AUSTRALIAN MUSEUM

ANNUAL REPORT 2014-15

"... access to museums and galleries allows everybody to enter another world, think of another world, see the world from somewhere else, reimagine their own world, reimagine themselves..."

Neil McGregor,
Director British Museum
BBC Artsnight April 2015

AUSTRALIAN MUSEUM

ANNUAL REPORT 2014-15

Australian Museum
1 William Street
Sydney, NSW, 2010
Australia

Australian Museum Annual Report 2014–15

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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.

Further information on the research and education programs and services of the Australian Museum can be found at australianmuseum.net.au.

Cost of production
The production cost of this report is estimated at $900.

Minister
The Hon. Troy Grant, MP
Deputy Premier, Minister for Justice and Police,
Minister for the Arts
Minister for Racing

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 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 Executive 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. Further information on the research and education programs and services of the Australian Museum can be found at australianmuseum.net.au.

ADMISSION CHARGES

General Museum entry:
Adult **$15**
Child (under 16 years) **$8** **(free since 26 June 2015)**
Concession **$8**
Pre-booked Australian school groups
(per child) **$6.00** **(free since 26 June 2015)**
Pre-booked preschool groups **Free**
Australian Government DVA Gold Cardholders, Australian Government 'Blue' Pensioner Concession Cardholders, ICOM and Museums Australia members **Free**
Australian Museum Members **Free**

Additional charges may apply for special exhibitions and activities.

ANNUAL REPORT 2014-15

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PART I

> THE YEAR IN REVIEW

The wealth of diverse achievement in this annual report demonstrates once again the rigour and diversity of public programming, research and learning activities at this internationally renowned museum

PRESIDENT'S REPORT

> A NEW VISION

With a new Executive Director & CEO, and a vision for the future, the AM has a year of significant achievement to build on. Stage 1 – transforming the ground floor galleries and culminating with the opening of the Crystal Hall – was completed in September 2015.

The successes of the year would not be possible without the support of the NSW State Government. The wealth of diverse achievement in the annual report demonstrates once again the rigour and diversity of public programming, research and learning activities at this internationally renowned museum.

> Science, Learning & Collections

The Australian Museum Research Institute (AMRI) was launched officially by the Hon. Troy Grant MP, NSW Minister for the Arts, in August 2014. AMRI now provides a focal point for the wide-ranging scientific research conducted here by world class research staff who apply their expert knowledge of almost every animal group to discover more about key issues facing our society today. With unique strengths centred around the Museum's 18-million-strong collections, the Museum's research scientists are contributing increasingly to the important fields of biodiversity, bio-security, taxonomy, population genetics and ecology.

With the formal launch of the Australian Museum Centre for Citizen Science in April 2015, there is now a focal point for a range of important programs at the community level as well. These programs help ensure important data is increasingly captured and made available globally, in, for example, the crucial areas of water quality and wildlife monitoring.

The AM's renowned school education programs continue to promote STEM related studies, providing links to the unique careers to be found in museum science. Lectures, talks and behind the scenes insights are also readily available to "students" of all ages.

> Exhibitions

Aztecs continued the tradition of the AM bringing significant collections and exhibitions to Sydney that we would not otherwise see. Concurrently, the Museum's touring exhibitions had an outstanding year, with more than nine exhibitions touring 15 venues in Australia and New Zealand.

These included two editions of *Wildlife Photographer of the Year, Menagerie, Frank Hurley: Journeys into Papua, Tyrannosaurs, Museum Exposed* and *Super Croc*. Together they had an audience of more than 622,000, nearly double the number of visitors to our touring exhibitions from the previous year.

> Thanks to the Museum community

In my third year as President, I commend the AM 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. I particularly thank Kim McKay AO who, with her leadership and vision, has achieved so much across the Museum in her first year as Executive Director & CEO.

My thanks also go to the Australian Museum Members who provide a significant support base through participation and advocacy on a variety of fronts. Similarly, the AM couldn't function without its 900 volunteers who apply their knowledge and skills to provide significant benefits in science, learning and engagement at "front of house", as well as behind the scenes and on-line.

The Chairs and Trustees of the Australian Museum Foundation (AMF) and the Lizard Island Reef Research Station Foundation (LIRRF) continue to work tirelessly for the benefit of the AM as they lead programs and build relationships to expand the Museum's support base. I particularly thank their respective chairmen, Diccon Loxton and David Shannon.

My sincere thanks go to departing Trustee Karina Kelly who served on the Trust's Science Strategy Panel and Internal Audit and Risk Committee. I welcome new Trustee, Jennifer Bott AO, with her expertise in building support for cultural organisations. The ongoing contributions of all Trustees are invaluable as we implement a new five-year corporate strategic plan and focus on master planning to continue transforming the Australian Museum.

Catherine Livingstone AO
President, Australian Museum Trust

Most exciting was the announcement made in January by the Premier and Deputy Premier that there will be free general admission to the Australian Museum and the Powerhouse Museum for children under 16

EXECUTIVE DIRECTOR & CEO'S REPORT

> TRANSFORMING THE MUSEUM

The transformation of the Australian Museum began in earnest this year, with the opening of the First Australians galleries featuring two new exhibitions; and our first major display from the AM's world renowned Pacific collection in 30 years. *Pacific Spirit*, was opened by the Hon. Julie Bishop MP, Minister for Foreign Affairs, in April 2015. Significantly, our new entry, Crystal Hall, also commenced construction.

> Master planning and a new corporate strategic plan

The Australian Museum master planning process continues with NSW Government funding over two financial years (2015–16). The plan will position the AM as the premier museum in Australia and the Pacific.

Continuing the AM's transformation, our goals include the major redevelopment of the 2,700m² site on Yurong Street. The AM is the only cultural institution in Sydney with this scale of development opportunity on its existing site. Our current achievements signal that the AM is ready to deliver an iconic building project which will contribute significantly to the visitor economy of Sydney as well as to the cultural and scientific life of the people of NSW. It will also reinforce the role of Australia's first museum as a key contributor in the Australia Pacific region, as envisaged in the Museum's Corporate Strategic Plan (CSP) 2015–20.

