 1,761          | -              | <b>1,761</b>  |
|                                       |                |                |                |               |
|                                       | <b>Level 1</b> | <b>Level 2</b> | <b>Level 3</b> | <b>2013</b>   |
|                                       | <b>\$'000</b>  | <b>\$'000</b>  | <b>\$'000</b>  | <b>Total</b>  |
|                                       |                |                |                | <b>\$'000</b> |
| <b>Financial assets at fair value</b> |                |                |                |               |
| TCorp Hour-Glass Cash Facility        | -              | 3,908          | -              | <b>3,908</b>  |
|                                       | -              | 3,908          | -              | <b>3,908</b>  |

There were no transfers between Level 1 or 2 during the periods.



## **17 NON-CASH FINANCING AND INVESTING ACTIVITIES**

Non-cash financing and investing activities represented the acceptance of personnel services cost of (consolidated) \$2.3 million (2013: \$469,000) by the NSW Government.

Material assistance provided to the Trust for which payment was not made, (figures are not available as to the cost of these services) included:

- Volunteer Services
- Donation of objects for the Collections

## **18 BEQUESTS AND SPECIAL FUNDS**

The Trust may receive monies and gifts of scientific specimens or associated materials. Any such revenues provide for expenditure in the current and future years. There were no such amounts received during the year.

## **19 TRUSTEES' FEES OR BENEFITS**

Trust members do not receive emoluments or other benefits of office. There were no loans made to members or employees of the Trust.

## **20 CONTINGENT ASSETS AND LIABILITIES**

The Treasury Managed Fund normally calculates hindsight premiums each year. However in regard to workers compensation the final adjustment calculations are in arrears.

The Trust was not aware of any other contingent asset or liability as at the balance date.

## **21 BUDGET REVIEW**

### **Net Result**

The actual net result was a saving of \$725,000 against the budgeted deficit of \$1.47 million. This is mainly due to greater than expected grants income. Both operating expenses and offsetting operating revenues increased above budget during the year across a range of items, with variation primarily attributable to the staging of the major exhibition, *Tyrannosaurs*.

### **Assets and Liabilities**

There is no significant variation between budget and actual.

### **Cash Flows**

Net cash flows from operating activities are \$3.1 million above budget and relate to the increase in grants income.



**22 SERVICE GROUP INFORMATION**

The Australian Museum Trust operates under one service group. The objective is to increase and disseminate knowledge about, and encourage the understanding of our natural environment and cultural heritage, especially in the Australian region.

**23 RESULTS OF FUNDRAISING APPEALS**

| <b>Consolidated and Parent Entity</b>   | <b>2014</b>   | <b>2013</b>   |
|---|---------------|---------------|
|   | <b>\$'000</b> | <b>\$'000</b> |
| Gross proceeds from fundraising appeals | 573           | 1,010         |

**24 EVENTS AFTER THE REPORTING PERIOD**

There are no material subsequent events after the reporting period.

**End of Financial Statement**



## **PART 3B FINANCIAL STATEMENTS**

### **AUSTRALIAN MUSEUM STAFF AGENCY**





## INDEPENDENT AUDITOR'S REPORT

### The Australian Museum Staff Agency

To Members of the New South Wales Parliament

I have audited the accompanying financial statements of the Australian Museum Staff Agency (the Staff Agency), which comprise the statement of financial position as at 30 June 2014, the statement of comprehensive income, statement of changes in equity and statement of cash flows, for the period 24 February 2014 to 30 June 2014, notes comprising a summary of significant accounting policies and other explanatory information.

### Opinion

In my opinion, the financial statements:

- give a true and fair view of the financial position of the Staff Agency as at 30 June 2014, and of its financial performance and its cash flows for the period 24 February 2014 to 30 June 2014 in accordance with Australian Accounting Standards
- are in accordance with section 41B of the *Public Finance and Audit Act 1983* (the PF&A Act) and the Public Finance and Audit Regulation 2010.

My opinion should be read in conjunction with the rest of this report.

### The Trustees' Responsibility for the Financial Statements

The Trustees are responsible for the preparation of the financial statements that give a true and fair view in accordance with Australian Accounting Standards and the PF&A, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that give a true and fair view and that are free from material misstatement, whether due to fraud or error.

### Auditor's Responsibility

My responsibility is to express an opinion on the financial statements based on my audit. I conducted my audit in accordance with Australian Auditing Standards. Those Standards require that I comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

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

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



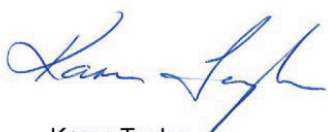
My opinion does *not* provide assurance:

- about the future viability of the Staff Agency
- that it has carried out its activities effectively, efficiently and economically
- about the effectiveness of its internal control
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about other information which may have been hyperlinked to/from the financial statements.

### Independence

In conducting my audit, I have complied with the independence requirements of the Australian Auditing Standards and other relevant ethical pronouncements. The PF&A Act further promotes independence by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of public sector agencies, but precluding the provision of non-audit services, thus ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by the possibility of losing clients or income.



Karen Taylor  
Director, Financial Audit Services

24 September 2014  
SYDNEY



**AUSTRALIAN MUSEUM STAFF AGENCY**

**STATEMENT IN ACCORDANCE WITH SECTION 41C (1C) OF THE *PUBLIC FINANCE AND AUDIT ACT 1983***

Pursuant to Section 41C (1C) of the *Public Finance and Audit Act 1983* and in accordance with a resolution of the Australian Museum Trust, we being members of the Trust, state that:

- 1 In our opinion, the financial statements exhibit a true and fair view of the financial position of the Australian Museum Trust as at 30 June 2014, and financial performance for the year then ended, given the required compliance with Accounting Standards as noted in paragraph 2.
- 2 The financial statements have been prepared in accordance with applicable Australian Accounting Standards (which include Australian Accounting Interpretations), the *Public Finance and Audit Act 1983*, the Public Finance and Audit Regulation 2010, and the requirements of the Financial Reporting Directions published in the Financial Reporting Code for NSW General Government Sector Entities and the Treasurer's Directions issued by the Treasurer under section 9(2)(n) of the Act.
- 3 The internal controls exercised by the Trust are appropriate and effective in accounting for all income received and applied by the Trust.

Further we are not aware of any circumstances which would render any particulars included in the financial report to be misleading or inaccurate.

[signed]

[signed]

**Catherine Livingstone AO**  
President of the Trust

**Kim McKay AO**  
Secretary of the Trust

Date 24/09/14



**Statement of comprehensive income for the period from 24 February 2014 to 30 June 2014**

|   | <b>Notes</b> | <b>2014<br/>\$'000</b> |
|---|--------------|------------------------|
| <b>EXPENSES</b>   |              |                        |
| Salaries and wages (including recreation leave)                           |              | 6,901                  |
| Superannuation  |              | 505                    |
| Payroll Tax and Fringe Benefit Tax  |              | 457                    |
| Long service leave  |              | 957                    |
| Workers' compensation insurance   |              | 126                    |
| Redundancy  |              | 118                    |
| Other   |              | -                      |
| <b>Total expenses</b>   |              | <b>9,064</b>           |
| <b>INCOME</b>   |              |                        |
| Personnel services  |              | 8,141                  |
| Acceptance by the Crown Entity of employee benefits and other liabilities | 2            | 923                    |
| <b>Total income</b>   |              | <b>9,064</b>           |
| <b>Net result</b>   |              | <b>-</b>               |

The accompanying notes form part of these financial statements.



**Statement of financial position as at 30 June 2014**

|                                      | Notes | 2014<br>\$'000 |
|--------------------------------------|-------|----------------|
| <b>ASSETS</b>                        |       |                |
| <b>Current assets</b>                |       |                |
| Receivables                          |       | 3,719          |
| <b>Total current assets</b>          |       | <b>3,719</b>   |
| <b>Non-current assets</b>            |       |                |
| Receivables                          |       | -              |
| <b>Total non-current assets</b>      |       | <b>-</b>       |
| <b>Total assets</b>                  |       | <b>3,719</b>   |
| <b>LIABILITIES</b>                   |       |                |
| <b>Current liabilities</b>           |       |                |
| Payables                             | 3     | 657            |
| Provisions                           | 4     | 3,062          |
| <b>Total current liabilities</b>     |       | <b>3,719</b>   |
| <b>Non-current liabilities</b>       |       |                |
| Provisions                           |       | -              |
| <b>Total non-current liabilities</b> |       | <b>-</b>       |
| <b>Total liabilities</b>             |       | <b>3,719</b>   |
| <b>Net assets</b>                    |       | <b>-</b>       |
| <b>EQUITY</b>                        |       |                |
| Accumulated funds                    |       | -              |
| <b>Total equity</b>                  |       | <b>-</b>       |

The accompanying notes form part of these financial statements.



### Statement of changes in equity for the period from 24 February 2014 to 30 June 2014

|   | Notes | Accumulated Funds<br>2014<br>\$'000 |
|---|-------|-------------------------------------|
| <b>Balance at the beginning of the year</b>                 |       |                                     |
| Net result for the year                                     |       | -                                   |
| Other comprehensive income                                  |       | -                                   |
| Total comprehensive income for the year                     |       | -                                   |
| <b>Transactions with owners in their capacity as owners</b> |       | -                                   |
| Increase/(decrease) in net assets from equity transfers     |       | -                                   |
| <b>Balance at the end of the year</b>                       |       | -                                   |

The accompanying notes form part of these financial statements.

### Statement of cash flows for the period from 24 February 2014 to 30 June 2014

|   | 2014<br>\$'000 |
|---|----------------|
| Net cash flows from operating activities                    | -              |
| Net cash flows from investing activities                    | -              |
| Net cash flows from financing activities                    | -              |
| <b>Net increase/(decrease) in cash and cash equivalents</b> | -              |
| Opening cash and cash equivalents                           | -              |
| <b>Closing cash and cash equivalents</b>                    | -              |

The accompanying notes form part of these financial statements.



## 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

### (a) Reporting entity

The Australian Museum Staff (AMS) Agency is created by Administrative Order on 24th February 2014 under the *Government Sector Employment Act 2013* (GSE Act). The objective of the AMS is to provide personnel services to the Australian Museum Trust (The Trust). AMS commenced operation on 24 February 2014 when it assumed responsibility for the employees and employee-related liabilities of the former employer, the Department of Trade & Investment, Regional Infrastructure & Services (DTIRIS).

The sole objective of the AMS is to provide services to the Trust. The AMS is a reporting entity controlled by the Trust and these financial statements are consolidated into the financial statements of the Trust.

These financial statements for the period from 24 February 2014 to 30 June 2014 have been authorised for issue by the Director and Trust President on 24 September 2014.

### (b) Basis of preparation

The Trust's financial statements are general purpose financial statements which have been prepared on an accrual basis and in accordance with:

- applicable Australian Accounting Standards (which include Australian Accounting Interpretations);
- requirements of the Public Finance and Audit Act 1983 and the Public Finance and Audit Regulation 2010 and
- the Financial Reporting Directions published in the Financial Reporting Code for NSW General Government Sector Entities or issued by the Treasurer.

The financial statements are prepared on a historical cost basis, except for property, plant and equipment and derivative financial instruments which are measured at fair value.

#### Critical accounting estimates

The preparation of the financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgements, estimates and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Judgements, key assumptions and estimations that management has made are disclosed in the relevant notes to the financial statements.

The financial statements are presented in Australian dollars and all values are rounded to nearest thousand dollars (\$000) unless otherwise stated.

### (c) Comparative information

Comparative figures are zero as staff agency was created on 24 February 2014 per GSE Act.

### (d) Income

Income is measured at the fair value of the consideration received or receivable. Revenue from the rendering of personnel services is recognised when the service is provided and only to the extent that the associated recoverable expenses are recognised.



**(e) Receivables**

A receivable is recognised when it is probable that the future cash inflows associated with it will be realised and it has a value that can be measured reliably. It is derecognised when the contractual or other rights to future cash flows from it expire or are transferred.

A receivable is measured initially at fair value and subsequently at amortised cost using the effective interest rate method, less any allowance for impairment. A short-term receivable with no stated interest rate is measured at the original invoice amount where the effect of discounting is immaterial. An invoiced receivable is due for settlement within thirty days of invoicing.

If there is objective evidence at the year-end that a receivable may not be collectable, its carrying amount is reduced by means of an allowance for impairment and the resulting loss is recognised in the income statement. Receivables are monitored during the year and bad debts are written all against the allowance when they are determined to be irrecoverable. Any other loss or gain arising when a receivable is derecognised is also recognised in the income statement.

**(f) Payables**

Payables include accrued wages, salaries, and related on costs (such as- payroll tax, fringe benefits tax and workers' compensation insurance) where there is certainty as to the amount and timing of settlement.

A payable is recognised when a present obligation arises under a contract or otherwise. It is derecognised when the obligation expires or is discharged, cancelled or substituted. A short-term payable with no stated interest rate is measured at historical cost if the effect of discounting is immaterial.

**(g) Employee benefit provisions and expenses****(i) Employee expenses – salaries and wages, annual leave, sick leave and on-costs**

Salaries and wages (including non-monetary benefits), annual leave and paid sick leave expected to be settled wholly within 12 months after the end of the period in which the employee render the service are recognised short-term and measured at undiscounted amounts based on amounts expected to be paid when the liabilities are settled.

It is unlikely that the annual leave benefit will be settled wholly before 12 months after the end of the annual reporting period. As a result, annual leave is likely to be a long term employee benefit which the Standard requires to be measured at present value.

If applicable, long-term annual leave that is not expected to be taken within twelve months is measured at present value in accordance with AASB 119 Employee Benefits. Market yields on government bonds are used to discount long-term annual leave.

However, the impact of reclassification from a short-term (undiscounted) employee benefit to a long-term employee benefit (present value) is immaterial. Actuarial advice supports the view that the impact of inflation and discounting is immaterial to annual leave.

As per the Treasury Circular (NSW TC 14/04) the annual leave-on-annual leave liability is calculated at a factor of 7.9% on the nominal value of annual leave.

Unused non-vesting sick leave does not give rise to a liability, as it is not considered probable that sick leave taken in the future will be greater than the benefits accrued in the future.



The outstanding amounts of payroll tax, workers compensation insurance premiums and recognised as liabilities and expenses where the personnel services to which they relate have been recognised.

#### **(ii) Long service leave and superannuation**

The Crown assumes the liabilities for long service leave (LSL) and defined benefit superannuation. The AMS and the Trust do not recognise LSL liabilities in the financial statements. Consequently, AMS and the Trust accounts for the equivalent expense and equivalent revenue in its financial statements for the liabilities assumed by the Crown, based on certain factors and Treasury calculations, as outlined in NSW TC 14/04.

Long service leave is measured at present value in accordance with AASB 119 Employee Benefits. This is based on the application of certain factors for employees with five or more years of service using current rates of pay. These factors were determined based on an actuarial review to approximate present value.

The superannuation expense for the financial year is determined by using the formulae specified in the NSW TC 14/05. The expense for certain superannuation schemes (i.e. Basic Benefit and First State Super) is calculated as a percentage of the employees' salary. For other superannuation schemes (i.e. State Superannuation Scheme and State Authorities Superannuation Scheme), the expense is calculated as a multiple of the employees' superannuation contributions.

All annual leave and any LSL on-costs (whether or not it is expected to be settled within 12 months) is presented as a current liability in the Statement of Financial Position in accordance with AASB 101 *Presentation of Financial Statements*.

#### **(iii) Other provisions**

Other provisions exist when the AMS has a present legal or constructive obligation as a result of a past event; it is probable that an overflow of resources will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

Any provisions for restructuring are recognised only when the AMS has a detailed formal plan and the Trust has raised a valid expectation in those affected by the restructuring that it will carry out the restructuring by starting to implement the plan or announcing its main features to be affected.

If the effect of the time value of money is material, provisions are discounted at a percentage, which is a pre-tax rate that reflects the current market assessments of the time value of money and the risks specific to the liability.

#### **(h) Audit fees**

Fees (\$6,000) for audit and review of the financial statements are met by the Trust.

#### **(i) Accounting standards issued but not yet effective**

At the reporting date all the new and revised Standards and Interpretations issued by the Australian Accounting Standards Board (The AASB) that are relevant to Staff Agency operations and effective for the current annual reporting period have been adopted.

The AMS has not applied any new accounting standards or interpretations that are not yet effective. The new standard AASB 119 is effective for this reporting period, but as this is the first period of operation there is no retrospective impact or something to that affect.30 June.



## (j) Equity transfers

The transfer of net assets between entities as a result of an administrative restructure, transfers of programs/functions and parts thereof between NSW public sector entities and 'equity appropriations' are designated or required by Australian Accounting Standards to be treated as contributions by owners and recognised as an adjustment to 'Accumulated Funds'. This treatment is consistent with AASB 1004 *Contributions* and Australian Interpretation 1038 *Contributions by Owners Made to Wholly-Owned Public Sector Entities*.