In addition to major gallery openings and launches of the Australian Museum Research Institute and the Centre for Citizen Science, our interactions with Indigenous and Pacific cultural groups increased, our Natural Science and Cultural Collection policies were revised and major corporate partners and sponsors joined the Museum providing their valuable support.

In February the café moved to the rooftop allowing visitors to enjoy sweeping views of the City and Harbour. The Museum Store moved to the Atrium, liberating the ground floor heritage space (630m²) as a gallery, the first net increase in permanent gallery space in 50 years. *Wild Planet* opened in this space in September 2015, focusing on biodiversity and displaying more than 400 animals from around the world. This, with the stunning new main entry pavilion on William Street, Crystal Hall, completes the Stage 1 transformation of our public façade as well as our ground floor visitor experience.

Most exciting was the announcement made in January by the Premier and Deputy Premier that there will be free general admission to the Australian Museum and the Powerhouse Museum for children under 16. To launch this initiative and election commitment, both museums were open free of charge for all visitors on the first weekend of the June–July school holidays and achieved record attendances.

> Social inclusion

We continue to make a significant impact through social justice and inclusion projects. Expanding our successful program of cultural engagement with at-risk Pacific youth, the AM worked with juvenile detention centres in western Sydney and elsewhere to trial a program of workshops and Museum visits with young Indigenous Australians. The aim is to draw on the Museum's cultural collections as a way of encouraging young people to explore their cultural identity and heritage through visual and performing arts.

Our Indigenous Language Project aims to incorporate Indigenous language throughout exhibitions and interactions with audience. Incorporating Indigenous language will genuinely express the AM's increased recognition of traditional owners, and give depth to the Museum's cultural identity. AM staff also adopted an inaugural Reconciliation Action Plan (RAP), an organisation-wide strategy to promote greater respect, recognition and opportunities for Indigenous Australians.

> Sincere thanks

Without the vision and financial support of the NSW State Government the change we've witnessed would not have been possible. In addition, the AM enjoys wide support from the community, including the Australian Museum Members and dedicated volunteers, donors to the Australian Museum and the Lizard Island Reef Research Foundations, our growing list of corporate partners and supporters, members of the our diverse audiences and our outstanding staff. The leadership demonstrated by the AM's Executive team during Stage 1 of our transformation is greatly appreciated. I am also grateful to the Australian Museum Trustees and Trust President, Catherine Livingstone AO, for their unwavering support since I took up my appointment as Executive Director & CEO in April 2014.

Kim McKay AO
Executive Director & CEO

AUSTRALIAN MUSEUM

> 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 2014–15 were $46.05 million (compared to $44.62 million in 2013–14, an increase of $1.43 million) (see Figure 1.1.) and comprised:

- NSW Government grants of $32.64 million ($32.17 million in 2013–14), incorporating Capital grants of $8.34 million
- Museum-generated revenues of $13.41 million ($12.45 million in 2013–14, an increase of $0.96 million).

The Museum generated around 29.1% of its total revenue, with higher income this year mainly from rendering of services, 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, 2014–15 ($ million)

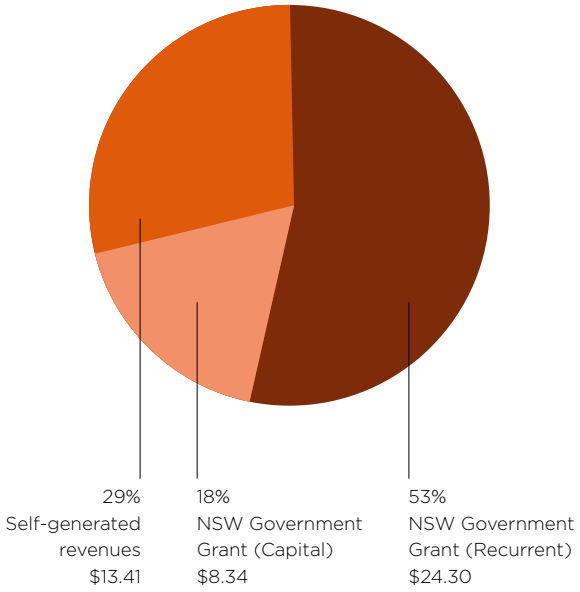


Figure 1.2 Sources of self-generated revenue for the Australian Museum, 2014–15 ($ millions)

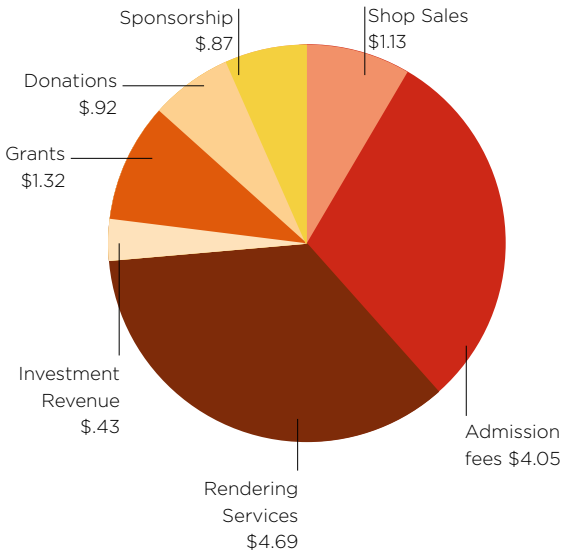
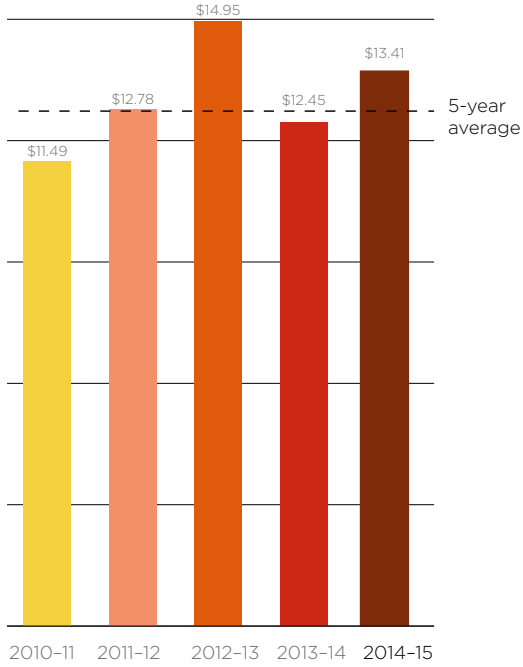


Figure 1.3 Self-generated revenue to the Australian Museum, 20010–11 to 2014–15 ($ millions)



RIGHT *Pacific Spirit*, opened by the Minister for Foreign Affairs, Julie Bishop MP, April 2015
Photo by James Morgan

> HIGHLIGHTS AND SNAPSHOTS

100 RESEARCH PROJECTS
facilitated by the AM's LIRS, informing our knowledge of the Great Barrier Reef

128 publications by AMRI scientists

82 NEW SPECIES
described by AMRI scientists

Record weekend attendance of
28,547
with free admission for kids from 26 June 2015

3 NEW GALLERIES OPENED
Pacific Spirit, Garrigarrang: Sea Country & Bayala Nura: Yarning Country

38,295 students visited the AM; another 115,500 engaged via outreach

901 volunteers contributed 156,000 hours of service

1 MILLION VISITORS attended an AM exhibition, either on site or touring

78.8 MILLION national audience reach for AM media coverage

23.4% energy use reduction

400 specimens prepared for exhibition

18 MILLION + natural history **SPECIMENS** & cultural objects

how many public enquires did the AM answer?

3,990

PART 2

> THE TRANSFORMATION BEGINS

the australian museum

Focusing on biodiversity and featuring more than 400 animals from around the world, the new exhibition highlights Australia's unique fauna. Integrated technology showcases the work of scientists from the Australian Museum Research Institute

PART 2

STAGE 1 NEARS COMPLETION

Stage 1 of the AM's transformation is a significant milestone in the long-term strategy of the organisation, with a Master Plan in development for the future renewal of the historic site. The opening of the new Crystal Hall entrance and *Wild Planet* gallery in September 2015 marks the completion of Stage 1 and the first step towards building the Australian Museum of the future.

The AM received special funding of $2.5 million from the NSW Government to create the new accessible entrance on William Street and a further $500,000 for gallery refurbishments. The remainder of funding for associated works came from the Museum's annual budget allocation from the NSW Government Capital Expenditure Program. Significant changes to improve the visitor experience included:

- A new rooftop café on Level 4 opened in February 2015, to take advantage of views over Hyde Park, St Mary's Cathedral and Sydney Harbour
- A second lift was installed to Level 4 to improve visitor access throughout the Museum and provide express access to the rooftop cafe
- The Museum Store was relocated to the refurbished Atrium
- Crystal Hall, the new visitor entry pavilion and event space on William Street, was largely completed and subsequently opened in September 2015. Designed by Neeson Murcutt Architects, the Crystal Hall was designed to be carbon neutral. It is a striking contemporary landmark, and showcases the AM's signature mineral collection
- Museum Walk, an accessible blue stone walkway from the corner of College and William Streets, leads visitors into the Crystal Hall, following engravings of the 20,000-year-old Mungo footsteps from the Willandra Lakes World Heritage Area
- Permanent closure of the College Street entrance and relocation of the café and AM store allowed the creation of a major new gallery, the first net increase in permanent gallery space (630m^2) in 50 years. *Wild Planet*, opened in September 2015, revealing the heritage architecture of the space. Focusing on biodiversity and featuring more than 400 animals from around the world, the new exhibition highlights Australia's unique fauna. Integrated technology showcases the work of scientists from the Australian Museum Research Institute

During 2014-15, the Museum also opened three new galleries as part of the AM's commitment to 'unlocking the collections'. The newly renovated and refurbished First Australian galleries feature two exhibitions. *Garrigarrang: Sea Country*, exploring the complex ecological knowledge and spiritual connections of Australia's First Peoples to the sea and land was opened by the Hon Victor Dominelli MP, the then Minister for Aboriginal Affairs. *Bayala Nura: Yarning Country*, is a permanent exhibition celebrating the diversity of Aboriginal and Torres Strait Islander cultures.

Pacific Spirit was opened in April 2015 by the Hon Julie Bishop MP, Minister for Foreign Affairs. It includes more than 250 rare objects from the AM's Pacific Collection which is regarded as one of the most significant in the world. The exhibition showcases both the AM's historic and contemporary Pacific collection, much of which has not been displayed before. It demonstrates what is possible in the future, with plans in development to create permanent Pacific Galleries.

LEFT Crystal Hall, a new main entry for the Australian Museum
Photo by Stuart Humphreys