Transfers arising from an administrative restructure involving not-for-profit and for-profit government entities are recognised at an amount at which the assets and liabilities were recognised by the transferor immediately prior to the restructure.

|  | Notes | 2014<br>\$'000 |
|--|-------|----------------|
| <b>2 ACCEPTANCE OF EMPLOYEE BENEFITS AND OTHER LIABILITIES BY THE GOVERNMENT (CROWN)</b>   |       |                |
| Superannuation-defined benefits  |       | 22             |
| Long service leave   |       | 900            |
| Payroll tax  |       | 1              |
|  |       | <b>923</b>     |
| <b>3 PAYABLES</b>  |       |                |
| Accrued salaries, wages and on-costs   |       | 551            |
| Payroll Tax and FBT  |       | 106            |
| <b>Total payables</b>  |       | <b>657</b>     |
| <b>4 PROVISIONS</b>  |       |                |
| <b>Current</b>   |       |                |
| Recreation leave   |       | 2,244          |
| Long services leave on-costs   |       | 818            |
| <b>Total current provisions</b>  |       | <b>3,062</b>   |
| <b>5 CONTINGENT ASSETS AND LIABILITIES</b>   |       |                |
| The Treasury Managed Fund normally calculates hindsight premiums each year. However in regard to workers compensation, the final adjustment calculations are in arrears. |       |                |
| The AMS was not aware of any other contingent asset or liability as at the balance date.   |       |                |
| <b>6 EVENTS AFTER THE REPORTING PERIOD</b>   |       |                |
| There are no material subsequent events after the reporting period.  |       |                |

**END OF AUDITED FINANCIAL STATEMENTS**



# 4

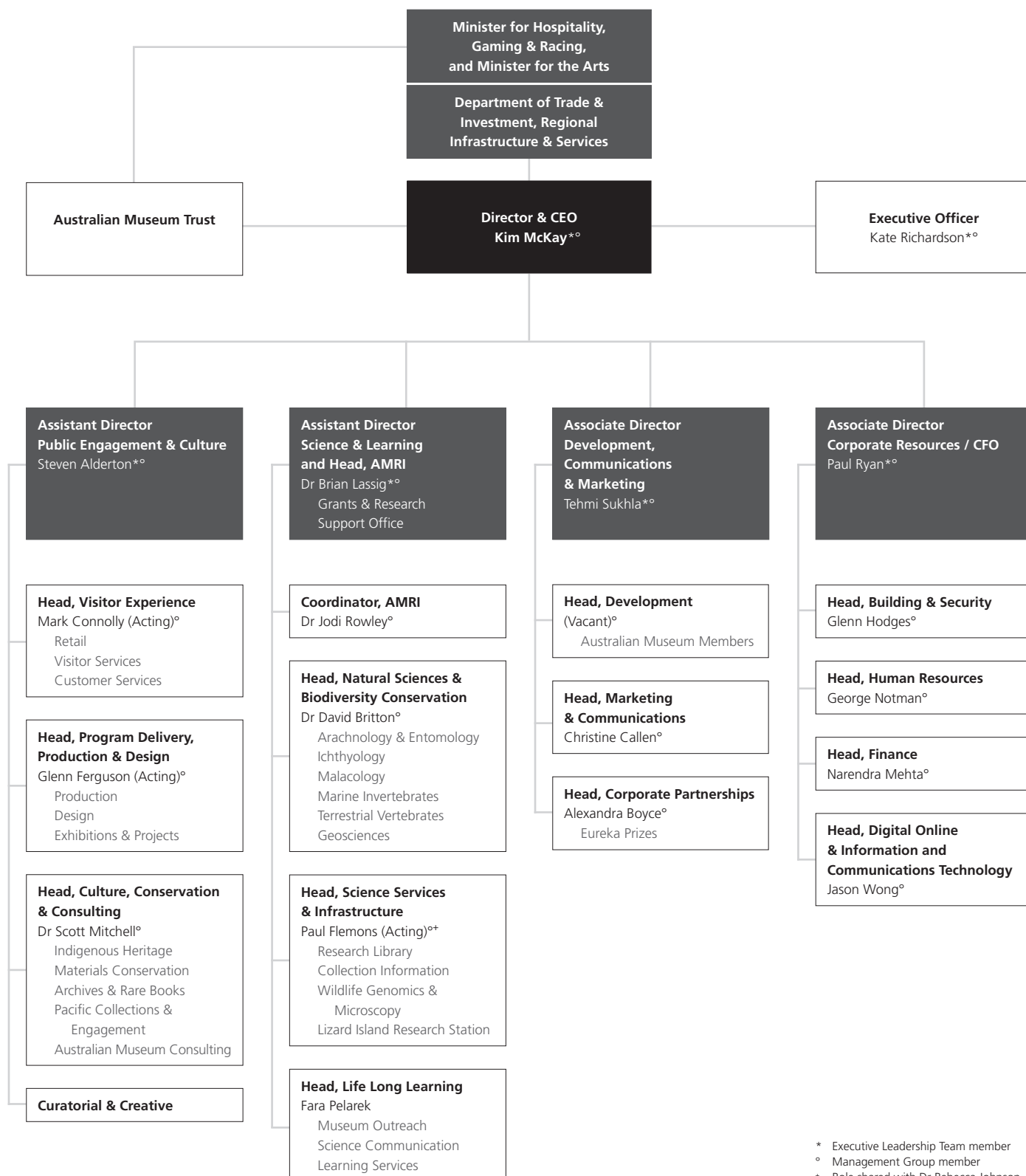
## **APPENDICES**

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## APPENDIX A

### ORGANISATION CHART (AS AT 30 JUNE 2014)





## APPENDIX B

# TRUSTEES OF THE AUSTRALIAN MUSEUM

### TRUSTEES OF THE AUSTRALIAN MUSEUM

The Museum is governed by a Trust established under the *Australian Museum Trust Act 1975*. The Trust has 11 members including representatives with knowledge or experience in the areas of science, education and Indigenous Australian cultures. Trustees met bimonthly during the year, with attendances recorded in Table B.1.

**Table B.1 Trustees of the Australian Museum and their attendance at Trust meetings, 2013–14**

| Trustee                              | Meetings attended |
|--------------------------------------|-------------------|
| David Armstrong                      | 2 of 3            |
| Paul Connor                          | 6 of 6            |
| Stephen Crittenden**                 | 3 of 3            |
| Prof Merlin Crossley                 | 6 of 6            |
| Belinda Gibson                       | 6 of 6            |
| Jason Glanville***                   | 0 of 1            |
| Stephen Gregg                        | 2 of 3            |
| Dr Rod Kefford AM                    | 2 of 2            |
| Karina Kelly                         | 5 of 6            |
| Catherine Livingstone AO (President) | 6 of 6            |
| Kim McKay AO*                        | 4 of 4            |
| Dr James Moody**                     | 3 of 3            |
| Robynne Quiggin                      | 2 of 3            |
| David Sherley                        | 4 of 6            |
| Helen Wellings**                     | 3 of 3            |

\* resigned February 2014 to take up appointment as the Museum's Director & CEO

\*\* term expired December 2013

\*\*\* resigned September 2013

### David Armstrong

David Armstrong is a chartered accountant and non-executive Director of the National Australia Bank (effective 5 August 2014). Until recently David was a partner at PricewaterhouseCoopers (PwC), joining them in 1981 and admitted to the partnership in 1990. He has specialised in providing professional services for financial services organisations throughout his career and has lived and worked in London and New York. David has been the lead auditor for numerous banking, property and capital markets companies for over 30 years. David is also a Director of the Opera Australia Capital Fund. He holds a Bachelor of Business degree from the University of Technology, Sydney (UTS) and is a fellow of the Institute of Chartered Accountants in Australia. David was appointed to the Trust in January 2014.

### Paul Connor

Paul Connor is an architect, artist and founding director of the NSW Parliament Plein Air Painting Prize. Paul completed his architectural degree with Honours at the University of Sydney in 1985. He spent his early professional life with internationally renowned architect John Andrews. In 1996, having started a lasting interest in the arid zone of far western New South Wales, he was awarded first class Honours in a Master of Fine Arts degree at the College of Fine Art, University of New South Wales (UNSW) for research in the area. He co-founded Connor & Solomon Architects, which later built for the Mutawintji Local Aboriginal Land Council. Since then, the partnership has enjoyed much publication of its many completed buildings and Paul has had many solo and joint art exhibitions, being represented in both government and private collections. Paul was appointed to the Trust in May 2010.

### Stephen Crittenden

Stephen Crittenden is one of Australia's leading arts, religion and ideas journalists. During his 22 years as a broadcaster with the ABC, he was national arts reporter for the *7.30 Report* (1995–96), co-presenter of the weekly TV arts program *Express* (1997–98), Executive Producer of ABC Radio's Religion Department (1999–2001) and



presenter of *The Religion Report* (2002–08).

As artistic associate of the Melbourne Festival of the Arts, he curated the Alfred Deakin Lectures for the centenary of Australian Federation (2001), and was associate producer of the Sydney Opera House's inaugural Festival of Dangerous Ideas in 2009. He left the ABC in August 2011 to take the role of Arts, Culture and Religion correspondent for *The Global Mail*, followed by a period of freelancing. His current roles include senior policy advisor at the Royal Commission into Institutional Responses to Child Sexual Abuse. Stephen was appointed to the Trust in February 2011 and his term concluded in December 2013.

#### **Professor Merlin Crossley**

Professor Crossley has been Dean of Science at the University of New South Wales since early 2010. A molecular biologist by training, he has studied at the universities of Melbourne and Oxford (holding a Rhodes Scholarship) and has carried out research on gene regulation and genetic disease at Oxford, Harvard, Sydney and UNSW. His work has been recognised by several awards, including the Australian Academy of Science's Gottschalk Medal, the Royal Society of NSW's Edgeworth David Medal, the Australian Society for Biochemistry and Molecular Biology's Roche Medal, and the Lorne Genome Conference's Julian Wells Medal. He is a committed undergraduate and postgraduate teacher and has received a Vice-Chancellor's Award for Higher Research Degree Supervision. He has made contributions to administration, including serving as the Acting Dean of Science throughout 2004, then as Director of Research in the university's College of Sciences and Technology, and from 2006 to 2008 as the Acting Deputy Vice-Chancellor Research at the University of Sydney. Merlin holds a Bachelor of Science with Honours from the University of Melbourne and a Doctor of Philosophy from Oxford. He was appointed to the Trust in January 2012.

#### **Belinda Gibson**

Belinda Gibson is a company director, business adviser and solicitor and is a director of Citigroup Pty Ltd. She was Deputy Chairman of the

Australian Securities and Investments Commission (ASIC) until May 2013. She joined ASIC as a Commissioner in November 2007 and was appointed Deputy Chairman in May 2010. She served as a member of the Financial Reporting Council and the Corporations and Markets Advisory Committee. She was a partner of law firm Mallesons Stephen Jaques for 20 years and was partner in charge of the Mallesons Sydney office from 2000 to 2003. Belinda was a director of Airservices Australia from 2000 to 2004, and of the Menzies Foundation from 1990 to 2007, having received a Menzies Scholarship in 1982. Her qualifications include a Bachelor of Economics and Bachelor of Laws from the University of Sydney, and Master of Laws, with Honours from Cambridge University. Belinda was appointed to the Trust in January 2013.

#### **Jason Glanville**

Jason Glanville is a member of the Wiradjuri peoples from south-western New South Wales. He is the inaugural CEO of the National Centre of Indigenous Excellence (NCIE) based in Redfern. Before joining the NCIE, Jason was Director of Programs and Strategy at Reconciliation Australia. Over the last 20 years he has worked in a range of positions in community-based Indigenous organisations, state and federal governments and non-government peak organisations. Jason is Chair of the Australian Indigenous Governance Institute and sits on boards for Reconciliation Australia, National Australia Day Council, Carriageworks and the Australian Indigenous Leadership Centre.

Jason was a member of the Steering Committee for the creation of the National Congress of Australia's First Peoples. In 2010 he was named one of *Sydney Magazine's* 100 Most Influential People and was featured in *Boss Magazine's* True Leaders list of 2011. Jason was appointed to the Trust in January 2012 and resigned from the Trust in September 2013.

#### **Steven Gregg**

Steven Gregg has been non-executive Chairman of Goodman Fielder since February 2010. He is also a member of the Grant Samuel non-



executive Advisory Board and a non-executive Director of Tabcorp Holdings Ltd (since July 2012), Challenger Ltd and Challenger Life Ltd (since October 2012) and William Inglis & Son Ltd. He is currently Chairman of the Lorna Hodgkinson Sunshine Home. His past roles include Chairman of Austock Group Limited (November 2009 to May 2012). Steven is an experienced investment and commercial banker with extensive Australian and international executive experience with ABN Amro (as Senior Executive Vice President and Global Head of Investment Banking), Chase Manhattan, Lehman Brothers and AMP Morgan Grenfell. His most recent executive role was as Expert Partner (corporate finance) at McKinsey & Company in Australia and the USA. Steven's experience includes both domestic and international. He worked in the USA and UK resulting in an extensive executive career in management consulting and investment banking. He has a Bachelor of Commerce from UNSW and was appointed to the Trust in January 2014.

#### **Dr Rod Kefford AM**

Dr Kefford was previously Headmaster of Barker College (1996–2013) and of Wesley College, Perth (1984–96). He has held senior teaching positions including Head of English at the King's School (1979–83) and Head of the English Department at Barker College (1970–78). Rod was active in the Association of Heads of Independent Schools Australia (AHISA), helping to establish the Independent Schools Teacher Accreditation Authority. He was also President of the Association of Independent Schools of Western Australia (1991–92) and Chair of the WA Chapter of the Australian College of Educators (1990–91). Rod was made a Member of the Order of Australia in 2008 for service to primary and secondary education through administrative and teaching roles, particularly in independent schools. He is a Fellow of the Australian College of Educators. His qualifications include a Bachelor of Arts with Honours and a Master of Arts from the University of Sydney; a Master of Arts with Honours from Macquarie University; and a Diploma of Education, Master of Education Administration and a PhD

from the University of New England. Rod was appointed to the Trust in March 2014.

#### **Karina Kelly**

Karina Kelly is a former presenter of ABC TV's science programs *Catalyst* and *Quantum*. Karina started her career at SBS before moving to Seven Network to host the late night news program *Newsworld*. She moved to ABC TV to work on *Quantum* between 1986 and 1996. Her reports covered many areas of science. Karina returned to *Catalyst* between 2001 and 2005. She holds numerous international awards, including a World Gold Medal from the New York Film and Television Festivals. She was President of the Royal Society of New South Wales (2003–05) and is a former board member of the National Museum of Australia and the University of Sydney's Near Eastern Archaeology Foundation. While at *Quantum* she devised the 'Save Eric' campaign, which raised over \$500,000 to purchase the opalised fossil skeleton of an 110-million-year-old pliosaur, dubbed Eric, for the Museum and to fund its Australian tour. Karina has a Bachelor of Arts with Honours from the University of Sydney and received an Honorary Doctorate from the University of Wollongong for services to Science and Science Journalism in 2007. Karina was appointed to the Trust in January 2012.

#### **Catherine Livingstone AO**

Catherine Livingstone was appointed President of Trustees when she joined the Australian Museum Trust in January 2012. She has been Chairman of Telstra Corporation since 2009 and a Director of Telstra since 2000. She is also President of the Business Council of Australia, a director of WorleyParsons Ltd (since 2007), Saluda Medical Pty Ltd and the George Institute for Global Health, and a member of the advisory board of the John Grill Centre for Project Leadership. Catherine's former appointments include Chair of both CSIRO (2001–06) and the Australian Business Foundation (2002–05); and Director of Macquarie Group Ltd (2003–13), Rural Press Ltd (2000–03) and Goodman Fielder Ltd (2000–03). She was Managing Director of Cochlear Ltd (1994–2000) and a member of the NSW Innovation



& Productivity Council. Catherine has received a number of awards and was the recipient of NSW Distinguished Fellows Award AICD (2011) and the Alumni Award for Distinguished Service (Professional Category) from Macquarie University (2006). Catherine was made an Officer of the Order of Australia in 2008 for services to the development of science, technology and innovation policies, business and management.

#### **Kim McKay AO**

Kim McKay was appointed to the Trust in January 2012. She resigned in February 2014 to take up her appointment as Director & CEO of the Museum, commencing in April 2014. Kim's career profile is included on page 87.

#### **Dr James Moody**

James Bradfield Moody is the Chief Executive Officer of TuShare, a company with a vision of creating the world's largest community of users sharing goods to help them reach their full lifespan. He was formerly Executive Director, Development, at the CSIRO. James is a member of the Advisory Council of the Australian Bureau of Statistics and previously a member of the Australian Bureau of Meteorology Advisory Board. He was vice-chair of the World Economic Forum's Global Agenda Council on the Intellectual Property System and co-Chair of Global Access in Action, an international NGO focussed on unlocking existing IP for humanitarian uses. James has a PhD in innovation theory from Australian National University and was Chief Systems Engineer for the Australian Satellite FedSat, the first Australian satellite to be launched in 30 years. He is co-author of *The Sixth Wave: How to Succeed in a Resource-Limited World* and was a panellist on the ABC TV television program *The New Inventors* from 2004 to 2011. James was appointed to the Trust in February 2011 with his term concluding in December 2013.

#### **Robynne Quiggin**

Robynne Quiggin is CEO of the Australian Indigenous Governance Institute. She is descended from the Wiradjuri people of central western NSW and has family connections in several NSW towns. Robynne has practised as a solicitor since

2000, specialising in legal and cultural issues for Indigenous Australians, including consumer and intellectual property law. As a senior policy officer and researcher, she participated in a number of United Nations human rights and biodiversity forums. She also worked as a senior researcher and lecturer at UTS, Macquarie University and the University of Notre Dame. Most recently Robynne was Senior Manager of ASIC's Indigenous Outreach Program assisting Indigenous consumers to resolve issues with providers of financial services and raising awareness of cultural and regulatory issues for Indigenous Australians. In November 2013 she was appointed CEO of the Australian Indigenous Governance Institute and has served on the boards of the Arts Law Centre of Australia and Gadigal Information Services (incorporating Koori Radio). Robynne is currently on the board of Bangarra Dance Theatre and a member of the Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS) Council. Robynne was appointed to the Trust in January 2014.

#### **David Sherley**

David is the General Manager of Bathurst Regional Council, and a Board Member of both the Central West Area Consultative Committee and Museums & Galleries NSW (until March 2014). David was an integral part of the team which coordinated 'Band Town' in Bathurst during the 2000 Sydney Olympics, and has been involved with the establishment and running of the Australian Fossil and Mineral Museum. As General Manager of the Bathurst Regional Council, he has also been involved with the operation of the Chifley House Museum, the world famous Mount Panorama Racing Circuit and the National Motor Racing Museum. David has a Bachelor of Economics degree from the University of Sydney, a Master of Business degree from Charles Sturt University and a Graduate Certificate in Museum Studies from Deakin University. He was appointed to the Trust in January 2009, and has chaired the Internal Audit & Risk Committee since December 2011.