PART 2

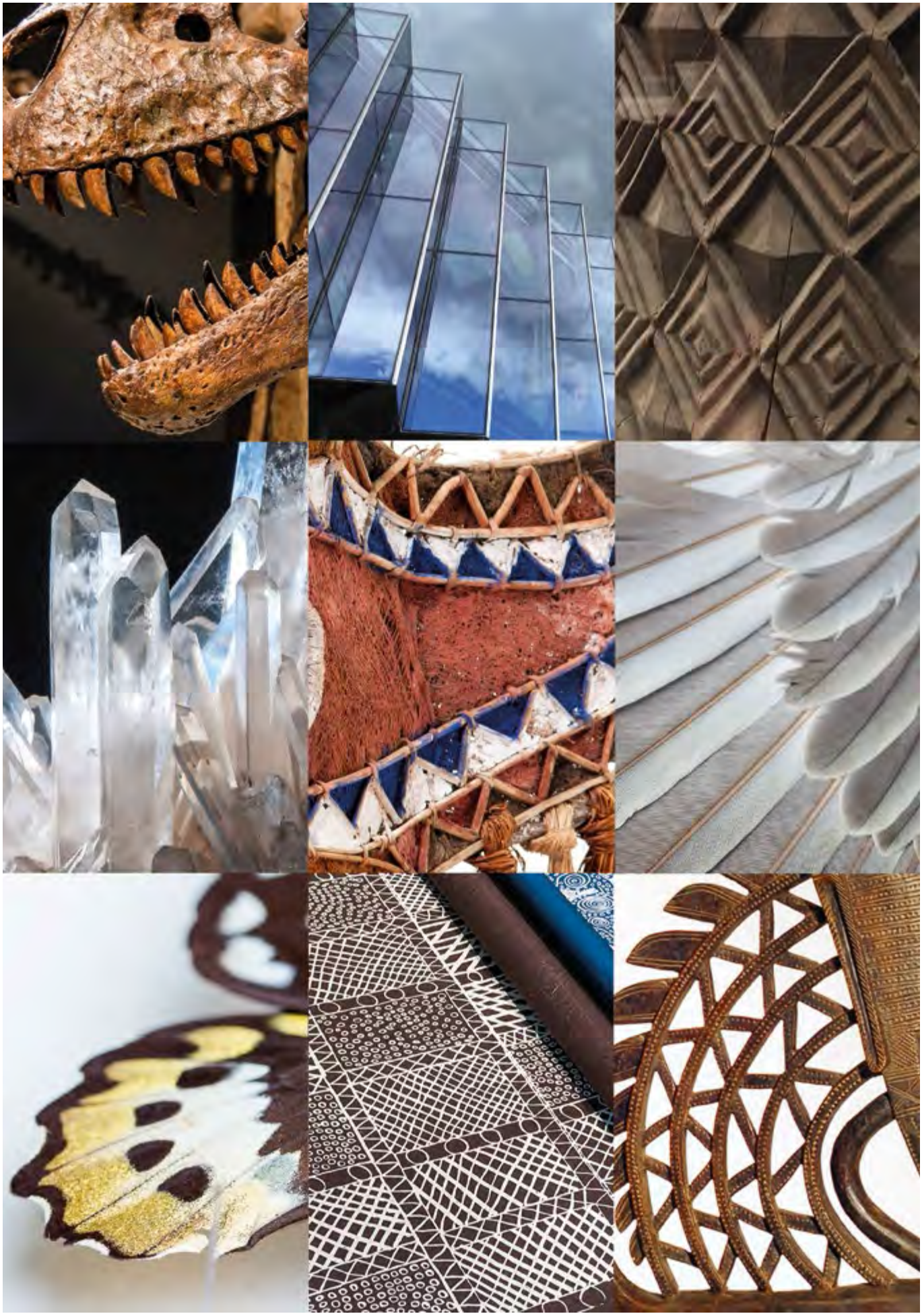
> NEW BRAND

ABOVE Crystal Hall opening ceremony, with (l-r) Indigenous elder Uncle Max Eulo, Deputy Premier and Arts Minister Troy Grant MP, Executive Director Kim McKay AO and Premier Mike Baird
Photo by James Morgan

RIGHT Inspirational sources for the new AM logo

The physical transformation of the AM offered a unique opportunity. With a compelling new brand, the AM has been repositioned to better engage the public in it's diverse science, learning and public programs. The revitalised AM brand signals a new era for this 188-year-old institution and propels it to the forefront of contemporary Australia, re-establishing it as a dynamic source of information, inspiration and wonder.

Designed by the AM's partner agency, 303Lowe, the new brand comprises a contemporary logo (three-peaked, 'zig-zag' design of the letters 'AM' and featuring red and ochre earth tones of Australia), a new visual identity and re-focused communications. The new branding positions the AM for the future. While reflecting the 'zig-zag' pattern recurring on many of the AM's collection objects, it also reflects the 'zig-zag' glass pleats of the Crystal Hall and encapsulates the AM's history and vision. The new brand was ready to launch in September 2015 to coincide with the opening of the Crystal Hall and *Wild Planet*.



PART 2

> FREE GENERAL ADMISSION FOR KIDS UNDER 16

On 27 June 2015, the Australian Museum and the Powerhouse Museum (MAAS), with the support of the NSW Government, removed general entry fees for children under 16, ensuring free access for every young visitor. To celebrate, both museums were free of charge for all visitors on the first weekend of the June–July school holidays. The AM had record weekend numbers with 28,547 visitors over the two days.

Families will save as much as $8 per child per visit and students attending the AM as part of a school excursion will also enjoy a fee reduction from $10.40 to $4.40 for a Museum-educator led experience. This will make a positive impact on thousands of school students. Free admission for children to these world class museums was a NSW Government initiative, and aligns the AM entry fees to museums and galleries in Australia and overseas.

Introducing museums as dynamic learning environments to young audiences is a key focus at the Australian Museum. Removing the admission fees will allow thousands more children to benefit through accessing the AM's exhibitions, resources and programs.

LEFT Announcement of free general admission for kids under 16
Photo by James Horan

ABOVE *Search & Discover*, the AM's information and resource centre
Photo by James Horan

PART 2

> CORPORATE STRATEGIC PLAN

A new, five-year Corporate Strategic Plan was developed which outlines key priorities for the AM up to 2020. AM staff provided input into the CSP's core elements including Mission, Vision and Key Initiatives.

A series of Director's Round Table discussions engaged staff in generating ideas for the future of the AM, and this initiative was recognised in 'People Matter', the State of the NSW Public Sector Agency Survey in July 2014.

The objectives include:

- Delivering the Master Plan
- Increasing audience engagement and building the brand
- Increasing financial sustainability
- Creating a cohesive culture.

A detailed plan was developed for the first year (2014–15) and outlined plans for future years, to be updated annually.