#### **Helen Wellings**

Helen Wellings is recognised as Australia's foremost consumer affairs expert. A former history and English teacher, in 1973 she joined the NSW



Department of Consumer Affairs to implement public information programs. Between 1986 and 1995 Helen hosted and reported on the ABC's consumer watchdog program, *The Investigators*, before becoming host, then senior reporter, for Network Seven's current affairs program *Today Tonight* in 1996. Currently she is Network Seven's Senior News Reporter and Reporter for *Today Tonight*, Adelaide and Perth. She has written two books, *Buying Power: A Guide for Consumers in Australia* and *Home Energy Guide*. Helen's awards include a Logie for most outstanding current affairs story in 1992, a Penguin Award for Best Female Presenter in 1987, and NSW Department of Fair Trading Consumer Protection Awards. Her past roles include four years of jury membership for the Royal Australian Institute of Architecture's awards and for the Victorian Architects Registration Board Architectural Services Awards. Helen was appointed to the Trust in February 2011 with her term concluding in December 2013. She was appointed as Trustee of the Lizard Island Reef Research Foundation in February 2013.

## TRUST COMMITTEES

### Internal Audit and Risk Committee

The Internal Audit and Risk Committee ensures the sound financial position of the Museum through regular reviews of its budget, finance and business decisions and policies which have an impact on these areas. The committee also has an important role in risk management and audit through endorsement of internal and external audit plans, review of audit reports and the review of risk assessment and management. Trustees on the Internal Audit and Risk Committee at 30 June 2014 were David Sherley (Chair), Catherine Livingstone and Karina Kelly. Dr James Moody's term concluded in December 2013. David Armstrong joins the committee from July 2014.

### Science Strategy Panel

The Science Strategy Panel was established as a subcommittee of the Trust in March 2012, and members at 30 June 2014 were:

- Professor Merlin Crossley (Chair; Museum Trustee; Dean of the Faculty of Science, UNSW)

- Catherine Livingstone AO (Ex officio, President, Australian Museum Trust)
- Dr James Moody (former Museum Trustee)
- Karina Kelly (Museum Trustee)
- Ms Kim McKay AO (Director & CEO, Australian Museum)
- Dr Brian Lassig (Assistant Director, Science & Learning, Australian Museum)
- Dr Joanne Daly (Strategic Advisor, Science, Strategy and People, CSIRO)
- Dr Kate Wilson (Executive Director, Scientific Services Division, Office of Environment & Heritage)
- Dr Jim Peacock (Fellow and Strategic Advisor Science, CSIRO)
- Professor John Mattick AO (Executive Director, Garvan Institute of Medical Research).

The terms of reference for the panel are to provide advice to the Trust on the science 'pillars' of the Museum's Corporate Strategic Plan (2011–2014) relating to the theme 'Globally Significant Knowledge Base of Collections and Research':

- Inspiring collections
- A trusted adviser and partner
- Research that makes a difference.

The panel also facilitates integration between these three pillars and between the science pillars and other related elements of the CSP, and aims to raise the profile and public understanding of the Australian Museum's science capacity and outputs.

During the year, the panel communicated frequently and finalised the Science Strategy for the Australian Museum but held no meetings. The Science Strategy is available on the Museum's website.

### New Museum Committee

At the Trust meeting of 29 April 2014 it was agreed that the existing New Museum Committee would be stood down and a new governance structure constituted for approval at the 19 June Trust meeting. The purpose of the Masterplanning Governance Committee was agreed on as providing direction, overview and guidance to



major developments by:

- ensuring the New Museum project (including current development works) is aligned with the Museum's Master Plan and Conservation Management Plan
- providing guidance and feedback on governance, market forces (financial and other) and sustainability
- reporting back to the Trust at its bi-monthly meeting on progress and any issues
- approving project budgets
- approving documentation prior to submission through the NSW Government Gateway process
- complying with the Trust's guideline on communications.

Its membership comprises:

- Trust President or delegated representative
- a Trustee with extensive expertise in building and/or architecture
- a Trust representative with extensive expertise in financial management
- the Director
- Assistant Director, Public Engagement & Culture
- Assistant Director, Science & Learning
- Project Manager (contractor on staff)
- Other specialist staff or reference groups with input as required.

Trustees on the Committee are Paul Connor as Chairman (architect), Steven Gregg (finance), Belinda Gibson (legal) and Catherine Livingstone, President of Trustees.



## APPENDIX C

# EXECUTIVE & MANAGEMENT GROUP PROFILES

### EXECUTIVE LEADERSHIP TEAM

The Museum's Executive Leadership Team (ELT) provides strategic direction and oversight of the Museum's operations and functions. ELT members and their profiles appear below.

**Table C.1 Executive Leadership Team, Australian Museum 2013–14**

| Executive Leadership Team | Role   |
|---------------------------|--|
| Kim McKay AO              | Director & CEO (appointed April 2014)  |
| Frank Howarth PSM         | Director (resigned April 2014)   |
| Steven Alderton           | Assistant Director, Public Engagement & Culture  |
| Dr Brian Lassig           | Assistant Director, Science & Learning / Head, Australian Museum Research Institute    |
| Ken Pope                  | Associate Director, Corporate & Knowledge Services [on extended leave from March 2013] |
| Paul Ryan JP              | Associate Director, Corporate Services & Chief Financial Officer                       |
| Tehmi Sukhla              | Associate Director, Development, Communications & Marketing                            |
| Kate Richardson           | Executive Officer  |
| Jason Wong                | Head, Digital Online & ICT; Acting CFO (April to June 2104)                            |

### Kim McKay AO, Director and CEO

Kim McKay's international career in social innovation, marketing, communications and management spans more than 30 years. She is an environmentalist, author and international social marketing and communications expert. She has worked with National Geographic Channels and the National Geographic Society in the USA, where she was a senior vice president, as well as with Discovery Communications in Washington DC. On returning to Australia in 2004, she established the social and sustainability practice Momentum2 Pty Ltd, working on projects for National Geographic, Qantas, CEFC, SIMS and Harpo Productions.

Before moving to the USA, Kim was Principal of Profile Communications Pty Ltd. She is the co-founder and was deputy chair of Clean Up Australia (1989–2009), and co-founder and deputy chair of Clean Up the World (1992–2009). Her current not-for-profit roles include board member of the Sydney Institute of Marine Science Foundation, board member of Fairtrade Australia and New Zealand, member of the National Geographic Genographic Project Legacy Fund and advisory board member and ambassador for the 1 Million Women campaign. She also serves on the Boards of the Australian Museum Foundation and the Lizard Island Reef Research Foundation.

Kim was made an Officer of the Order of Australia in 2008 for distinguished service to the environment and the community. She is co-author of the *True Green* series of five books (ABC Books in Australia and NG Books in USA) and was the recipient of an American Association for the Advancement of Science (AAAS) award for best practical children's science book for *True Green Kids* in 2009. In 2013 she received Australian Geographic's Lifetime Achievement in Conservation award and was named one of the *Australian Financial Review's* 100 Women of Influence. In 2011, Kim was included in the book *The Power of 100...One hundred women who have shaped Australia*, marking the centenary of International Women's Day. In 2010 she received the Chancellor's Award for Excellence and was named a Luminary at the University of Technology, Sydney. She has a Bachelor of Arts (Communications) from UTS.



Kim was appointed to the Australian Museum Trust in January 2012. She resigned in February 2014 when she was appointed Director & CEO of the Australian Museum, commencing in April 2014.

#### **Frank Howarth PSM**

Frank Howarth trained as a geologist, completing a Bachelor of Science degree in Geology at Macquarie University, followed by a Master of Science and Society from UNSW, focusing on science and biotechnology policy. Frank joined the NSW Government in 1981 and held positions with the Department of Industrial Development and Decentralisation, NSW Science and Technology Council, the Public Service Board, and the Roads and Traffic Authority. In 1996 he became Director and Chief Executive of the Royal Botanic Gardens and Domain Trust. In September 2003 Frank spent six months as Executive Director, Policy and Science at the NSW Department of Environment and Conservation, before becoming Director of the Museum in February 2004.

He was Chair of ICOM Australia from 2010 to 2013, and a director of Museums & Galleries NSW from 2005 to 2013. Frank is also a director of the Somerville Collection Board, the Australian Museum Foundation and the Lizard Island Reef Research Foundation, and was a member of the Executive of the Council of Australasian Museum Directors. He became President of Museums Australia in 2013. He resigned from the position of Director in February 2014 after completing two 5-year terms.

#### **Steven Alderton, Assistant Director, Public Engagement & Culture**

Steven Alderton was appointed Assistant Director, Public Engagement in February 2011. As part of the Audience Engagement Strategy, Steven provides strategic direction and management of the Museum's approach to audiences, programming, commercial growth, planning, cultural collections acquisitions and the Reconciliation Action Plan. He directs and oversees the Museum's permanent and temporary exhibitions, public programs, customer service, cultural collections, materials conservation, design, program production, and archives

operations as well as the commercial operations in consulting services, retail, venue hire and catering.

Steven has a background in growing audiences and producing innovative exhibitions, public programs and events with extensive community engagement. He worked closely with western Sydney and regional communities as Director of Casula Powerhouse Arts Centre, Director of Lismore Regional Gallery, Director of Bundaberg Arts Centre, and Director of Redland Art Gallery. He has led the strategic planning and programming for these organisations and has a strong understanding of working with young people from his role as Executive Officer of Hands On Art Children's Arts Centre, Brisbane.

Steven has curated many exhibitions by artists such as Tracey Moffatt, Tommy Watson and Judy Napangardi Watson, Patricia Piccinini, Ricky Swallow and Ian Fairweather. In 2008 Steven developed the *Splendid* cross-artform project, in partnership with *Splendour in the Grass* music festival, supporting young and emerging artists interested in transcending disciplines. In 2002 Steven initiated the *Riverkids Festival*, a multi-arts program about the Brisbane River, water sustainability and river ecology. Steven has a Bachelor of Arts degree from the Queensland College of Art, Griffith University and has served on many boards including the Visual Arts Board of the Australia Council and the *Corroboree Sydney* Festival Advisory Group.

#### **Dr Brian Lassig, Assistant Director, Science & Learning, Head, Australian Museum Research Institute**

Dr Lassig was appointed Assistant Director, Research and Collections in January 2010. His research background is in coral reef fishes with extensive field experience on the Great Barrier Reef, through his postgraduate projects based at the Heron Island and Lizard Island research stations. After gaining his PhD from Macquarie University, Brian moved to the Great Barrier Reef Marine Park Authority in Townsville where he led the multi-disciplinary Crown-of-thorns Starfish research program. While based there he was a member of



the team responsible for the establishment of the Cooperative Research Centre for Ecologically Sustainable Development of the Great Barrier Reef.

Before joining the Museum in 2005 Brian held a variety of positions in the Department of the Environment and Heritage in Canberra with responsibilities including development of coastal monitoring programs, coordination of scientific input into Australia's Oceans Policy, leadership of environmental decision support system teams and management of workforce performance across the Department. Brian has been a member of national and state committees and advisory groups in the areas of marine science, environmental management and climate change.

**Ken Pope, Associate Director/Chief Financial Officer, Corporate & Knowledge Services**

Ken Pope has a background in senior administration with both the state and federal governments. Before joining the Museum, Ken spent six months with the Olympic Co-ordination Authority delivering sponsor-related showcasing, media, retailing and general services at Sydney Olympic Park during the Sydney Olympics and Paralympics. Between 1997 and 2000, Ken held the position of Director, Corporate Services with the Department of Ageing and Disability where he was responsible for a number of corporate reforms including implementing the department's data rationalisation project, implementing a new finance system and structural change. From 1986 to 1992, he was Administration Manager with the Civil Aviation Authority. Ken took up his current position at the Museum in October 2001. He began a period of extended leave in March 2014.

**Paul Ryan JP, Associate Director, Corporate Services & Chief Financial Officer**

Paul Ryan was appointed Associate Director, Corporate Services & Chief Financial Officer on 30 June 2014. Paul started his career with chartered accountants Ernst & Whinney (now Ernst & Young) and then moved to working with multinational and Australian-owned corporations. Paul has extensive experience in senior executive and operational positions encompassing the

functions of finance, human resources, information technology and administration. He has lived and worked in the Asia-Pacific region to put business resources on the ground in developing economies, and has led business turnaround and business acquisition projects. Paul has led major transformation projects including the development and implementation of financial and IT shared services that provided corporate services in six languages to multiple locations across the Asia-Pacific region. Paul is a Chartered Accountant, Fellow of the Governance Institute of Australia, has a Bachelor of Commerce degree in Accounting, Finance & Systems with Merit from UNSW and a Master of Business Administration (MBA) from Macquarie University (MGSM). Paul is a volunteer member of the NSW Rural Fire Service as a Deputy Captain at his local brigade and a member of the Remote Area Firefighting team.

**Tehmi Sukhla, Associate Director, Development, Communications & Marketing**

Tehmi Sukhla was appointed Associate Director, Development, Communications & Marketing in August 2013. Before this Tehmi held positions responsible for sponsorship, philanthropy, marketing and communications for internationally renowned arts and cultural institutions, including the Biennale of Sydney and the Australian Centre for Photography. Tehmi has presented on marketing and audience development in Australia and Europe and in 2011 was selected to the Australia Council's Emerging Leaders Development Program. In 2007–08, she volunteered in Mongolia as an Australian Youth Ambassador for Development, working with a small business incubator to provide training and guidance to start-ups in marketing and business development. She has also worked as a management consultant for Accenture in the government practice area and as a freelance strategist and marketing consultant for arts and cultural clients. Tehmi has a Bachelor of Commerce degree in Marketing and Accounting and a Bachelor of Arts degree with Honours in Psychology from the University of Sydney.



### Kate Richardson, Executive Officer

Kate Richardson joined the Museum as the Bequest Officer in June 2009 and has been Executive Officer since January 2011. She commenced her career working for the Director of the Powerhouse Museum, planning and integrating the exhibitions with which it opened in 1988. Kate has more than 25 years experience in the strategically related areas of marketing, philanthropy, communications, public affairs and program development in some of Sydney's leading educational and cultural institutions. Kate has a Bachelor of Arts degree with Honours and a Master of Commerce degree in Marketing, both from UNSW.

### Jason Wong, Head, Digital Online & ICT

Jason Wong was Acting Chief Financial Officer and a member of the Executive Leadership Team from April to June 2014. Jason's career profile is shown on page 94.

### MANAGEMENT GROUP

The Management Group includes all branch heads having responsibility for the day-to-day operations and functions of the Museum. Management group members and their profiles appear below.

**Table C.2 Management Group, Australian Museum 2013–2014**

| Manager            | Role  |
|--------------------|---|
| Alexandra Boyce    | Head, Corporate Partnerships                        |
| Dr David Britton   | Head, Natural Sciences & Biodiversity Conservation  |
| Christine Callen   | Head, Marketing & Communications                    |
| Mark Connolly      | Acting Head, Visitor Experience                     |
| Glenn Ferguson     | Acting Head, Program Delivery, Production & Design  |
| Paul Flemons       | Acting Head, Science Services & Infrastructure      |
| Glenn Hodges       | Head, Building & Security                           |
| Dr Rebecca Johnson | Head, Australian Centre for Wildlife Genomics       |
| Narendra Mehta     | Head, Finance                                       |
| Dr Scott Mitchell  | Head, Cultural Collection Conservation & Consulting |
| George Notman JP   | Head, Human Resources                               |
| Fara Pelarek       | Head, Life Long Learning                            |
| Dr Jodi Rowley     | Coordinator, Australian Museum Research Institute   |
| Rosemary Swift     | Head, Development (resigned May 2014)               |
| Jason Wong         | Head, Digital Online & ICT                          |



### **Alexandra Boyce, Head, Corporate Partnerships**

Alexandra Boyce has extensive experience in business development, specialising in negotiating and managing partnerships for large-scale public events and stakeholder management. Combined with a background in event management, sponsorship and sales, she has a track record in developing strategies to increase revenue. She joined the Museum in November 2012 and is responsible for managing the Museum's corporate partnerships and strategic alliances. Before this she worked in both the public and private sectors including Sydney Harbour Foreshore Authority, the NSW Department of Primary Industries, ABC, as well as leading public relations and event management consultancies. Alexandra has a Bachelor of Arts degree from the University of Queensland.

### **Dr David Britton, Head, Natural Sciences & Biodiversity Conservation**

Dr Britton was the Collection Manager, Entomology from 2003 to 2013 and has been Branch Head of Natural Sciences since April 2013. Dave has an extensive background in entomology covering research topics such as nutritional and behavioural ecology, insect conservation, the taxonomy of moths, and pest management of insects in field crops. He has been active in internal Museum initiatives such as large scale, specialised collection storage improvements, collection digitisation, facilitating increased access to collections data and specimens, and communicating Australian Museum science. Dave has also been involved in external projects as a Museum representative, such as the BushBlitz program, Council of Heads of Faunal Collections, Council of Heads of Entomological Collections, Australian Faunal Directory and the Atlas of Living Australia. His current research interests are the systematics and biology of the Australian lichen moths (Lepidoptera: Arctiidae; Lithosiinae). Dave is also involved in several projects looking at insect-plant associations, including native insect herbivores on endangered Australian plant species. Dave has a Bachelor of Science degree with Honours in Zoology from the University of Melbourne, a Master of Science

degree in Zoology from La Trobe University and a PhD in Agronomy and Soil Science from the University of New England.

### **Christine Callen, Head, Marketing & Communications**

Christine Callen was appointed as the Head of Marketing in October 2004. She is responsible for the Museum's corporate communications, brand, marketing and media strategies that also include promotional publications and tourism. Christine has over 20 years experience in cultural and academic environments and media sponsorship. Before joining the Museum, Christine was Marketing Manager at the Historic Houses Trust of NSW for eight years and temporarily held the role of Assistant Director, Marketing and Commercial Services. Her academic qualifications include a Bachelor of Graphic Design and a Graduate Diploma in Art History and Curatorship from the Australian National University. Christine was chosen for the Museums Australia residential leadership/alumni programs and has completed numerous digital, sponsorship and marketing courses. Christine represents the Museum on various tourism and marketing committees and has expertise in brand strategy, B2C and destination marketing. She is currently a member of the Australian Marketing Institute, and the Marketing Association of Australia and New Zealand.