ABOVE Indigenous elder Uncle Max Eulo, a descendant of the Budjedi people in Western NSW, performing a smoking ceremony at the opening of *Bayala Nura: Yarning Country* in June 2015
Photo by Eamon McLoughlin

ABOVE A new species discovered: the AM Runosaurs at the City to Surf 2014

Opposite page
Wild Planet in preparation (top & centre)
Photo by Stuart Humphreys

PART 2

> MASTER PLANNING

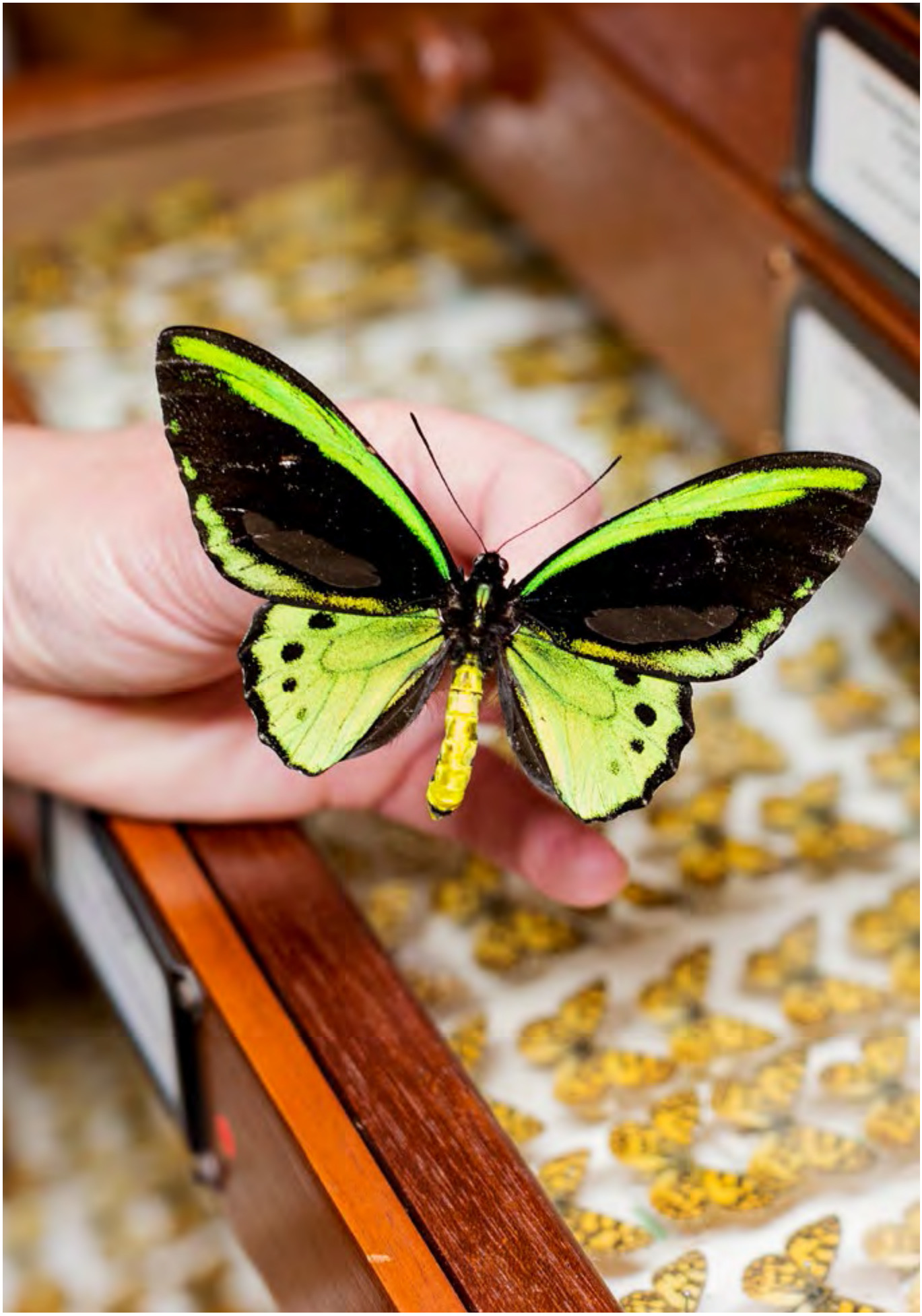
The master planning program continues with NSW Government funding of $4.722M over two financial years (2014–15 & 2015–16). The Master Plan will position the AM as the premier museum in Australia and the Pacific. A document articulating the future vision of the AM was presented to the NSW Government in September 2015, with the final business case due in December 2016.

The major goals include:

- Developing an area of 2,700m² at the Yurong Street end of the AM site, which will allow the AM's complete physical transformation, in response to audience needs. The AM is the only cultural institution in Sydney with this scale of development opportunity on its existing site
- New infrastructure including building renovations, to achieve temporary exhibition spaces, permanent galleries and education and science facilities incorporating cutting edge technology and services
- Leveraging the AM's unique collections, heritage and expertise as a significant contributor to Sydney as a cultural city, and to Sydney's visitor economy
- Fulfilling the increasing demand for the AM's learning and educational services to diversify the ways in which they will be delivered using new technologies

The achievements of 2014–15 signal that the AM is ready to deliver an iconic building project, and increase its contribution to the NSW visitor economy as well as to the cultural and scientific life of the people of the State. Such a development will also reinforce the role of Australia's first museum as a significant player in the Australia Pacific region, as outlined in the AM's Corporate Strategic Plan 2015–2020.

RIGHT Students acquire a different perspective from the AM's Indigenous staff
Photo by James Horan



This expertise, a key strength for museum science, positions AMRI to address significant issues such as environmental health, biodiversity loss, climate change and biosecurity

PART 2

SCIENCE AT THE MUSEUM'S CORE

The AM's new five-year Corporate Strategic Plan (CSP) places science at the Museum's core with a series of initiatives to raise the external profile of the Australian Museum Research Institute (AMRI) and to increase the presence and profile of AM science in exhibitions, programs, galleries and through the AM's Master Plan.

AMRI was officially launched in August 2014 by the Hon. Troy Grant MP, the Minister for the Arts. Discovering new species, determining where they come from and how they are genetically related is at the core of AMRI. This expertise, a key strength for museum science, positions AMRI to address significant issues such as environmental health, biodiversity loss, climate change and biosecurity. In addition to pest and disease-vector identification, AMRI is in high demand for identifying animals or animal parts, such as shark fin and rhino horn, confiscated as part of the illegal wildlife trade or other wildlife crime. AMRI's expertise is also used to identify species for government agencies, corporations, medical and agricultural industries, students, teachers and the general public.

Dr Rebecca Johnson, appointed Director of AMRI in March 2015, brings to the role more than 18 years experience as a molecular geneticist in Australia and the US (see Appendix C for Executive staff profiles). As a pioneer in wildlife forensic science, Dr Johnson established the Australian Museum's Centre for Wildlife Genomics (CWG) in 2012. The CWG has become a leader in the Australasian region, receiving global attention for its role as co-partner of the Koala Genome Consortium which sequenced the genome of the koala for the first time. Dr Johnson's appointment represents a new era for science at the AM.