### **Mark Connolly, Acting Head, Visitor Experience**

Mark Connolly has been acting as head of the branch since November 2013 and is responsible for the visitor experience with a particular focus on customer service, catering contract management, retail and public programming. Holding a Diploma in Hospitality, he has over 20 years experience in the museum and hospitality sectors and has held roles with leading hotel chains in Australia and the UK. Mark has extensive experience in developing customer service teams, contract negotiation, and in venue and event management. He represents the Museum on a number of local and national event and venue associations and is sought after within the cultural sector to provide strategic advice on catering operations.



### **Glenn Ferguson, Acting Head, Program Delivery, Production & Design**

Glenn Ferguson has been acting as Head of this branch since January 2013, and is responsible for the planning, conceptual development and physical delivery of the Museum's long term, temporary and travelling exhibitions and its design and photographic services. He has worked in commercial and museum exhibition design, related business development, project and program management over a career spanning more than 30 years. Glenn has extensive experience in contract negotiation and preparation, and in compliance and management for national and international exhibitions. He has been an active participant on a number of local, national and international museum networks and committees, including; ASTEN, NAME, ASPAC, NSW National Science Week and MGNSW Standards Review committees as well as a number of inter-museum collaborative exhibition developments. Glenn studied graphic design and photography at TAFE, before gaining an Applied Arts Diploma at RCAE Wagga (now Charles Sturt University).

### **Paul Flemons, Acting Head, Science Services & Infrastructure**

Paul is acting Head of the Science Services & Infrastructure (SSI) Branch and Manager of Collection Informatics. As Head of the SSI Branch, a position he shares with colleague Dr Rebecca Johnson, Paul is responsible for the Collection Informatics Branch and the Collection Database Management System (EMu); client access to collection data; the Australian Centre for Wildlife Genomics; the Australian Museum Lizard Island Research Station (LIRS), recognised as one of the best field stations in the world for tropical marine research; the Museum's Information Services and Library. Paul joined the Museum in 1998, establishing the Museum's spatial analysis capacity, managing the GIS facilities and modelling the spatial distribution of biodiversity. As part of a Museum team he provided input to a process that saw invertebrates being used for the first time in the designing and specification of reserve systems in the eastern forests of NSW. Paul has been

instrumental in building the Museum's reputation as a world leader in biodiversity informatics and has been a strong advocate for the Museum's highly regarded work in building climate surfaces for exploring the potential impacts of climate change on biodiversity.

### **Glenn Hodges, Head, Building & Security**

Glenn Hodges has been Head of Building & Security at the Museum since 2000 and is responsible for upgrades and maintenance of its buildings; major plant acquisition and systems maintenance; legislative compliance; energy management and most importantly the security of the Museum's buildings and collections. He is a trained incident controller and is responsible for managing all major incidents, as well as coordinating emergency planning and evacuations. Glenn has over 40 years experience in state and federal government agencies including the Sydney Opera House, Australian Nuclear and Technology Organization, Consumer Affairs and the Courts of Petty Sessions. He has held several senior management positions within the Central Corporate Services Unit, ANSTO, and Centennial & Moore Park Trust. He has extensive experience working with cultural agencies and has been the Trust Secretary to both the Sydney Opera House and Centennial & Moore Park trusts. Glenn has qualifications in Accounting.

### **Dr Rebecca Johnson, Head, Australian Centre for Wildlife Genomics**

Dr Johnson joined the Museum in 2002 and has over 17 years experience as a molecular geneticist in Australia and the USA. She has an Honours degree and PhD in molecular evolutionary genetics, and her major interest is wildlife forensic science. She established the Museum as one of the global leaders in this field, the first point of call for wildlife managers from zoos, the aviation industry and government wishing to use DNA and genomics techniques for managing animals or law enforcement purposes. Rebecca is also co-leader of the Koala Genome Consortium, an Australian-led group carrying out sequencing of the Koala genome and its genes for direct conservation applications.



Rebecca represents the Museum on a number of government and industry committees and is a member of the International Society for Forensic Genetics, the Society for Wildlife Forensic Science, a committee member of the Australia New Zealand Forensic Science Society and an executive committee member of the Australian Aviation Wildlife Hazard Working Group. She has published her forensic case work and conservation genetics work in the scientific literature and has received one Australian and one international award in the field. She presents her work in Australia and overseas and regularly presents to students and the public on the importance of science and the key roles museums can play through contemporary applied science. Until April 2014, Rebecca was also Head of the Science Services and Infrastructure (SSI) Branch, a position she shares with her colleague Paul Flemons.

#### **Narendra Mehta, Head, Finance**

Narendra is a qualified accountant and member of three recognised professional accounting bodies. He has over 25 years experience in the development of management control systems, business analysis, financial and management accounting, process improvement, and delivering reliable and timely financial advice and information to facilitate strategic business management and meet legislative requirements. His qualifications include CPA and full membership of the Chartered Institute of Management Accountants (CIMA). Previously he worked at Fairfield City Council and led a team in the implementation of PeopleSoft financial systems, introducing project costing throughout the business. He also won first prize at the NSW State Champions of Local Government Australasian Management Challenge. Previously, Narendra worked at NSW Treasury and with an international petroleum company. He took up his current position at the Museum in August 2008.

#### **Dr Scott Mitchell, Head, Cultural Collection Conservation & Consulting**

As Branch Head, Dr Mitchell is responsible for the Museum's heritage and ecology services arm, Australian Museum Consulting; ethnographic,

archaeological and archival collections; and the Materials Conservation unit. Scott brings to the role a particular interest in cultural repatriation, collection digitisation and the introduction of more energy-efficient collection storage. Previously Scott was Executive Officer to the Director of the Australian Museum, and he has also held management positions in the Museum and Art Gallery of the Northern Territory (Darwin) and the Strehlow Research Centre (Alice Springs). Scott joined the Australian Museum in 2008.

#### **George Notman JP, Head, Human Resources**

George Notman has led the HR team since July 2002 after transferring from the Historic Houses Trust of NSW. Before this he spent 14 years in senior HR roles in the Qantas Group of companies. George has extensive experience in HR and has overseen a significant number of major restructures and reforms in both the private and public sectors. He is responsible for ensuring the Museum's human resource and industrial framework support the Museum's corporate objectives, plans and values by providing advice, leadership and direction on HR strategies and workplace relations policies to the Museum's Executive Leadership Team and Management Group. George is a management representative on the Museum's Joint Consultative, Work Health and Safety and Role Evaluation committees. He is a qualified counselor and mediator and provides high quality, reliable and trusted advice and counsel to managers and employees on a range of sensitive and confidential matters as well as on human resource, regulatory and employment law issues.

#### **Fara Pelarek, Head, Life Long Learning**

Fara Pelarek was appointed Head, Life Long Learning in August 2013, managing the Museum's substantial onsite and offsite education programs as well as Citizen Science initiatives and postgraduate students. Previously, she managed the Museum's Visitor Services unit for 13 years, and was responsible for visitor experience and expectation, program offerings and customer satisfaction. She oversaw the Museum's Early Childhood program, the Information Centre,



Search & Discover, the Volunteers Program and Museum events, as well as exhibition-specific programs. She is committed to social inclusion and in providing access for people with special needs, and is currently Chair of the Accessing the Arts Group. Fara is also the Museum's Grievance Manager, facilitating resolution of disputes and advising staff on grievance processes. Fara has a Bachelor of Science degree in Biology from the University of Sydney, a Postgraduate Diploma in Secondary Science Education from Charles Sturt University and a Master of Environmental Science from Macquarie University.

**Dr Jodi Rowley, Coordinator, Australian Museum Research Institute**

Dr Rowley is a biologist with a focus on amphibian diversity, ecology and conservation, and a passion for communicating biodiversity conservation. Jodi's research integrates ecological, behavioural, bioacoustic, molecular and morphological data to uncover and document amphibian biodiversity, understand its drivers and inform conservation decisions. She is also interested in how interspecific differences in behaviour relate to vulnerability to extinction due to threats such as disease, habitat modification and over-harvesting. Jodi's research involves expeditions in search of amphibians in often remote, forested mountains in Southeast Asia, particularly Vietnam. She is currently a Tier I Member of the IUCN Amphibian Red List Authority and co-chair for Mainland Southeast Asia of the IUCN Species Survival Commission Amphibian Specialist Group. Jodi's qualifications include a PhD from James Cook University and a Bachelor of Environmental Science in Biology with first class Honours from the University of New South Wales.

**Rosemary Swift, Head, Development**

Rosemary Swift joined the Australian Museum in 2008 as Head of the Development Branch with responsibility for individual philanthropic donations, community and direct fundraising, bequests and Australian Museum Members. Rosemary has more than 20 years experience in communications, marketing and fundraising. Before joining the Museum she was Public Appeals Manager at the Taronga Foundation, which raises funds to support Taronga and Taronga Western Plains zoos. Her background includes marketing positions with

ABC Local Radio and ABC Classic FM and senior client service positions at marketing and promotional agencies. Rosemary has also worked as a freelance communications consultant with education, environmental, arts and corporate clients, and is a Member of the Fundraising Institute of Australia. Rosemary resigned from her role in May 2014.

**Jason Wong, Head, Digital Online & ICT**

Jason Wong joined the Australian Museum in May 2011 after holding the role of Head of Information Technology in the Australian branches of Amnesty International and Médecins Sans Frontières. Jason also had a senior ICT role at the Macquarie Graduate School of Management and his early career was in the hospitality industry. His experience focuses on the optimal use of technology in education, academic and not-for-profit environments; for increasing efficiencies for internal operations and for engaging audiences in innovative, customer-centric ways. His technical background is in database design and administration, particularly CRM for marketing and fundraising. Jason has a track record of motivating and developing staff and establishing and maintaining positive relationships with all stakeholders. He has successfully transformed underperforming ICT teams into service-focused, cost-efficient enablers of technology and the ICT function into one that is aligned with strategic business objectives. Jason's qualifications are a Bachelor of Science degree and a Master of Business Administration from Macquarie University.



## MANAGEMENT ACTIVITIES

A restructure of the Museum implemented from 1 July 2013 has resulted in four divisions – Science & Learning, Public Engagement & Culture, Corporate Knowledge & IT, and Development, Communications & Marketing.

The Executive Leadership Team (see organisation chart, Appendix A) met weekly with a formal monthly meeting to deal with strategic and operational issues such as financial management, achieving KPIs and WHS.

In addition to reporting on the final year of the Corporate Strategic Plan (CSP) for 2011–14, the Management Group recently focused on goals and priorities for the CSP 2014–15 going forward five and 10 years. Other activities included a financial sustainability workshop, and a ‘digital day’ with guests speakers specialising in marketing, moving-image content, publishing and business management in the digital environment. Branch heads reported bi-monthly on their work units as well as receiving monthly reports for online activity, energy consumption, WHS inspections and updates, and visitation. The Management Group also undertook training for due diligence in workplace health and safety.

### Internal Management Audits

The Museum undertakes an internal audit program to improve its management practices. A Strategic Risk Assessment and an Internal Audit Plan for 2013–16 were developed. Audits for WHS, Corporate Governance, Procurement and Cash Management were completed in 2013–14. Terms of reference for the Capex and Maintenance Audit were approved in June 2014.

## MUSEUM COMMITTEES

### Animal Care and Ethics Committee

As a registered user of animals for scientific purposes, the Australian Museum must comply with the requirements of the *Animal Research Act 1985* and the current Australian code of practice for the care and use of animals for scientific purposes.

In accord with the requirements of the Act and the Code, the Museum established the Australian Museum Animal Care and Ethics Committee to apply principles that govern the ethical conduct of persons whose work on behalf of the Museum involves the use of animals for scientific purposes. The committee must ensure that the use of animals is justified, provides for the welfare of those animals and incorporates the principles of replacement reduction and refinement.

The committee members at 30 June 2014 were Glenn Shea (Veterinary Representative), Damien Higgins (Veterinary Representative), David Vella (Veterinary Representative), Mark Eldridge (Research Representative), Chris Hosking (Research Representative), Sally Reader (Research Representative), Jodi Rowley (Research Representative), Daniel Large (Welfare Representative), Storm Stanford (Welfare Representative), Val Hutt (Community Representative), Karen Lambert (Community Representative) and Anja Divljan (Executive Officer).

### Program Advisory Group

The Program Advisory Group is responsible for developing and initiating the Museum’s forward program of exhibitions, public programs and online projects in alignment with the Corporate Strategic Plan. This work includes identifying and evaluating concepts and proposals, setting the program schedule and developing briefs for exhibition and program development. At 30 June 2014, its members were Steven Alderton, Chair (Assistant Director, Public Engagement), Frank Howarth (Director, retired), Dr Brian Lassig (Assistant Director, Research & Collections), Tehmi Sukhla (Associate Director Development, Communications & Marketing) and Shelley Truskett (minutes secretary).



### Work, Health & Safety Committee

The Australian Museum Work, Health & Safety Committee membership includes representatives from across the Museum. Committee members, along with management representation, have a strong role in identifying and resolving WHS issues. They also assist in developing and monitoring safe systems and procedures. In line with the *WHS Act 2011* they work together as a forum for consultation on health and safety matters in their workplace. The WHS Committee meets monthly and the meeting agendas and minutes are recorded, stored and made available to all staff. Meeting minutes are also included in the monthly meetings of the Museum's Executive Leadership Team and the bi-monthly meetings of the Museum's Trustees. The WHS Committee's aim is to help maintain a safe and healthy workplace for all including visitors, contractors and volunteers. Its members are:

- Sukhvinder Bagga (Security)
- Ingrid Bennett (Members)
- Dan Clarke (Business Systems)
- Andrew Cutbush (WHS Officer)
- Chris Hosking (Visitor Services)
- Sue Lindsay (Chair)
- Ashley McMurray (Building Services)
- George Notman (Management Representative)
- Cass Nutt (Customer Service)
- Tim Ralph (Production Studio)
- Paul Ryan (Management Representative)
- Shelley Truskett (Executive Assistant)

### Corporate Partnerships Advisory Group

The Corporate Partnerships Advisory Group consists of industry leaders and innovators who provide overall strategic guidance and who support the Museum's Corporate Partnerships unit. As ambassadors, the members work with the Museum to strengthen partnerships and expand its network, making valuable contributions during the year. Its members include Kim McKay AO, then Managing Director, Momentum<sup>2</sup> Pty Ltd and Australian Museum Trustee; Carolyn Grant, Managing Director, Avisso Public Relations; Michael Wilkins, General Manager, News Limited; and Adam Jeffrey, consultant.



## APPENDIX D

# INTERNAL AUDIT AND RISK MANAGEMENT

### STATEMENT FOR THE 2013–14 FINANCIAL YEAR

I, Catherine Livingstone, am of the opinion that the Australian Museum has internal audit and risk management processes in operation that are, excluding the exceptions described below, compliant with the core requirements set out in Treasury Circular NSW TC 09/08 *Internal Audit and Risk Management Policy*.

I, Catherine Livingstone, am of the opinion that the internal audit and risk management processes for the Australian Museum depart from the following core requirements set out in Treasury Circular NSW TC 09/08 and that the circumstances giving rise to these departures have been determined by the Portfolio Minister:

| Ministerially determined departure  | Reason for departure and description of practicable alternative measures implemented                    |
|---|---|
| Core Requirement 3 of TPP09-05 regarding the Pre-qualification scheme: Audit & Risk Committee Independent Chair and Members | Independent members of the Australian Museum Trust fulfil all other requirements of Core Requirement 3. |

I, Catherine Livingstone, am of the opinion that the Audit and Risk Committee for Australian Museum is constituted and operates in accordance with the independence and governance requirements of Treasury Circular NSW TC 09/08. The Chair and Members of the Audit and Risk Committee are:

- Independent Chair, David Sherley (term of appointment 1/1/2013 – 31/12/2014)
- Independent Member 1, Catherine Livingstone (term of appointment 1/1/2013 – 31/12/2014)
- Independent Member 2, Karina Kelly (term of appointment 1/1/2013 – 31/12/2014)
- Independent Member 3, Dr James Moody, (term of appointment 1/1/2013 – 31/12/2013).

These processes provide a level of assurance that enables the senior management of the Australian Museum to understand, manage and satisfactorily control risk exposures.

As required by the policy, I have submitted an Attestation Statement outlining compliance with the policy to Treasury on behalf of the Treasurer.

[signed]

**Catherine Livingstone AO**

President, Australian Museum Trust

Date 24/09/14



## APPENDIX E

# CREDIT CARD CERTIFICATION

The Australian Museum has a policy for the use of corporate credit cards by staff that is in accordance with the Premier's Memorandum 99-05 and the Treasurer's Directions 205.01 to 08.

No irregularities in the use of corporate credit cards by staff have been recorded during the year.  
No fraudulent use by a third party was detected.

In accordance with Treasurer's Direction 205.01, I certify that credit card use in the reporting period by officers of the Museum was in line with government requirements.

[signed]

**Kim McKay AO**  
Director & CEO  
Australian Museum  
  
Date 16/10/14



## APPENDIX F PRIVACY AND PERSONAL INFORMATION

The Australian Museum's Privacy Management Plan outlines how the Museum complies with the NSW *Privacy and Personal Information Protection Act* 1998 and the standards outlined in its Information Protection Principles. The plan outlines the personal information held by the Museum and includes strategies to ensure the Museum effectively meets its responsibilities under the Act.

The plan is available on the Australian Museum website at [australianmuseum.net.au/Privacy-Management-Plan](http://australianmuseum.net.au/Privacy-Management-Plan). Copies may be obtained by contacting:

Privacy Contact Officer  
Archives and Records Unit  
Australian Museum  
6 College Street, Sydney NSW 2010  
telephone 02 9320 6185.

The Museum's Web Privacy Statement is available at [australianmuseum.net.au/Privacy](http://australianmuseum.net.au/Privacy).

No applications for internal review were received during the year.

## APPENDIX G DIGITAL INFORMATION SECURITY

### Annual Attestation Statement for the 2013–14 Financial Year

I, Kim McKay, am of the opinion that the security controls in place to mitigate identified risks to the digital information systems of the Australian Museum may require improvement in order to be made adequate for the foreseeable future. A review performed during the year across the Department of Trade & Investment has identified several areas requiring improvement.