In April 2015, the AM announced the creation of the Australian Museum Centre for Citizen Science, a developing field where the public can make a meaningful contribution to scientific understanding. Museums the world over are ideal organisations to foster, excite and engage non-scientists. The AM is already a hub for citizen science in Australia, with major projects in development to complement the AM's well known Bushblitz, Bioblitz and Streamwatch programs.

LEFT One of the 18 million specimens in the Australian Museum collection
Photo by James Horan

The Eureka Prizes' 25th anniversary was highlighted at the Award dinner with a video message from Robyn Williams AM, Emeritus President of the Australian Museum Trust, who established the Prizes in 1990

PART 2

MONTH OF SCIENCE AT THE AM

The AM initiated its annual 'Month of Science' in August 2014 with events for students, scientists and the general public. Professor Tim Flannery gave the inaugural Australian Museum Research Institute (AMRI) lecture. He was also awarded the inaugural AMRI Lifetime Achievement Award in recognition of his outstanding knowledge, contribution and dedication to the environment and to museum science.

The inaugural AMRI Medal was awarded to AMRI research scientist Dr Richard Major for his projects monitoring Sydney's urban cockatoo population and tracing the spread of Common "Indian" Mynas using population genetics. The AMRI medal will be presented annually to an AM staff member, senior fellow or team for outstanding science and communication of research outcomes. Presented at the Eureka Prizes Award Dinner before Australian science's key stakeholders, the AMRI medal increases recognition and awareness of the Museum's science.

As part of National Science Week in 2014, the AM Science Festival delivered programs and learning experiences to nearly 6,000 students in Sydney and regional NSW. It featured 300 workshops, presentations and expo displays, with 38 partner organisations and more than 200 presenters, exhibitors and volunteers participating. The Community Day on 16 August 2014 saw 2,772 visitors participate in the diverse science activities on offer.

The 'Month of Science' culminated with the Awards Dinner for the 25th Australian Museum Eureka Prizes. Held for the second time at the Sydney Town Hall, the event was attended by 650 guests, including 44 prize finalists, several State and Australian Government ministers and other notable guests, who were hosted by MCs Dr Graham Phillips and Adam Spencer.

The Eureka Prizes' 25th anniversary was highlighted at the Award dinner with a video message from Robyn Williams AM, Emeritus President of the Australian Museum Trust, who established the Prizes in 1990. AMRI was also profiled on the night using a video and speech by AM Trustee and Dean of Science at the University of NSW, Professor Merlin Crossley.

RIGHT Dr Richard Major, ornithologist and inaugural recipient of the AMRI medal Photo by Wolter Peeters/ Fairfax Media

PART 3

> DIVISIONAL ACHIEVEMENTS

This year, AMRI scientists authored 128 publications, including 100 refereed articles and a book; and AM research described 82 new species

PART 3

AMRI, SCIENCE & LEARNING

Highlights

- Australian Museum Research Institute (AMRI) launched by the Minister for the Arts, the Hon. Troy Grant MP, in August 2014. AMRI brings together a team of 70 research and collection scientists, technical staff and more than 100 research associates, fellows and students
- Australian Museum Centre for Citizen Science (AMCCS) announced April 2015. AMCCS coordinates and conducts research projects to connect science, education and research within the community. AMCCS includes field, web-based and crowd-sourced projects in biodiversity, geodiversity and human impacts on culture and nature.
- A partnership was established with the Department of the Prime Minister and Cabinet for the AM's first Indigenous Cadetship
- The AM Trust held a meeting at Bathurst in April 2015, and visited the Australian Fossil and Mineral Museum which houses the AM's Somerville collection of minerals and fossils
- 147,007 students took part in an education program run by the AM

The AM has an extraordinary 18 million specimens in its natural history collection which forms part of the significant scientific infrastructure underpinning AM research. This includes the AM's:

- Centre for Wildlife Genomics (DNA analyses)
- Scanning Electron Microscopy and Microanalytical Unit
- Research Library
- Lizard Island Research Station in the Great Barrier Reef

The AM's research strengths are unique and complement those of other organisations nationally. A particular strength is in discovering and documenting new species, determining where they come from and how they are genetically related.

This past year, AMRI authored 128 publications, including 100 refereed articles and a book; and AM research described 82 new species. These included three polychaetes, 35 crustaceans and 20 gastropods, as well as a number of insects, fish, lizards, frogs and mammals. Other research highlights for 2014-15 include:

- Principal Research Scientist, Dr Mark Eldridge described a new species of rock wallaby from the Northern Territory, discovering that one relatively widespread species was in fact two species. This meant a re-think of conservation management in the region – an excellent example of how the application of collection based science makes a difference.

- Scientist Dr Jodi Rowley, amphibian and reptile expert, was invited to work with international organisations such as the International Union for the Conservation of Nature to assess the conservation status of wildlife and inform conservation decisions globally.

- Senior Principal Research Scientist and archaeologist, Dr Robin Torrence, and her team of collaborators expanded knowledge of obsidian tools from New Britain, Papua New Guinea, showing an extremely high level of craftsmanship and likely specialised uses as chopping tools, in use more than 3,000 years ago.

- Scientists from the AM's Geosciences Unit completed a comprehensive mineralogical survey of the Jenolan Caves, an important contribution to our knowledge of this NSW geological location and significant tourist destination.

One of AMRI's strengths is the use of wildlife genomics to solve critical problems. The AM's ISO17025 accreditation for wildlife forensic work allows continuity and expansion of case work and research. The AM's flagship Koala Genome Project produced the first large scale work on the 'genetic blue-print' of the Koala by identifying approximately 15,000 koala genes (ie, the koala 'transcriptome'), representing all the genes that were activated in the koalas sampled. Previously, less than 100 such genes had been identified and is only the third transcriptome to be obtained from a marsupial.