Given the scale and complexity of the department's systems, the implementation of information security, classification and labelling will adopt a risk-based approach. The work to address these specific areas led by the Department of Trade & Investment's Chief Information Officer, including the transition to an information classification and labelling scheme, is expected to be complete by December 2015.

[signed]

**Kim McKay AO**  
Director & CEO  
Australian Museum  
Date 16/10/14



## APPENDIX H PUBLIC ACCESS TO INFORMATION

The *Government Information (Public Access) Act 2009* establishes a freer, more open approach to gaining access to government information in NSW.

The Act requires the production of a publication guide that details who we are, what we do and how members of the public, community organisations, media and government agencies can interact with us. The Museum's publication guide is available on our website at [australianmuseum.net.au/Australian-Museum-Publication-Guide](http://australianmuseum.net.au/Australian-Museum-Publication-Guide).

One request for information under the Act was received during the year and was dealt with within prescribed time limits.

## APPENDIX I DISABILITY ACTION PLAN

The Australian Museum has for many years provided facilities and assistance for visitors with a disability. These include special set-down and pick-up points for those with wheelchairs, and special arrangements regarding car parking. General Museum entry is free to the companion of a person with a disability who is a holder of a Companion Card. There are ramps throughout the exhibitions and two lifts to take visitors between floors. Visitors may borrow a wheelchair during their visit and all doors are automatic. Wheelchair-accessible toilets are located on Level G and Level 2. Tours and hands-on activities can be booked for visitors with special needs.

Ministerial Memorandum 2009–01 *Guidelines for Disability Action Planning* required NSW Government agencies to prepare and submit a disability action plan by November 2009. The Museum is implementing the plan within its allocated resources and has already carried out a range of actions.

The Connected Museums project will improve access to exhibitions for mobility impaired and visually impaired people. As well, the Museum provides a number of disability access initiatives, including:

- ensuring all education resource kits available on the Museum website are written in Accessible Web format for the vision impaired
- providing free Museum entry to disadvantaged schools, Stewart House student attendees and Indigenous Australians
- providing cultural awareness training programs for staff
- using a larger font size in the refurbished *Indigenous Australians* exhibition
- making special arrangements for disabled parking and access (with information on the website) when groups book through the Museum booking office
- providing Museum in a Box® resources, which are used by disability groups and aged-care facilities
- improved access and resources such as dedicated exclusive spaces and tailored programs.



## APPENDIX J

# MULTICULTURAL POLICIES AND SERVICES PROGRAM

The Australian Museum is actively engaged with the Pacific and Indigenous Australian communities from which its ethnographic and archaeological collections were originally obtained. Some examples of projects involving these communities are discussed below.

### PROGRESS IN IMPLEMENTING THE STATUTORY BODY'S MULTICULTURAL POLICIES AND SERVICES PLAN

#### Repatriation

The Museum's cultural collections are among the oldest in the country, with the earliest material having been collected in the 1830s. The Museum recognises that in some cases the circumstances under which human ancestral remains or spiritually significant objects were collected from indigenous communities are not ethically acceptable today. One way the Museum is attempting to redress this historical inequity is through its repatriation program. The Museum also recognises that the return of objects from Museum collections can act as a catalyst for communities to maintain and reinvigorate traditional ceremonies and other cultural practices.

In the 2013–14 year the Museum returned ancestral remains to Aboriginal communities in the Coffs Harbour area of NSW. It continued a major process of consultation with Aboriginal elders from northwestern Arnhem Land regarding secret-sacred objects from its Arnhem Land collection, and began discussions with a range of communities in western NSW regarding the return of spiritually significant objects. Five NSW Aboriginal communities (Gunnedah, Menindee, Narrabri, La Perouse and Sydney Metropolitan) have initiated contact with the Museum in the reporting period in relation to ancestral remains held in collections. We are currently researching those requests and expect that there are relevant ancestral remains in each case that will be returned over the next 18 months.

The Museum's repatriation program is supported by funding through the Ministry for the Arts, Attorney General's Department (Cwlth).

#### Pacific Youth Reconnection Project

Supported by funding through the Vincent Fairfax Family Foundation and the Australian Museum Foundation, the Museum has significantly expanded its program of services for Pacific youth in Sydney. The program aims to build cultural awareness among 'at risk' young people from the Pacific community and to provide them with a sense of pride and dignity in relation to their cultural background. Activities have included:

- onsite workshops and activities for at-risk Pacific youth including collection access, and hands-on activities such as haka dance workshops and weaving workshops
- programs for Pacific youth in juvenile detention, including artefact presentations and cultural awareness activities
- participation in major Pacific community events such as Waitangi Day, Fiji Independence Day and the Pacific Unity Festival, including participation in the formal events and presentations and the display of information and culturally significant objects
- development of a youth reference group as a means of facilitating more direct community engagement and guidance for the program, and as a means of empowering community members to run engagement programs directly using museum resources.

#### Exhibitions and programs

The Museum continued its upgrade of the *Indigenous Australians* gallery during the year, with new content including objects and multimedia about Indigenous Australians in NSW, Torres Strait and Tasmania.

The Museum presented four days of Indigenous Australian programming (16–19 November) as part of *Corroboree Sydney*. A short film, *Born in Darkness before Dawn* by Sydney-based Wiradjuri artist Nicole Foreshew, was projected onto the Museum's William Street façade each evening from 20 November 2013 to 20 February 2014 as part of the City of Sydney's *Eora Journey*. In social media, the Indigenous education team developed a Facebook page called Indigenous Australian



Culture as a place to share information about Indigenous Australian culture and history.

The Museum also toured a number of its cultural collections in exhibitions such as *Frank Hurley: Journeys into Papua*, which toured to the Queen Victoria Museum & Art Gallery, and *Sydney Elders* which was hosted at NSW Parliament House.

The Museum is seeking to identify words from local Aboriginal languages which can be used by the Museum to integrate Indigenous content throughout its public exhibitions. It has begun consultations with local Aboriginal community representatives to achieve this.

The Museum's new Cultural Collections Acquisition Policy 2014–2017 emphasises the collection of contemporary Pacific and Indigenous objects from NSW and Australia. Major acquisitions during the year included 'ghost net' sculptures from Erub and Pormpuraaw (Far North Queensland), shell ornaments by La Perouse Aboriginal artists Esme Timbery Russel and Marilyn Russel; and shell necklaces by Tasmanian Aboriginal artist Lola Greeno.

### Professional development

The Museum is engaging with Indigenous communities and students from multicultural backgrounds to provide training and professional development. During the year it provided:

- lesson programs tailored for multicultural classes
- Museum in a Box® programs to many multicultural school populations
- education resource kits for English as a Second Language student groups and their teachers
- resources at different learning levels
- workshops and professional development in Indigenous cultural awareness for teachers
- programs for students to increase knowledge, understanding and awareness of Indigenous cultures.

### Key multicultural strategies proposed for the following year

Future priorities for the Museum include:

- a major new Indigenous exhibition, *Garrigarrang: Sea Country*, which focuses on the relationship between Aboriginal people and the ocean. It will include existing collection items as well as newly commissioned art and multimedia from Indigenous artists in NSW, Tasmania, North Queensland and Torres Strait.
- the 2014 *Corroboree Sydney* festival, featuring a range of Indigenous speakers and performers as part of the Museum's public programming activities
- expanding the successful Pacific Youth Reconnection Project in 2014–15 to include at-risk Indigenous Australian youth (with support from the Vincent Fairfax Family Foundation and the Australian Museum Foundation)
- the Aztecs exhibition, which will feature more than 200 priceless artefacts (on loan from 20 museums in Mexico) that tell the story of the spectacular and ultimately tragic rise and fall of the Aztec empire
- ongoing consultation with relevant Aboriginal community members and organisations about the greater use of Aboriginal languages and words in the Museum's public spaces and programs.



## APPENDIX K GRANTS

This appendix lists details of funded projects and programs administered by the Museum. Table K.1 lists projects for science and learning administered by the Australian Museum. Table K.2 lists research projects administered by other institutions where a Museum scientist was nominated as either a principal investigator or co-investigator.

The total value of grants made to the Science and Learning division was \$1,458,570 (previous year \$1,462,925) with an average value of \$48,619

(previous year \$40,637). This figure will not match the figures included in the financial statements because it does not include adjustments due to the timing of payments or previous year currency fluctuations.

Other grants obtained for cultural programs, acquisitions and the development of exhibitions were valued at \$784,000 and are detailed in Table K.3.

**Table K.1 Grant-funded projects for research and collections administered by the Australian Museum**

| Principal Investigator(s) | Title of project  | Granting body  |
|---------------------------|---|--|
| D Beechey,<br>W Ponder    | Revision of the Australian Faunal Directory – Molluscan (Bivalvia and Gastropoda) checklist   | Department of the Environment (ABRS)                             |
| C Beehag                  | Australian Museum Science Festival 2014   | Inspiring Australia; 3M; Meat and Livestock Australia            |
| D Britton                 | BushBlitz II Expedition: Namadgi National Park, ACT and Kosciuszko National Park, NSW; Lepidoptera, Odonata and land snails               | Department of the Environment (BushBlitz)                        |
| D Colgan                  | Invasive and non-invasive lineages in the mussel <i>Xenostrobus pulex</i>   | NSW Environmental Trust  |
| M Eldridge                | Conservation genetics of tree-kangaroos   | Hermon Slade Foundation  |
| M Eldridge                | Genetic diversity, gene flow and management of the Yellow-footed Rock-wallaby   | South Australian Department of Environment and Natural Resources |
| P Flemons                 | Digi Vol  | Australian Museum Foundation                                     |
| P Flemons                 | Imaging equipment for collection digitisation   | Atlas of Living Australia (CSIRO)                                |
| P Flemons                 | Insect Soup   | Australian Museum Foundation                                     |
| P Gordon                  | Return of Indigenous Cultural Property program (RICP)   | Ministry for the Arts, Attorney General's Department (Cwlth)     |
| A Hallan                  | Hidden gastropod diversity in tropical Australian estuaries: a systematic revision of Australian Stenothyridae, Irvadiidae and Calopiidae | Department of the Environment (ABRS)                             |
| A Hoggett                 | Lizard Island Fellowships   | Lizard Island Reef Research Foundation                           |



|               |   |  |
|---------------|---|--|
| D Hoesé       | Taxonomic and nomenclatural treatments of fishes  | Department of the Environment (ABRS)           |
| L Hughes      | Completing our understanding of the seven dominant Australian shallow-water amphipod families (Crustacea: Peracarida)   | Department of the Environment (ABRS)           |
| P Hutchings   | 11th International Polychaete Conference: Support for students  | CSIRO Flagship                                 |
| P Hutchings   | 11th International Polychaete Conference: Support for Plenary speakers  | The Ian Potter Foundation                      |
| P Hutchings   | 11th International Polychaete Conference: Support for the Philosophy of Biological Systematics Workshop   | Department of the Environment (ABRS)           |
| P Hutchings   | 11th International Polychaete Conference: Support for identification workshop on marine invasive worm species   | Fisheries Research and Development Corporation |
| R Johnson     | DNA-based species identification of bird strikes  | Various commercial airports                    |
| R Johnson     | Koala Genome Project  | Australian Museum Foundation                   |
| R Johnson     | Is Port Macquarie a Koala 'genetic hotspot'? [Population structure of the Koala ( <i>Phascolarctos cinereus</i> ) around Port Macquarie]                        | Foundation for National Parks & Wildlife       |
| R Johnson     | Wildlife Genomics   | Australian Museum Foundation                   |
| R Jones       | Fossil acquisition (Lightning Ridge)  | Lightning Ridge District Bowling Club          |
| S Keable      | Databasing Australian Museum Malacostraca Data  | Australian Natural History Assessment Tool     |
| F Koehler     | Unravelling an unrecognised land snail radiation in the Northern Territory: systematics, evolution and conservation status                                      | Department of the Environment (ABRS)           |
| F Koehler     | Australia's land snail hotspot: evolution and systematics of the Kimberley Camaenidae   | Department of the Environment (ABRS)           |
| F Koehler     | Australia's desert snails: Systematics and evolution of the Camaenidae in arid Australia  | Department of the Environment (ABRS)           |
| E Kupriyanova | Molecular identification, barcoding, and phylogeny of Hydroids (Serpulidae, Annelida), the largest genus of notorious fouling and invading calcareous tubeworms | Department of the Environment (ABRS)           |
| B Lassig      | Timor-Leste expedition (databasing)   | Australian Museum Foundation                   |
| B Lassig      | Eastern land snail project  | Owen Griffiths                                 |



|                     |   |   |
|---------------------|---|---|
| J Leis              | Orientation in the pelagic environment: how do larval marine fish find their way home?  | Australian Research Council (ARC)   |
| J Lowry             | Description of the Australian Lysianassoid amphipod fauna (Crustacea: Malacostraca)   | Department of the Environment (ABRS)  |
| R Major             | Recovery of Sydney's endangered White-fronted Chat population by installation of predator-proof caging  | Foundation for National Parks & Wildlife                                    |
| A Mitchell          | Integrative systematics of Australasian cutworm moths (Lepidoptera: Noctuidae)  | Department of the Environment (ABRS)  |
| S Mitchell          | Lord Howe Island diorama restoration and public access  | Australian Museum Foundation  |
| S Mitchell          | Pacific Youth Cultural Reconnection Program (AMF component of Juvenile Justice project)   | Australian Museum Foundation  |
| S Mitchell, D Pieta | Pacific Youth Collection Access Project   | Vincent Fairfax Family Foundation and the Australian Museum Foundation      |
| S Mitchell          | Darnley Island Weavings   | Australian Museum Foundation – Patricia Porritt Collection Acquisition Fund |
| K Player            | National Parks Museum in a Box®   | NSW National Parks  |
| K Player            | Streamwatch   | Sydney Water  |
| J Recsei            | Maddox Street to Lilyfield relocation   | Powerhouse Museum   |
| A Reid              | Malacology donation   | Estate of Jessie Campbell Wise  |
| A Reid              | Malacology Donation – teaching microscope   | Private: J Evers  |
| A Reid              | EN Drier Shell Collection Acquisition   | Australian Museum Foundation  |
| C Reid              | Taxonomy of the Australian flea beetles (Coleoptera: Chrysomelidae: Alticini)   | Department of the Environment (ABRS)  |
| J Rowley            | Vampire Flying Frogs and Misty Moss Frogs: expeditions to discover unknown amphibian diversity in Vietnam   | National Geographic Society – Committee for Research and Exploration        |
| J Rowley            | Accelerating Amphibian Conservation in Indo-Burma   | ADM Capital Foundation, Hong Kong   |
| N Wilson            | Testing taxonomic concepts with DNA in Australian Volutidae (Mollusca): status and phylogeny of species and genera, particularly reef-associated taxa | Department of the Environment (ABRS)  |



**Table K.2 Grant-funded projects for research and collections administered by institutions other than the Museum**

| Principal Investigator(s) | Title of project   | Granting body                                   |
|---------------------------|--|---|
| S Ah Yong                 | Shear thickening impact protection system – a novel design based on the biomimicry of the mantis shrimp telson                     | Ministry of Defence (Singapore)                 |
| S Ah Yong                 | Species discovery and evolution of deep-sea squat lobsters from the family Munididae (Crustacea: Anomura)                          | Department of the Environment (ABRS)            |
| M Ashcroft                | The role of vegetation structure in dampening climate extremes   | NSW Environmental Trust                         |
| M Ashcroft                | Innovative approaches to identify responses of biodiversity to climate change at the regional scale                                | Australian Research Council - Linkage Project   |
| V Attenbrow               | Axes, exchange and social change: pioneering new techniques in south eastern Australia   | Australian Research Council - Discovery Project |
| D Bickel                  | The first Mesozoic fossiliferous amber from Southern Gondwana: an ancient portal into an Australian polar greenhouse               | Australian Research Council - Discovery Project |
| M Eldridge                | Altering host–parasite interactions through wildlife conservation strategies   | Australian Research Council - Linkage Project   |
| M Eldridge                | Handbook of the Mammals of the World   | Lynx Promocions (Spain)                         |
| P Flemons                 | Field guide app to Australian fauna  | Inspiring Australia                             |
| R Johnson                 | Developing conservation genomics capability  | BioPlatforms Australia                          |
| R Johnson                 | Conservation genomics through de novo sequencing   | BioPlatforms Australia                          |
| J Leis                    | Do marine reserve networks work? Larval connectivity, sustainable harvesting and ecological resilience                             | Australian Research Council - Linkage Project   |
| D Pieta                   | The Kaoka speakers revisited: the Ian Hogbin Collection  | University of Canberra                          |
| C Reid                    | Biodiversity capacity building in Papua New Guinea and sustainable development of its primary industries                           | AusAid  |
| R Torrence                | Valuing stones: obsidian-stemmed tools in the creation of social complexity in PNG   | Australian Research Council - Discovery Project |
| R Torrence                | Application of FTIR reflectance spectroscopy for characterisation of microscopic organic residues preserved on ancient stone tools | Australian Synchrotron                          |



Table K.3 Grants received by Public Engagement and Culture Division, 2013–14

| Principal Investigator          | Title of Project                                       | Granting Body   |
|---------------------------------|--|---|
| F Dorey (with Melbourne Museum) | Aztecs exhibition                                      | Australian Government International Exhibitions Insurance program |
| P Gordon                        | Repatriation of Indigenous Cultural Property           | Commonwealth Ministry for the Arts, Attorney Generals Department  |
| B Jensen                        | <i>Spiders</i> exhibition                              | Questacon, Canberra   |
| S Mitchell                      | Cultural empowerment for Indigenous youth in detention | Vincent Fairfax Family Foundation                                 |
| S Mitchell                      | Yuendumu art acquisition                               | Australian Museum Foundation                                      |
| S Mitchell                      | Pormpuraaw ghost net art acquisition                   | Australian Museum Foundation                                      |



## APPENDIX L PUBLICATIONS

### PUBLICATIONS BY AUSTRALIAN MUSEUM STAFF

Staff, Senior Fellows and Research Associates of the Museum (and, from September 2013, the Australian Museum Research Institute) published 142 papers in international and national peer-reviewed scientific journals and books, largely based on the Museum's natural history collections. These described a total of 180 new species, including 78 crustaceans, 30 insects and 47 snails and other molluscs.

### PUBLICATIONS OF THE AUSTRALIAN MUSEUM

In September 2013, the Museum published *Feathers of the Gods and other stories from the Australian Museum*, a 210-page anthology of articles and photographs about the Museum's collections. In March 2014, it published *Australian Museum Lizard Island Research Station 2013*, an annual report from its tropical coral reef research facility on the Great Barrier Reef.

#### **Explore magazine**

There were three editions of *Explore*, the Australian Museum magazine for Members, supporters and other stakeholders:

- *Explore* 35(2) Spring,  
August to November 2013
- *Explore* 35(3) Summer,  
December 2013 to March 2014
- *Explore* 36(1) Autumn/Winter,  
April to July 2014.

Each edition of *Explore* is published on the Museum website at the end of its coverage period. Copies are circulated to all NSW regional libraries. Stories and photographs from the magazine are made available online as blogs.

#### **Scientific publications**

The Museum publishes two peer-reviewed scientific serial titles, one of which is online only. Six issues of *Records of the Australian Museum* with descriptions of 40 new species were published in print and online in 2013–14, and 26 papers were published online only in *Technical Reports of the Australian Museum*, Online. All are Open Access at [australianmuseum.net.au/journalfinder](http://australianmuseum.net.au/journalfinder).



## APPENDIX M

### OVERSEAS TRAVEL

| Officer                 |   | Purpose   |
|-------------------------|---|---|
| Dr Shane Ahyong         | USA & Costa Rica<br>01/07/13 – 14/07/13 | To gather scientific research data from the Smithsonian Institution, Washington DC, present a paper to the 2013 Crustacean Society Conference in San Jose, Costa Rica; meet with international research collaborators; fulfil formal duties as the President-Elect of the Crustacean Society.           |
| Steven Alderton         | Russia<br>26/10/13 – 06/11/13           | To discuss touring exhibitions with the State Hermitage museum in St Petersburg.  |
| Steven Alderton         | UK, Germany<br>22/06/14 – 30/06/14      | To meet with senior staff at British Museum, London and Ethnology Museum, Berlin to discuss potential collaboration.  |
| Yvonne Carrillo-Huffman | Germany<br>24/04/14 – 01/05/14          | To return loan material from the Rautenstrauch-Joest Museum, Cultures of the World, in Cologne, Germany   |
| Elliott Cole            | USA<br>02/09/13 – 11/09/13              | To meet with two specialist companies commissioned to manufacture dinosaur material and to inspect the work for the new travelling exhibition <i>Tyrannosaurs</i> , being developed by the Australian Museum.   |
| Dr Georgina Cooke       | French Polynesia<br>01/11/13 – 20/11/13 | To collect specimens, meet with collaborators and experts in French Polynesia and conduct collaborative field work.   |
| Dr Georgina Cooke       | Seychelles<br>16/04/14 – 30/04/14       | To collect specimens, meet with collaborators and experts in the Seychelles and conduct collaborative field work.   |
| Elizabeth Cowell        | Russia<br>23/09/13 – 04/10/13           | To discuss touring exhibitions with the State Hermitage museum in St Petersburg.  |
| Paul Flemons            | Canada<br>07/07/13 – 16/07/13           | To present at the Social, Digital, Scholarly Editing Conference at the University of Saskatchewan, Saskatoon.   |
| Paul Flemons            | Italy & France<br>25/10/13 – 07/11/13   | To attend the Biodiversity Information Standards (BIS) Conference 2013; represent Oceania representative on the BIS Executive; chair a symposium on Crowdsourcing the Digitising of Collections; present a paper on data quality issues; visit the Paris Herbarium to observe their digitising project. |
| Frank Howarth           | Russia<br>16/07/13 – 24/07/13           | To meet senior staff at the State Hermitage Museum to discuss and negotiate a series of future touring exhibitions; visit Moscow to meet the new Australian Ambassador to Russia to discuss future collaborations with Russia.  |
| Frank Howarth           | New Zealand<br>27/11/13 – 30/11/13      | To attend the Annual General Meeting of the Council of Australasian Museum Directors (CAMD); review the <i>Aztecs</i> exhibition which comes to the Australian Museum in 2014.  |



|                    |   |  |
|--------------------|---|--|
| Dr Rebecca Johnson | China (Hong Kong)<br>01/12/13 – 10/12/13            | To present a seminar on wildlife forensic science at the International Conference to celebrate the 100th anniversary of the government laboratories.             |
| Dr Richard Major   | New Zealand<br>03/12/13 – 07/12/13                  | To present a paper to the Australasian Ornithological Conference and conduct a field visit to a conservation reserve.  |
| Mark McGrouther    | Japan<br>19/10/13 – 02/11/13                        | To teach students and identify Australian fish specimens at the 2nd Demersal Fish Workshop at the National Museum of Nature and Science, Tokyo.                  |
| Alison Miller      | Canada<br>22/04/14 – 20/05/14                       | To assess and pack a collection of Mollusca to be repatriated to Australia.  |
| Penny Nolton       | Germany, Turkey; Denmark, UK<br>22/09/13 – 01/10/13 | To courier significant barkcloths from the Museum's collection to Cologne; oversee safe handling of the cargo; facilitate customs and transport formalities.     |
| Dr Jodi Rowley     | Vietnam<br>10/09/13 – 26/09/13                      | To conduct field work on the diversity and conservation of amphibian and reptile faunas of Southeast Asia.   |
| Dr Robin Torrence  | Quezon City, Philippines<br>05/07/13 – 15/07/13     | To teach a series of training workshops for faculty and postgraduate students at the University of the Philippines, Manila.                                      |
| Dr Robin Torrence  | Cambodia<br>05/01/14 – 19/01/14                     | To present a paper at the Indo-Pacific Prehistory Association conference in Siem Riep; participate in a pre-Congress tour of archaeological sites in the region. |
| Dr Nerida Wilson   | USA & Europe<br>06/07/13 – 28/07/13                 | To work on international collaborations and present papers at two international conferences.   |



## APPENDIX N

# RECOGNISING STAFF ACHIEVEMENTS

### HONOURS & AWARDS

Drs Lyle Vail and Anne Hoggett were made Members of the Order of Australia in the Australia Day honours list.

Manager of International Collections, Dion Pieta, and the Pacific Youth Reconnection Project were awarded a Certificate of Appreciation by the NSW Council of Pacific Communities at its 2013 Pacific Awards Night in July. Dion was also a finalist in the 2013 NSW Premiers Awards for Individual Excellence for his work on the Pacific Youth project. The Cultural Collections Unit was awarded a Certificate of Merit in the 2013 Australian Crime and Violence Prevention Awards from the Australian Institute of Criminology for this work.

Manager of Indigenous Heritage, Phil Gordon, was the winner of the Individual Achievement Category in the 2013 Imagine Awards (run by Museums and Galleries NSW) for his groundbreaking work in using digital technologies to facilitate the repatriation of human remains and secret-sacred objects to Aboriginal communities.

Australian Museum Archives were highly commended in the 2014 MAGNA (Museums and Galleries National Awards) under the category of Interpretation, Learning & Audience Engagement, for their new iPhone app, *Art of Science: butterfly and moth paintings by the Scott sisters*. They were also a finalist in the 2014 MAPDA competition (Museums Australia Multimedia and Publication and Design Awards) in the category of multimedia.

The Museum won the Museums and Galleries National Award (MAGNA) for best temporary exhibition for *Tyrannosaurs*. The award recognised the contribution of Museum staff Bliss Jensen (project management), Elliott Cole (production management), Aaron Maestri (3D design) and Beau Vandenberg (2D design), and Museum Research Associate Dr Anne Musser (scientific content).

The book *Feathers of the Gods* was highly commended in the MAPDA (Museums Australia Multimedia and Publication Design Awards) (Amanda Teer, Designer).

The Long Gallery Preview display has been shortlisted for *Inside Magazine's* IDEA awards (Events) (Stuart Humphreys, Photographer).

### LEADERSHIP

Dr Dan Faith was made co-leader of the Genetics Working Group of GEO BON (Group on Earth Observations Biodiversity Observation Network)

Dr Anne Hoggett accepted an invitation to join the board of the newly formed Gaia Guide Association. The Lizard Island Field Guide is the founding Gaia Guide site.

### SCIENCE

Dr Jodi Rowley discovered a new species of frog (the Thorny Tree Frog, *Gracixalus lumarius*) which received worldwide attention. She blogged for National Geographic, attracting over 15,000 'likes' for one her blogs.

Drs Rebecca Johnson, Greta Frankham and Mark Eldridge were awarded a grant by the National Parks and Wildlife Foundation to fund ongoing Koala population genetics in the Port Macquarie area.

Paul Flemons and Dr Rebecca Johnson were invited to contribute in their areas of expertise (in collection digitisation and wildlife forensics respectively) in the US, China and Europe.

The Wildlife Genetics and Microscopy Unit received NATA accreditation to conduct wildlife forensic work, making them one of the few facilities in Australia conducting non-human forensic work at this high level of accreditation.



## APPENDIX O

### FELLOWSHIPS AND POSTGRADUATE AWARDS

Many researchers from around the world make special visits to the Australian Museum and to Lizard Island Research Station, the Museum's research facility in the Great Barrier Reef, to study the collections, undertake research and collaborate with Museum research staff. Each year, the Museum awards a number visiting fellowships.

As a result of the generosity of various benefactors, the Museum secured funds for the fellowships and postgraduate awards shown in Table O.1.

**Table O.1 Australian Museum visiting fellowships and postgraduate awards, 2013–14**

| Fellowship                            | Name                       | Institution   | Project   |
|---------------------------------------|----------------------------|---|---|
| Geddes Visiting Collection Fellowship | Alexey Solodovnikoc        | Natural History Museum of Denmark                     | Guide to genera of Australian rove beetles (Coleoptera: Staphylinidae)  |
| Geddes Visiting Collection Fellowship | Alexander Rzhavsky         | AN Servertsov Institute of Ecology and Evolutions RAS | Fauna of Spirobinae (Polychaeta, Serpulidae) of Australia   |
| Geddes Postgraduate Award             | Rodrigo Rodolfo Roman Pena | The University of Sydney                              | Do marine bioregions predict patterns of biodiversity? A test of the marine bioregionalisation boundaries of Australia using gastropod assemblages as a model of fauna. |
| Geddes Research Fellowship            | Patricia Esquete           | Universidad de Vigo, Spain                            | The genus <i>Uromunna</i> (Crustacea: Isopoda) in Australian waters: diversity and zoogeography in an Indo-Pacific context  |
| Geddes Research Fellowship            | Ronald Altig               | Mississippi State University                          | Advances in the biology of Australasian tadpoles  |
| Peter Rankin Herpetology Fund         | Damien Esquerre            | Australian National University                        | The evolution of head and body shape diversity in Australo-Papuan pythons   |
| Leo Fleischmann Fellowship            | Susan Davies               | Independent (no home institution)                     | Tracking the biographies of European trade goods in Papua New Guinea museum collections   |
| Ian Potter Doctoral Fellow            | Davina Poulos              | James Cook University                                 | Prior residency effects and the dynamics of fish communities in a changing environment  |
| Lizard Island Doctoral Fellow         | Lauren Nadler              | James Cook University                                 | Influence of climate change on schooling behaviour in coral reef fish   |



|   |                                      |   |  |
|---|--------------------------------------|---|--|
| Isobel Bennett<br>Marine Biology<br>Fellows           | Dr Paul York & Dr<br>Peter Macreadie | James Cook<br>University and<br>University of<br>Technology<br>Sydney | Carbon sequestration capacity of deep water<br>seagrasses won the Great Barrier Reef                                       |
| John and Laurine<br>Proud Fellow                      | Dr Jairo Rivera<br>Posada            | James Cook<br>University  | Improvements of the single injection 'bile<br>salts' control method for Crown-of-thorns<br>Starfish and novel perspectives |
| Coral Reef and<br>Marine Science<br>Foundation Fellow | Dr Celia Churchill                   | University of<br>California Santa<br>Barbara                          | Interactions between a crustacean and<br>an alga: the first marine arthropod with<br>photobionts? (Ostracoda:Philomedidae) |



## APPENDIX P ENERGY MANAGEMENT

The aim of the Government Energy Management policy is to achieve sustainable energy and cost reduction across the NSW Public Service. The policy uses energy use and greenhouse gas emissions in 1995–96 as a baseline against which savings are assessed.

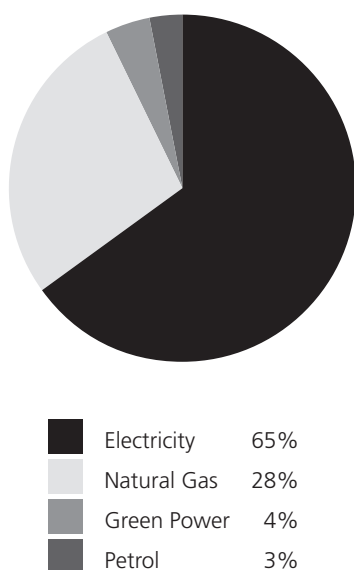
The Museum's energy usage for the last five years is shown in Table P.1. Changes are measured against baseline data from 1995–96 when energy use was 25,107 GJ and greenhouse gas emissions were 5128 tonnes. The different types of energy used for 2013–14 are shown in Figure P.1.

In 2008–09 the Museum occupied a new building with over 5000 m<sup>2</sup> of environmentally controlled premises for collections storage, laboratories and work areas. In 2010–11 the Museum increased its use of natural gas which resulted in a reduction in greenhouse gases, despite an increase in overall energy use. Improvements in the Museum's energy management resulted in a 22.4% decrease in energy use in 2011–12 and a reduction in greenhouse gas emissions of 982 tonnes. Further efficiencies in the operation of air conditioning and the installation of new dehumidifiers have again reduced energy usage this year.

**Table P.1 Energy usage at the Australian Museum, 2009–10 to 2013–14**

| Year                    | 2009–10 | 2010–11 | 2011–12 | 2012–13 | 2013–14 | change from baseline |
|-------------------------|---------|---------|---------|---------|---------|----------------------|
| Energy use (GJ)         | 29,182  | 29,930  | 27,995  | 23,449  | 21,733  | –13.4%               |
| Greenhouse gas (tonnes) | 5,286   | 4,994   | 4,986   | 4,513   | 4,004   | –21.9%               |

**Figure P.1 Energy consumption by fuel type (%)**





## APPENDIX Q

# WASTE REDUCTION AND RECYCLING

The Museum's Waste Reduction and Purchasing Policy was drafted in 1998 in liaison with the NSW Environment Protection Authority. The Museum's recycling and waste system was implemented in April 2001. The Museum aims to reduce the level of waste generated in both public and non-public areas of the Museum. The Museum's waste contractor is responsible for sorting and recycling material and has provided the data in Table Q.1.

The large increase in waste generated was due to a number of factors, including different assessment techniques between contractors and the consolidation of offsite storage, with disposal of waste materials.

In August 2013, the cleaning contract for the Museum was awarded to Broadlex Services Pty Ltd. As a result, waste management was transferred to Sydney Waste, who process waste through Veolia Services. Waste taken to Veolia Transfer Depot is then taken to Woodlawn BioReactor at Goulburn to turn into green energy.

**Table Q.1 Waste management at the Australian Museum**

|                             | 2009–10 | 2010–11 | 2011–12 | 2012–13 | 2013–14 |
|-----------------------------|---------|---------|---------|---------|---------|
| Weight collected (tonnes)   | 84.6    | 106.7   | 85.41   | 94.5    | 209.5   |
| Weight to landfill (tonnes) | 34.1    | 23.9    | 17.0    | 18.95   | 53.6    |
| Percentage to landfill      | 40%     | 22.6%   | 19.9%   | 20%     | 25.6%   |
| Percentage recycled         | 60%     | 77.4%   | 81.1%   | 80%     | 74.4%   |



## APPENDIX R

# HERITAGE MANAGEMENT

The Australian Museum has a responsibility to identify and manage the items of heritage which are in its ownership, care or control. Under Section 170A of the *Heritage Act 1977*, the Museum is required to provide a statement on the condition of items on its register in the Annual Report.

The entire site bordered by College, William and Yurong streets is included on the State Heritage Register (No. 805). In addition, the buildings are listed on the Register of the National Estate, Register of the National Trust and in the Central Sydney Heritage Local Environmental Plan 2000. Within this site are a number of buildings that are classified as being of State significance. They are:

- Lewis Wing
- Barnet Wing
- Vernon Wing (including the Hallstrom Theatre)
- William Street (Farmer) Wing
- National School Building.

These buildings are maintained in good condition. Items of Regional significance include:

- Still Addition
- Spirit House
- Old School Building.

These buildings are in good condition, except for the Old School Building which is in fair condition. Other buildings on the site which have had their heritage assessed are of local significance. They are in fair condition.

The Museum's Collections & Research Building, now renamed the Australian Museum Research Institute, which was completed in 2008, has yet to be assessed for heritage significance.

In the current year, the Museum contracted Orwell and Peter Phillips to develop a revised Conservation Management Plan (CMP) to complement the site Master Plan. This revised CMP is close to completion.



## APPENDIX S

# STAFF, WORKFORCE DIVERSITY AND WHS STATISTICS

### ACHIEVEMENTS

A major objective this year was to ensure staff have access to an e-learning program that incorporates updated compliance courses. A three-year agreement was negotiated with the provider which now also includes a 'corporate induction' module available to all employees. This induction provides a user-friendly and interactive overview of the accountabilities and functions of each Division and Branch in the Museum structure.

The Museum migrated to the new Trade and Investment ERP system, SAP ByDesign, while retaining a contract to access historical data maintained in the ERP legacy system.