In addition, AMRI staff generated or authored 68 research blogs which were cross–promoted using social media and the monthly AMRI e-newsletter. AMRI blogs received more than 23,000 views while AMRI Twitter followers increased by more than 200%. Tweets from AMRI resulted in 10,200 engagements, driving people to access AMRI online content more than 2,000 times.

University collaborations and industry partnerships

AMRI continued its collaborative relationships with all NSW universities (through student supervision and guest lecturing) and partnerships with NSW and Australian Government departments and agencies. Executive Director & CEO, Kim McKay AO, is a member of the UNSW Science Advisory Panel. Partnerships were also strengthened with industry bodies such as the Zoo and Aquarium Association, providing molecular genetic diversity expertise. AMRI also created a video for the aviation industry on best practice for sampling and identifying wildlife from airstrikes.

ABOVE After Cyclone Ita: the AM's Lizard Island Research Station, Great Barrier Reef
Photo by Marc McCormack

Table 3.1 Students accessing Australian Museum education programs, 2013–2015

Method of access	Number of students		
	2012–13	2013–14	2014–15
Learning programs onsite visits	36,659	37,014	38,295
Australian Biota (educator led HSC science)	3,867	4,060	3,133
Australian Museum Science Festival (AMSF)	5,000	5,129	4,300
AMSF regional events	1,100	947	1,443
Video conferencing	8,450	5,581	4,836
Museum in a Box®	73,427	88,900	95,000
Total	128,503	141,631	147,007

> Education and outreach

Onsite school visitation and AM outreach both increased in 2014-15 activity (see table 3.1). Four new educator-led programs were developed aligned to the new curriculum. The AM's 2014 Science Festival (AMSF), held during National Science Week, attracted 5,743 students to over 300 workshops, presentations and lectures, while another 2,772 members of the public attended the community day.

A new outreach program was created in collaboration with Sydney's Royal North Shore Hospital, especially for outpatients on the children's ward. A Museum in a Box (MIAB), 'Reminiscence box', was also created and experienced by residents in 14 aged care facilities in NSW. MIAB, now in its 50th year, reached 95,000 students and others, up 10%. The citizen science program, Streamwatch, collected more than 5,000 data points from 170 sites, empowering community research across Sydney, Greater Sydney, the Blue Mountains and the Illawarra.

> Lizard Island Research Station (LIRS)

LIRS is once again fully operational after a year dominated by cyclones. Repair and recovery works were required after Cyclone Ita (April 2014), and extensive preparation and repairs were required for Cyclone Nathan (category 4, 20 March 2015). Despite these major disruptions, LIRS met the target budget for bench fees and usage was 7% above target, accommodating more than 7,600 person nights and facilitating more than 100 research projects informing our knowledge of the Great Barrier Reef region.

The Lizard Island Reef Research Foundation (LIRRF) funded 12 new fellowships in 2015:

- Two PhD students
- Two recent post-doctoral researchers
- Two for monitoring cyclone recovery
- Four to research the impact and control of Crown of Thorns starfish and on coral reefs
- Two awards for travel.

> Collection digitisation and access

The natural science collections processed 345 loans, including incoming loans for AMRI scientists and outgoing loans to external researchers. Loans were exchanged between the AM and institutes in 24 countries.

The collections were visited by 232 researchers, artists and other stakeholders, including 44 overseas researchers, for a total of 428 visitor days.
The AM significantly increased its proportion of digital collection records (see Table 3.4). This result was due primarily to the AM's ground-breaking, crowd sourced volunteer program, DigiVol, which contributed 159,000 new catalogue records and over 155,000 images (multimedia) records

The AM is the leading museum for contributing data to the Atlas of Living Australia (ALA), providing 1,223,165 records by June 2015. Downloads from the ALA indicate how the AM's data is used (see Table3.3).

DigiVol participants contributed 46,300 online data transcription tasks using DigiVol Online (a collaboration between the AM and the ALA). DigiVol also engaged with citizen scientists from 15 countries.

Table 3.3 Applications of Australian Museum data accessed from the Atlas of Living Australia, 2014–15

Applications	Records
Ecological research	18,794,766
Education	6,735,915
Scientific research	7,216,443
Conservation management/planning	1,321,882
Systematic research	185,500
Environmental impact, site assessment	118,223
Collection management	29,719
Biosecurity management, planning	4,303
Other	23,306,253
Total	57,713,004

> International engagement

In April 2015 the Digitising Manager from the Smithsonian Institute, Washington DC, visited to continue collaboration that began through the AM's DigiVol project. The Smithsonian drew heavily on the AM's innovative DigiVol program to develop their own volunteer based, crowdsourcing website.

AM scientists joined forces with scientists from New Zealand for the Southern French Polynesia Expedition, in September-October 2014, to survey shallow water biota of the Austral and Gambier Island groups. Animal and plant specimens were collected with the objective of filling knowledge gaps in the biodiversity of the region. Connections may then be made to marine populations in the adjacent western Pacific Ocean. The AM anticipates making some remarkable discoveries, documenting undescribed and endemic species and identifying new distribution records for the region. Tissue samples will be used for DNA analysis.

The AM's Principal Research Scientist, Dr Chris Reid, with colleagues from UNSW, taught an intensive entomology course in PNG to 41 professionals. These included staff of the National Agricultural Research Institute (NARI), Forestry, PNG Quarantine, universities, a forest ecology group and agencies involved with specific crops. This capacity building project was funded by DFAT, administered by UNSW and hosted by the NARI, PNG. To date the course has been taught in Lae and Madang, with New Britain and Port Moresby to follow, supplying a need for trained personnel and attracting positive responses.

Dr Reid also contributed to the restoration and development of insect collections in PNG, and the AM worked closely with the PNG Museum in preparation for the nation's 40th anniversary of independence.

Director of AMRI, Science & Learning, Dr Rebecca Johnson, attended the 3rd Society for Wildlife Forensic Science (SWFS) international meeting in Montana, USA, and was elected as SWFS Director, Outreach Membership. The conference allowed the AM to collaborate with other forensic laboratories and NGOs, such as Traffic (wildlife trade monitoring). Further, Dr Johnson and Dr Greta Frankham became two of the first 28 internationally certified wildlife forensics experts.