The Museum continued to pursue the objectives of its workforce diversity plan to:

- improve the Museum's people management capabilities and practice
- maintain its commitment to a diverse and skilled workforce and gender equity.

Achievements for 2013–14 included the:

- training of staff in various aspects of the new ERP SAP ByDesign system such as procurement and supply, completion of timesheets and leave applications
- continued support for the Museum staff wellness program
- progressive implementation of the new Public Service Commission Competency-Based Framework and the commencement of the high level Senior Executive Implementation Plan
- progressive and ongoing redrafting of position descriptions into role descriptions that include the NSW Capability Framework
- ongoing review of WH&S risk assessments of operational areas with recommendations submitted to the Museum's executive regarding the findings
- continued commitment to recruitment advertisements that are also targeted towards Indigenous Australians.

### Salaries

The NSW State Government 2.27% wage increase was paid to all staff in the first full pay period in July 2013.

### Workplace Health and Safety

The Museum's Work Health and Safety (WHS) Committee continued working with Museum management to identify, assess and manage workplace hazards and ensure that the Museum complies with its legislative responsibilities under the *Work Health and Safety Act 2011* and the NSW Work Health and Safety Regulations 2011.

There were 2 lost time injuries reported in 2013–14, the same as 2012–13. There were no prosecutions under the Work Health and Safety Act.

### Industrial relations

The Joint Consultative Committee is a formal committee established to provide a means for resolving employee-related issues between the Museum Executive Leadership Team and the Public Service Association Workplace Group.

### Staff statistics

The number of executive positions (SES) increased from three in 2012–13 to five in 2013–14 (Table S.1). This is because the previous Director (SES 4) and the Head, Corporate & Knowledge Services (Senior Officer) are on extended leave, and their replacements (SES 4 and SES 2) are in place.

Average SES salaries increased by 2.5% in each band over the year (Table S.1). The number of females in SES positions increased to 1 for the first time since 2009–10 (Table S.2).

The following tables provide summary statistics and trends in non-casual staff, salary and EEO status:

- Table S.2 Remuneration level and workforce diversity status of non-casual employees, 30 June 2014
- Table S.3 Salary of non-casual employees, 2013–14
- Table S.4 Workforce diversity status and representation of non-casual employees, 2013–14



**Table S.1 Number and gender of SES equivalent positions, Australian Museum 2009–14**

| Level        | Gender | 2009<br>–10 | 2010<br>–11 | 2011<br>–12 | 2012<br>–13 | 2013<br>–14 <sup>*</sup> | Average<br>remuneration<br>2013–14 (\$) | <sup>+</sup> Employee-<br>related<br>expenses<br>2013–14 (%) |
|--------------|--------|-------------|-------------|-------------|-------------|--------------------------|---|--|
| SES 4        | Female |             |             |             |             | 1                        | \$259,850                               | 1.31   |
|              | Male   | 1           | 1           | 1           | 1           | 1                        |   |  |
| SES 2        | Female |             |             |             |             |                          | \$195,662                               | 0.73   |
|              | Male   | 1           | 1           | 1           | 1           | 1                        |   |  |
| SES 1        | Female |             |             |             |             | 1                        | \$189,112                               | 2.11   |
|              | Male   | 1           | 1           | 1           | 2           | 2                        |   |  |
| <b>Total</b> |        | <b>3</b>    | <b>3</b>    | <b>3</b>    | <b>4</b>    | <b>6</b>                 | <b>–</b>                                | <b>4.15</b>  |

\* includes Senior Officer equivalents

+ percentage of total employee-related expenses that relates to senior executives

**Table S.2 Remuneration level and workforce diversity status of non-casual employees, Australian Museum, 30 June 2014**

| Remuneration level of<br>substantive position | Total Staff | Male       | Female     | Aboriginal people and<br>Torres Strait Islanders | People whose first<br>language spoken as a child<br>was not English | People with a disability | People with a disability<br>requiring<br>work-related adjustment |
|---|-------------|------------|------------|--|---|--------------------------|--|
| < \$39,670                                    | –           | –          | –          | –  | –   | –                        | –  |
| \$39,670 to < \$52,104                        | 5           | 2          | 3          |  | 1   |                          | –  |
| \$52,104 to < \$58,249                        | 17          | 5          | 12         | 1  | 1   | 1                        | –  |
| \$58,249 to < \$73,709                        | 59          | 30         | 29         | 2  | 16  | 1                        | –  |
| \$73,709 to < \$95,319                        | 131         | 53         | 78         | 3  | 16  | 2                        | –  |
| \$95,319 to ≤ \$119,149                       | 29          | 14         | 15         |  | 3   | 1                        | –  |
| > \$119,149 (non-SES)                         | 29          | 20         | 9          |  | 3   |                          | –  |
| <b>Total</b>                                  | <b>270</b>  | <b>124</b> | <b>146</b> | <b>6</b>   | <b>40</b>   | <b>5</b>                 | <b>0</b>   |



Table S.3 Salary of non-casual employees, Australian Museum 2009–14

| Salary level            | 2009–10    | 2010–11    | 2011–12    | 2012–13    | 2013–14    |
|-------------------------|------------|------------|------------|------------|------------|
| < \$39,670              | 23         | 38         | 0          | –          | –          |
| \$39,670 to < \$52,104  | 18         | 14         | 11         | 9          | 5          |
| \$52,104 to < \$58,249  | 27         | 27         | 40         | 30         | 17         |
| \$58,249 to < \$73,709  | 63         | 63         | 105        | 114        | 59         |
| \$73,709 to < \$95,319  | 80         | 73         | 102        | 102        | 131        |
| \$95,319 to ≤ \$119,149 | 26         | 30         | 26         | 24         | 29         |
| > \$119,149 (non-SES)   | 11         | 11         | 22         | 25         | 24         |
| > \$119,149 (SES)       | 3          | 3          | 3          | 3          | 5          |
| <b>Total</b>            | <b>251</b> | <b>259</b> | <b>309</b> | <b>307</b> | <b>270</b> |

Table S.4 Workforce diversity status of employees, Australian Museum, 2009–14

| EEO status  | Benchmark or target (%) | 2009–10 (%) | 2010–11 (%) | 2011–12 (%) | 2012–13 (%) | 2013–14 (%) |
|---|-------------------------|-------------|-------------|-------------|-------------|-------------|
| Women   | 50                      | 53          | 54.8        | 55          | 57          | 54          |
| Aboriginal people and Torres Strait Islanders                 | 2                       | 1.2         | 1.2         | 1.9         | 3           | 2           |
| People whose first language spoken as a child was not English | 20                      | 12          | 13.5        | 14.2        | 11          | 15          |
| People with a disability                                      | 12                      | 1           | 1.5         | 1.6         | 3           | 2           |
| People with a disability requiring work-related adjustment    | 7                       | 0           | 0           | 0           | 0           | 0           |



## APPENDIX T

# HONORARY APPOINTMENTS

## 2013–14

The Australian Museum has a long history of making honorary appointments as a way of recognising individuals who have contributed to the advancement of the Museum. The following people held honorary appointments at 30 June 2014.

### HONORARY ASSOCIATES

His Imperial Majesty  
Emperor Akihito of Japan  
His Imperial Highness  
Prince Akishino of Japan  
Dr Hal Cogger,  
John Evans Memorial Fellow  
Dr Desmond Griffin AM,  
Gerard Krefft Memorial Fellow  
Mr Frank Howarth PSM  
Professor Frank Talbot AM

### Senior Fellows

Dr Val Attenbrow  
Mr Desmond Beechey  
Dr Penny Berents  
Dr Walter Boles  
Dr Michael Gray  
Dr Douglass Hoese  
Dr Alan Jones  
Mr Robert Jones  
Dr Kate Khan  
Dr David McAlpine  
Dr Max Moulds  
Dr Jeff Leis  
Dr John Paxton  
Dr Winston Ponder  
Dr Graham Pyke  
Dr Harry Recher  
Dr Alex Ritchie  
Dr Frank Rowe  
Dr William Rudman  
Dr Jim Specht  
Dr Lin Sutherland  
Dr Buz Wilson

### Research Associates

Dr Larry Barron  
Dr Michael Batley

Dr Peter Bayliss  
Dr Katherine Belov  
Dr Maria Capa  
Dr Anne Clark  
Mr Andrew Cody  
Mr David Colchester  
Ms Tessa Corkill  
Dr Lyndall Dawson  
Mr Roger de Keyser  
Mr H John Disney (deceased)  
Dr Malte Ebach  
Mr Brian England  
Dr Judith Field  
Mr Joseph Forshaw  
Emeritus Professor  
Richard Frankham  
Dr Richard Fullagar  
Dr Lorraine Gibson  
Dr Barry Goldman  
Dr Ian Graham  
Mr Ken Graham  
Dr Peter Grave  
Mr Owen Griffiths  
Mr Randolph Griffiths  
Professor Colin Groves (deceased)  
Mr Sebastine Haraha  
Dr Peter Hiscock  
Mr Kirk Huffman  
Dr Margaret Humphrey  
Dr Isabel Hyman  
Dr Walter Ivantsoff  
Ms Patricia Kailola  
Mr Vince Kessner  
Dr Frank Köhler  
Dr Nina Kononenko  
Mr Robert Lachlan  
Dr Nathan Lo  
Mr Wayne Longmore  
Associate Professor  
Peter Matthews  
Mr Katsusuke Meguro  
Dr Hiroyuki Motomura  
Dr Anne Musser  
Dr Armstrong Osborne  
Dr Harry Parnaby  
Dr Hannelore Paxton  
Mr Rohan Pethiyadoga  
Dr John Pickett

Dr David Pollard  
Dr Sally Potter  
Mr Tony Rose  
Dr Glenn Shea  
Mr Michael Shea  
Ms Elizabeth Smith  
Mr Graeme Smith  
Dr John Stanisic  
Mr Roger Steene  
Dr Jeffrey Stilwell  
Dr Desmond Strusz  
Professor Glenn Summerhayes  
Dr Pamela Swadling  
Professor Günther Theischinger  
Dr Brian Timms  
Dr Eren Turak  
Mr Gary Watson  
Mr Jean Weiner  
Dr Arthur White  
Dr Geoff Williams OAM  
Ms Lois Wilson  
Mr Graham Wishart  
Dr Gavin Young



## APPENDIX U

# MUSEUM VOLUNTEERS

### INTRODUCTION

There were 501 people actively volunteering onsite and offsite for the Australian Museum in 2013–14 and 354 volunteers contributing online transcribing data (Table U.1). Ten volunteers contributed in more than one department and many also registered and contributed online transcribing data.

Onsite and offsite volunteers contributed over 153,000 hours of service during the year. Most volunteers were long-term (with at least one year of service) and regular (attending at least once a week), with some serving in more than one area of the Museum. A small number volunteered on short-term, one-off projects such as the Australian Museum Science Festival.

In particular:

- 63 Visitor Services Unit front-of-house volunteers assisted visitors with information, orientation tours and ‘hands on’ experiences
- 70 Collection Informatics Unit Digivol volunteers contributed 6440 hours imaging 45,696 specimens from the Malacology, Entomology and Marine Invertebrates collections and 38,623 pages of archival material.

Streamwatch, a citizen science program that monitors water quality and aquatic invertebrates across Sydney waterways, had its first full year of operation at the Museum with 58 groups testing 150 sites across metropolitan Sydney, greater Sydney and the Illawarra. The 149 volunteers tested multiple sites generating 860 data sets averaging four water quality parameters each in 2013–14.

Using the Biodiversity Volunteer Portal, 354 volunteers contributed 52,000 online data transcription tasks in this collaboration between the Australian Museum and the Atlas of Living Australia. These tasks included biodiversity records for a range of institutions around the world such as the Smithsonian and the New York Botanic Gardens as well as the Australian Museum.

**Table U.1 Contribution of volunteers to the Australian Museum, 2013–14**

| Division                                | Number | Area   |
|---|--------|--|
| Public Engagement & Culture             | 148    | Visitor Experience, Program Delivery, Production and Design, Cultural Collections, Conservation and Consulting |
| Science & Learning                      | 206    | AMRI, Natural Science & Biodiversity Conservation, Science Services & Infrastructure, Life Long Learning       |
|   | 149    | Streamwatch program volunteers providing field data  |
|   | 354    | Worldwide volunteers transcribing digitised collection and archival material using the internet                |
| Development, Communications & Marketing | 15     | Development, Marketing, Members  |
| Corporate & Knowledge Services          | 3      | IT   |

Note: includes volunteers who contributed in more than one department.



**VOLUNTEERS 2013–14**

The Museum gratefully acknowledges the invaluable support of the following people who volunteered their services during the year. Those marked with a hash (#) served in more than one area of the Museum.

**PUBLIC ENGAGEMENT  
& CULTURE DIVISION****Cultural Collections,  
Conservation &  
Consulting volunteers**

Rebecca Barnott-Clement  
Sarah Carter  
Natalie Cassaniti  
Nicola Craig  
Charlotte Kowalski  
Nanette Goodsell  
Sophia Harris  
Adrienne Hirst #  
David Lind  
Susan Myatt  
Natasha Naughton  
Christopher Nelson  
Jan Perkin  
Angela Rosenstein  
Anna Soakai  
Vicki Tran  
Prue Walker  
Laura Williams  
Simon Wyatt-Spratt  
Penny Zylstra

**Program Delivery, Production  
and Design volunteers**

Cate Pennington  
Megan Van der Hyden

**Visitor Experience volunteers**

Karen Adams  
Peter Andrews  
Colin Asimus  
Les Bassett  
Lyn Baveystock  
Carole Bennetts #  
Ray Biddle  
Marie Buchanan

Courtney Buckland  
Cate Burns  
Sara Cabrera  
Julie Cameron  
Marsha Canning  
Jo-Ann Carder  
Jordan Cavanough  
Anna Chang  
Helen Clark  
Nicole Dahlberg  
Pam Damon  
Karen Gardiner  
Diana Gershwin #  
Maria Luisa Gleria  
Peter Grocholsky  
Emma Groves  
Joe Haddock  
Janet Hanscomb  
Ashleigh Harrington  
Anne Harvey  
Adrienne Hirst #  
Dinah Holden #  
Mary Hughes  
Jennifer Johnson  
Samantha Jones  
Hinda Kaunitz  
Roger Langsworth  
Dot Lucas  
Joan Luijckink  
Dave Mackinnon  
Jim Mammoliti  
Lynette Martel  
Peter Martin  
Annette McGregor  
Ted McKeown  
Lynne McKenzie  
Ourania Mihas  
Albert Mispel  
Clare O'Brien  
Lynne Palmer  
Leonie Philip  
Denise Playoust  
Tony Power #

Luisa Properzi  
Emily Quirk  
Alan Roby  
Lesley Roby  
Gaye Ross  
Libby Sakker  
Catherine Samways #  
John Schattiger  
Marieanne Schattiger  
Moiria Shackleton  
Jenny Starling  
Ailsa Stewart  
Lesley Strauss  
Susan Sweller  
Keren Symonds  
Gillian Tansilao  
Jim Teys #  
Judith Townsend  
Marna Wainberg  
Sally Whitaker  
Julie Wilshire  
John Woodfield

**SCIENCE & LEARNING  
DIVISION****Natural Science & Biodiversity  
Conservation volunteers**

Jessica Alchin  
Robert Allen  
Win Alliston  
Bridget Banfield  
Michael Batley  
Samantha Battersby  
Mahmuda Begum  
Camela Souza Beraldo  
Emma Bjorndahl  
Jennifer Brand  
David Bray  
Michael Brock  
Linda Brown  
Rebecca Bryant



Michael Burleigh  
 Maggie Butcher  
 Matthew Byron  
 Gordon Campbell  
 Emily Cave  
 Lynne Chamberlain  
 Lee Chew  
 Belinda Clark  
 Kimberley Connor  
 Andrew Conomy  
 Ray Corcoran  
 Russell Cox  
 Carson Creagh  
 Christine Crowther  
 Ron Cumbo  
 Maxine Darwin  
 Pamela Da Costa  
 Justine Djajadikarta  
 Radka Dostal  
 Jan Fisher  
 Garbor Foldvary  
 K S Ganga  
 Tiffany Gardoll  
 Adrienne Gatt  
 Marissa Gee  
 Anne Gilling  
 James Graham  
 Rosemary Golding  
 Denis Hackett  
 Anders Hallan  
 Emma Hardcastle  
 Barbara Harvey  
 Maureen Haydon  
 Dominic Holmes  
 Shimona Kealy  
 Urvashi Lallu  
 Jonathan Lay  
 Kara Layton  
 Alan Leishman  
 Nerida Little  
 Brian Lobb  
 Angela Low  
 Marika Low  
 Peter Mallesch  
 John Martin  
 Beverly Matthews  
 Julian May  
 Gail McFarland

Graham McLean #  
 Annie Noack  
 Freia Noss  
 Margot O'Donoghue  
 Lee Peacock  
 Nick Phillips  
 Scott Pilley  
 Rosemary Pryor  
 John Rankin #  
 Julia Ribas  
 Ainslie Robinson  
 Hazel Ronay  
 Sharn Rose  
 Kate Rudolph  
 Allison Runck  
 Phillip Russo  
 Catherine Samways #  
 Margaret Schonell  
 Norma Scott  
 Corey Sellwood  
 Michael Shea  
 Doris Shearman  
 Megan Sheppard Brennan  
 Letitia Silberbauer  
 Claudia Sirdah  
 Clodagh Smith  
 George Smith  
 Anne Stevens  
 Ian Stevenson  
 Jane Stevenson  
 Karen Stokes  
 Emily Strautins  
 Allen Sundholm  
 Jim Teys #  
 James Tickner  
 Greg Towner  
 Tony Trujillo  
 Nadia Vitlin  
 Wendy Walker  
 Hugh Watt  
 Jean Weiner  
 Jenny Westwood  
 Gillian Whitney  
 Eunice Wong  
 Li Zheng

### Science Services & Infrastructure volunteers

Miraj Alauddin  
 Stephanie Alvarado  
 Samantha Battersby  
 Geoffrey Berry  
 Judith Bonner  
 James Boubii  
 Anne Brophy  
 Karin Brown  
 Leopold Bryant  
 Marc Carrabs  
 Selina Cheong  
 Susan Clinch  
 Valerie Collard  
 Gaynor Cotter  
 Wendy Dang  
 Caroline Davy  
 Craig De Davenport-Stuart  
 Frederique Devaux  
 Susan Dietrich  
 Catherine Dillion  
 David Dixon  
 Megan Edey  
 Julie Edstein  
 Kate Elliott  
 Joanne Falla  
 Veronica Fitzpatrick  
 Melville Fong  
 Clare Forte  
 Tiffany Gardoll  
 Marta Garreton  
 Diana Gershwin #  
 Justine Gleeson  
 Kevin Goodwin  
 Melissa Graf  
 Wendy Greenfield  
 Christopher Harris  
 Annika Harrisson  
 John Hepworth  
 Catherine Hopkins  
 Rachel Horler  
 Christine Hoskins  
 Paula Jensen  
 Richard Jones  
 Alanah Kazlauskas  
 Wendy Kesterton



Ada Klinkhamer  
 Peter Korber  
 Anuipreet Kounsai  
 John Koutsouras  
 Karen Kuan  
 Yolande Lebreux  
 Louise Ledwich  
 Alison Leeson  
 Karen Li  
 Si-Wan Loong  
 Ron Lovatt  
 Duncan Loxton  
 Victoria MacArthur  
 Laura Mainwaring  
 Michele Manins  
 Angela McCartney  
 Heather McNamara  
 Natalie Megna  
 Leone Minahan  
 Sam Moginie  
 Louise Morgan  
 Linda Mott  
 Gae Mulvogue  
 Tiina Muukkonen  
 Anna Namuren  
 Tuan Nguyen  
 Nicole O'Donnell  
 Joanne O'Meadhra-Elder  
 Bettina Orellana  
 Alex Palmer  
 Barbara Pointer  
 Mark Porich  
 Tony Power #  
 Debbie Ranford  
 John Rankin #  
 Jim Richardson  
 Jill Riley  
 Madeleine Riley  
 Marzena Rucinski  
 Cynthia Rodrigo  
 Chris Robertson  
 Tristan Ryan  
 Mrinmayi Sadavarte  
 Chantelle Sammut  
 Marie Louise Sendes  
 Karen Shore  
 Marian Simpson

Annelisa Sipas  
 Andrew Smith  
 Dianne Stocks  
 Lorraine Tacouni  
 Janine Taylor  
 Kosta Thompson  
 Paula Twine  
 Maret Vesk  
 John Wagner  
 Tristram Wake  
 Penny Walker  
 Jonathan Watkins  
 Paul Wildeisen  
 Amelia Wong  
 William Wong  
 Jacinta Wood  
 Aleit-Marei Woodward  
 Cynthia Young  
 Jasmine Zdrakovic  
 Li Zheng

**Life Long Learning volunteers  
 (including Streamwatch)**

Nicholas Alexander  
 Melina Amerasinghe  
 Tomas Anderson  
 Peter Ardill  
 John Arney  
 Ian Bailey  
 Merlinda Bainbridge  
 Shane Baker  
 Greer Banyer  
 Steven Barratt  
 Wayne Baulch  
 Sonia Baxant  
 Mansi Bhatt  
 Craig Bennett  
 Warren Bennetts #  
 Shenali Boange  
 Steven Body  
 Quill Bowden  
 Paul Bradford  
 Tracey Bradford  
 Eric Brocken  
 David Brookfield  
 Ann Brown

Russell Brown  
 Simon Brown  
 David Bush  
 John Butcher  
 Ian Butler  
 Patricia Butler  
 Ian Carroll  
 Alan Choy  
 Beatrice Chung  
 Susan Clowser  
 Sharyn Cullis  
 Ewelina Czejkawoke  
 Billie Davies  
 Scott Davies  
 Gaynor Derriman  
 William Domanski  
 Emily Dowling  
 Jonathan Dowling  
 Ellie Downing  
 Alan Downes  
 Jan Duttmer  
 Andrew Eaton  
 Louise Egerton  
 Lina Elakour  
 Cecil Ellis  
 Mary Erian  
 Charis Estoesta  
 Peter Field  
 Daniel Flood  
 Jess Foster  
 Janet Fox  
 Helen Francey  
 Geoff Francis  
 William Galp  
 Sue Gard  
 Stefan Gawronski  
 John Gillooly  
 Kerry Goonan  
 Marjorie Gosling  
 Andrew Graf  
 Luke Graham  
 Michael Greenwood  
 James Gundry  
 Adam Halliday  
 Brooke Hannan  
 Tom Heath  
 Jenny Hill



Rebecca Hogan  
 Dinah Holden #  
 Anqi Huang  
 Ropeta Hunt  
 Pamela Irving  
 Remi Jenoc  
 Kathy Jewitt  
 Stephen Jewitt  
 Samantha Jones  
 Joanna Jordan  
 Biljana Jovanovic  
 Beth Kasumovic  
 Edith King  
 Bill Lang  
 Libby Lawson  
 Milton Lazarus  
 Ann Leahy  
 Christine Lee  
 Barry Lees  
 Diane Light  
 Grace Lin  
 Andrew Long  
 Dean Lubyckij  
 Grant Lubyckij  
 Mary Anne MacDonald  
 Sara Maddison  
 Fay Mantas  
 Lia Mareko  
 Jan Marshall  
 Ralph Martino  
 Paul Matten  
 Jean Mayhew  
 Natalie Mayhew  
 John McAuliffe  
 John McDougall  
 Ian McEwan  
 Tahnee McHutchison  
 Roy Minden Farman  
 Alana Mohamed  
 Victoria Molluso  
 Ann Montague  
 Anthony Montgomery  
 Sarah Mortensen  
 Yvette Munro  
 Felicity Nelson  
 Lynda Newnam  
 Chris Noon

Monica Nugent  
 Wendy Oakes  
 Julie O'Connor  
 Vera Olbrycht  
 David Olshen  
 Erdal Ozen  
 Hannah Paddon  
 Ken Parsons  
 Sandra Payne  
 Henry Peters  
 Tom Peters  
 William Peters  
 Jade Phillips  
 Judy Playfair  
 Geoff Pollard  
 Pevlin Price  
 Jacinta Reinberger  
 Margaret Richardson  
 Heather Richmond  
 Christin Riley  
 Joanna Robinski  
 Paul Robinson  
 Janai Roebeck  
 Helen Rowe  
 Karen Scanes  
 Lilly Schwartz  
 Patricia Schwartz  
 David Seymour  
 Marianne Sheumack  
 Rick Shires  
 Chelvi Singaram  
 Amy Situ  
 Bryan Smith  
 Garth Smith  
 Margaret Smith  
 Euphemia Solomon  
 Glenda Spresser  
 Maree Stacy  
 Gavin Stewart  
 Heather Stewart  
 Colin Storey  
 Michael Streatfeild  
 Andrew Sutcliffe  
 Elizabeth Sutcliffe  
 Sue Tarran  
 Ashley Thamm  
 Melanie Thomas

Bob Trebilcock  
 Thi Manh Trebilcock  
 Carol Turner  
 Chris Vaz  
 Valeria Volpato  
 Anne Wagstaff  
 Kim Wagstaff  
 Susie Waller  
 Victoria Watson  
 Sally White  
 Shannon Wilder  
 Darren Williams  
 Samantha Williams  
 Adam Woods  
 Robyn Woods  
 Robert Wray  
 Champ Wu  
 Lina Zainal

## **DEVELOPMENT, COMMUNICATIONS & MARKETING DIVISION**

### **Members volunteers**

Carole Bennetts #  
 Warren Bennetts #  
 Wendy Charng  
 Victoria Collis  
 Anthony Ellis  
 Jennifer Jenkins  
 Margaret Killin  
 Graham McLean #  
 Gaye McLean  
 Ross Pearson OAM  
 John Robertson  
 Keith Robinson

## **DIRECTORATE DIVISION**

### **Corporate and Knowledge Services volunteers**

Bruno Domingues  
 Matthew Krenmayr  
 Angela Rowland



## APPENDIX V

# KEY ACQUISITIONS AND DONATIONS TO THE COLLECTIONS

The Museum is always happy to receive donations of interesting specimens from staff, supporters, Research Associates and the public where these align with the Museum's collections policies and are accompanied by label data including the place of origin, the date collected and the name of the collector.

### GEOSCIENCE

A number of valuable mineral and fossil specimens were acquired by donation this year, including the following (donor's name in brackets):

- magnesite nodules from Timor-Leste (Dr Ian Graham, UNSW)
- display-quality malachite and pyromorphite specimens from Brown's Prospect, Rum Jungle, NT (geologists Paul Melville and D Rosewall)
- a collection of approx. 60 mineral, rock and fossil specimens collected by former BMR geologist Ken Tate in the 1950s & 1960s in NT (donated by his daughter Rhonda Gray)
- large pieces of pumice from the Havre Seamount eruption, Kermadec Islands (Melissa Murray, Visitor Services)
- a collection of about 220 mainly Australian mineral specimens and some fossils (Susi Stark).

### ORNITHOLOGY

A number of fresh and frozen specimens were donated by the general public and staff. These included a fine specimen of White Cockatoo from Museum taxidermist Katrina McCormick and specimens of Fairy Martin, Bassian Thrush and Varied Triller (both uncommon species (volunteer Gordon Campbell)).

Rare specimens added to the collection included the Long-tailed Cuckoo, a rare visitor to Lord Howe Island. This new study skin specimen is only one of three specimens in the bird collection from the island. A manuscript has been written and submitted to the journal *Australian Field Ornithology* by Walter Boles.

### MAMMALOLOGY

Some notable mammal specimens acquired this year include:

- Pygmy Possums (NPWS, University of New England)
- mammals from the Western Highlands, PNG (Dr Ken Aplin)
- specimens from Zambia and Kenya (donated by a private donor)
- a small number of Northern NSW mammals (NPWS, Port Stephens)
- Flying Foxes and other small-medium sized mammals (NPWS, Alstonville, Grafton and Murwillumbah)
- two Spotted Dolphin specimens (Taronga Zoo).

### MALACOLOGY

The most notable acquisition this year is a collection of shells collected in Australia during 1930–31 (a period not well represented in existing collections) by naturalist Ezra Newton Drier. This acquisition was made possible as a result of funding provided by the Australian Museum Foundation.

### ENTOMOLOGY & ARACHNOLOGY

Some of the insect and spider specimens received this year included:

- 200 hawkmoths representing 60 species (Jean Weiner, Research Associate)
- butterflies from the Pillaga (Michael Murphy, part of the butterfly fauna study)
- 40 littoral spiders (Professor Günther Theischinger, EPA)
- 39 type specimens of peacock spiders (Dr Jurgen Otto, DAFF)
- a collection of millipedes (Dr Bob Mesibov, Tasmania)
- voucher collection of a recently described psyllid (Ierp insects) (Deborah Kent)
- vouchers of the potentially serious insect pest *Drosophila suzukii* collected in Italy.



These last voucher specimens have been distributed to various laboratories for reference to aid in identification in case of an outbreak, as this serious pest of fruit in North America and Europe is not currently found in Australia

### ICHTHYOLOGY

Many fish specimens were received, most notably a specimen of hammerhead shark donated by Dr Vic Peddemors.

### MARINE INVERTEBRATES

Notable specimens received this year included:

- 9 lots of Stomatopoda (mantis shrimp, including genetic material) from Lizard Island (Dr Megan Porter, University of Maryland)
- 5 lots of Polychaeta (marine worms) from the Bay of Biscay, connected with publications (Dr Hannelore Paxton, Macquarie University)
- several lots of Amphipoda (beach hoppers etc) from Australia and Moorea (Dr Alistair Poore, University of New South Wales)
- type specimens of a new species of Caprellidae (skeleton shrimp) from Japan (Dr Ichiro Takeuchi, Ehime University)
- 5 lots of mud worms from South Africa for comparison to Australian pest species (Dr Carol Simon, Stellenbosch University).

### CULTURAL COLLECTIONS

Targeted acquisitions made under the Cultural Collections Acquisitions Policy included:

- Dauma and Garom (ghost net sculptures, Erub Art Centre, Darnley Island Torres Strait)
- Barramundi ghost net sculpture (Simon Norman, Pormpuraaw Art Centre, Cape York)
- shell ornaments of Sydney Harbour Bridge and Sydney Opera House (Esme Timbery Russel and Marilyn Russel, La Perouse)
- Maireener and black crow shell necklace, oat and maireener shell necklace (Lola Greeno, Launceston)

- Maketi Ples 25 woven objects and textiles (from Tonga, Marshall Islands and Papua New Guinea)
- Contemporary breast plate (coconut shell and leather body ornament) (Niphai Tupaea, Sydney).

In addition, 15 mounted taxidermy specimens (7 birds and 8 mammals) were acquired through the Patricia Porritt Collection Acquisition Fund. These specimens have become part of the Australian Museum's collections and will be incorporated into an internationally significant travelling exhibition about Australia's wildlife diversity.



## APPENDIX W

# BENEFACTORS AND SPONSORS

### AUSTRALIAN MUSEUM FOUNDATION

The Australian Museum Foundation is an independent organisation dedicated to raising funds to support projects across the Museum, from research and collections to science communication and education programs.

This year the Foundation increased the number of its Trustees to 12, with the appointment of Fiona Sinclair. Foundation Trustees in 2013–14 were:

- Diccon Loxton, Chairman
- John Pearson, Deputy Chairman
- Ailsa Crammond
- Michael Chaaya
- Tim Goodman
- Chris Grubb
- Frank Howarth PSM
- Alasdair MacLeod
- Scott Reid
- David Rickards
- Brian Sherman AM
- Fiona Sinclair

New Director & CEO Kim McKay was appointed to the Foundation in August 2014.

General donations to the Australian Museum Foundation increased in the 2013–14 financial year, and there was also 150% increase in revenue from the annual gala dinner, *The Night at the Museum*.

Held in the *Indigenous Australians* gallery on 8 May 2014, the event raised funds for the revitalisation of the Museum's Long Gallery – Australia's oldest gallery. 195 guests were welcomed by Adam Spencer as MC and entertained by young Indigenous musician Marcus Corowa. Guests participated in a fun 'Fact or Fiction' guessing game and had special access to objects from the Museum's collections with Museum staff on hand to host guests and share their knowledge and expertise. Guests contributed generously through the raffle, guessing game and silent and live auctions. Over \$64,000 was raised on the night, with subsequent donations of over \$100,000. At 30 June the total profit from *The Night at the Museum* was \$154,116.

The Foundation's annual direct mail campaign focused on raising additional funds for the Long Gallery transformation and other projects. As of 30 June, total funds raised for the Long Gallery project were \$164,616.

Engagement with donors and prospects continued during the year. Two lunches were held, one with Jim Bildner, Lizard Island Reef Research Foundation Trustee and Adjunct Lecturer in Public Policy at Harvard University, on the *New Frontiers in Philanthropy*, and the other with Museum ornithologist Dr Richard Major, on the *White Fronted Chat Conservation Project*.

Other events included the launch of the book *Feathers of the Gods* and collection viewing, the opening night drinks of *Tyrannosaurs: Meet the Family*, and the President's Circle thank-you dinner.

### Grants made by the Foundation

The Trustees of the Australian Museum Foundation provided 8 grants to the Museum totalling \$398,002 in 2013–14. Projects supported by the Foundation in the period included:

- Pacific Youth Cultural Reconnection Program: a program which connects youth in detention with their cultural heritage using the Museum's Pacific collections
- acquisition of new artworks from the Yuendumu community in Central Australia (Patricia Porritt Collection Acquisition Fund)
- commissioning an animated video, in collaboration with the Darnley Island Arts Centre, Torres Strait
- acquisition of an automated sculpture mask of a hammerhead shark by Torres Strait Islander artist Ken Thaiday (Patricia Porritt Collection Acquisition Fund)
- a collaborative research project between the Australian Museum and The Nature Conservancy, Australia
- supporting ongoing wildlife genetic research through the Museum's Australian Centre for Wildlife Genomics.



- acquisition of a series of 'ghost net' weavings from Pormpuraaw, Cape York Peninsula (Patricia Porritt Collection Acquisition Fund)
- repatriation of the EN Drier Shell Collection – an historic collection of Australian shells from the Museum of Vancouver.

#### **LIZARD ISLAND REEF RESEARCH FOUNDATION**

The Lizard Island Reef Research Foundation is an independent organisation dedicated to raising funds for the Australian Museum Lizard Island Research Station and scientific research there. Its Trustees are:

- Dr Penny Berents
- Jim Bildner
- Ken Coles AM
- Belinda Gibson
- Dr Ronnie Harding
- Frank Howarth PSM
- Chris Joscelyne
- Vivian King
- Raymond Kirby AO
- Professor Lynne Madden
- Fiona Playfair
- Heather Power
- Robert Purves AM
- David Shannon (Chair)
- Graham Sherry OAM
- Charlie Shuetrim AM
- Helen Wellings

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The Australian Museum's exhibitions and programs were supported by 19 partners who contributed more than \$562,500 in cash and over \$1.25 million value in goods and services throughout the financial year.

The support included a number of new partnerships acquired for the *Tyrannosaurs* exhibition including an airline partnership with China Eastern Airlines and an accommodation partnership with Pullman Sydney Hyde Park.

Relationships with existing media partners, including National Geographic Channel, *The Daily Telegraph*, JCDcaux and *Sydney's Child* continued to provide valuable support for the Museum's exhibitions and public programs. In line with the target audience for *Tyrannosaurs*, a new partnership was also secured with Radio KIIS 1065 to promote the exhibition.

3M Australia continued to support the Australian Museum Science Festival as a major sponsor. Other supporters of the festival included Charles Sturt University, Australian Nuclear Science and Technology Organisation (ANSTO) and the University of Western Sydney.

The 24th Australian Museum Eureka Prizes, Australia's premier science awards, independently recognised contributions from various sponsors, including 15 prize partners across 17 prizes, and seven supporters who contributed almost \$80,000 value-in-kind. The Award Dinner was held at Sydney Town Hall in September and awarded \$170,000 in prize money.

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