Table 3.4 Digitisation of Australian Museum collection record 2014-15

	Catalogue			Multimedia		
Department	New Records	Total Records	Change (2014-15 (%)	New Records	Total Records	Change (2014-15 %)
Admin				265	286	92.66
Anthropology	5826	118845	4.90	26064	88812	29.35
Arachnology	1656	122053	1.36	1	10	10.00
Archives	3160	68032	4.64	9289	77074	12.05
Audiovisual				149	149	100.00
Entomology	58849	304149	19.35	36662	69666	52.63
Evolutionary Biology Unit	2148	42844	5.01	3	9	33.33
Herpetology	1706	192185	0.89	81	2294	3.53
Ichthyology	2333	205979	1.13	5013	16924	29.62
Invertebrates - Marine & Other	8718	226009	3.86	4877	13161	37.06
Malacology	68764	455380	15.10	61131	125049	48.89
Mammalogy	3845	74300	5.17	3145	6089	51.65
Materials Conservation				4364	10825	40.31
Mineralogy	929	28078	3.31	87	354	24.58
Ornithology	896	93776	0.96	4212	6147	68.52
Palaeontology	29	52018	0.06	82	104	78.85
Total	158859	1983648	8.01	155425	416953	37.28

More than one million visitors attended an AM exhibition, either on site or touring

PART 3

PUBLIC ENGAGEMENT & CULTURE

Highlights

- Touring exhibitions reached an audience of more than 622,000 at 15 venues in Australia and new Zealand – nearly double the number of visitors compared with 2013-14
- More than one million visitors attended an AM exhibition, either on site or touring
- Two new Indigenous Australian galleries opened – *Garrigarrang: Sea Country*, exploring the complex ecological knowledge and spiritual connections of Australia's First Peoples to sea and land; and *Bayala Nura: Yarning Country*, a permanent exhibition celebrating the diversity of Aboriginal and Torres Strait Islander cultures
- *Pacific Spirit*, the AM's first exhibition of Pacific artefacts in nearly 30 years, was opened in April by the Hon. Julie Bishop, MP, Minister for Foreign Affairs

> Visitation

More than 390,000 people visited the Australian Museum in 2014–15 (see Table 3.4), a slight decrease on the previous year due to disruptions caused by building works and reconfiguring of exhibitions and galleries.

Most visitors were from greater Sydney (65.1%, Table 3.5) with tourists the next largest group (35%, Table 3.7). International tourists came primarily from China, the USA and UK (Table 3.6).

More than 163,000 visitors (Table 3.8) paid a top-up fee on the general admission price to see three special exhibitions: *Aztecs, Tyrannosaurs, Meet the Family* and *Wildlife Photographer of the Year*.

Table 3.4 Onsite visitation to the Australian Museum by access type, 2014–15

Visitor type	Access	Total
General admission	All Museum access except paid temporary exhibitions and programs	206,939
Special exhibition	Paid temporary exhibitions and general admission	163,754
Paid programs	Various onsite programs and general admission	7,032
Events attendance	Visitors attending formal events in Museum venue spaces	15,202
Total		392,927

Table 3.5 Visitors to the Australian Museum by region, 2014–15

Region of origin	Visitors	% of total
Sydney - City/ East/North/ South	168,417	44.59%
Sydney - West And South West	77,330	20.47%
Other NSW	36,962	9.79%
Interstate	29,896	7.91%
International	65,120	17.24%
Total	377,725	100%

Table 3.6 International visitors to the Australian Museum by country of origin, 2014–15

Country of origin	Visitors	% of total
China	10,715	2.84
USA	9,866	2.61
United Kingdom	9,774	2.59
Japan	4,305	1.14
New Zealand	4,052	1.07
Germany	3,981	1.05
France	3,698	0.98
Korea	2,331	0.62
Canada	1,327	0.35
Spain	898	0.24
Holland	796	0.21
Russia	784	0.21
Other	12,592	3.33
Total	65,120	17.24%

Table 3.7 Attendance numbers and percentage of total who were domestic or overseas tourists 2014–15

	Visitors	% of total	% change from 2013-14
Domestic tourists*	66,858	17.70%	+0.9%
Overseas tourists	65,120	17.24%	-5.6%
Total	377,725	34.94%	-4.7

* domestic tourists include intra- and inter-state visitors

Table 3.8 Attendance at special exhibitions 2014–15

Exhibition	Visitors
Aztecs	65,970
Tyrannosaurs (closed 27 July 2014)	38,108
Wildlife Photographer of the Year	59,676
Total	163,754

> Audience and programs

For the first time, Museum Explorers programs (for children under 5) were offered weekly throughout the year. Other programs included touch table experiences, tours, volunteer-led information services, Search & Discover sessions, Kidspace play programs, Behind the Scenes tours and live animal encounters. Staff also responded to 3,990 phone email and on the spot public enquires. Holiday programs were themed around exhibitions – *Dinosaurs, Aztecs* and *Wildlife Photographer of the Year*. Tours were also provided by specialist staff for VIPs, tourist and other groups. To celebrate Australia's Indigenous cultures, the AM hosted a suite of programs during the Corroborree Sydney Festival in November 2014.

For the first time the AM took part in the Sydney Festival Village in Hyde Park in January and the World's Biggest Playgroup day in March. Winny the dinosaur puppet performed throughout the year, appearing at the AM's Science Festival, media and other events and even at the 2014 City to Surf supporting the AM staff team, the Runosaurs.

A range of programs supported *Aztecs*, including late night summer openings (themed Tequila Sunsets) and dance and music performances. The popular Jurassic Lounge event returned to celebrate the Day of the Dead and Mardi Gras, while bilingual tours and activities were offered for Chinese New Year. Experts at Eleven, a six-week program of scientists talking with visitors, was launched in June 2015.

The year ended with a record weekend in June. Museum admission was free for all visitors to launch the State Government's initiative of free general admission for children under 16. The AM achieved record visitor numbers of 28,547, with 900 visitors through the door in the first hour on Saturday, and triple that number – 2,800 – in the first hour on Sunday.

> New exhibitions and galleries

Seven temporary exhibitions and displays were shown, including *Tyrannosaurs: meet the family* (closed July 2014) and *Aztecs*, a major collaboration between the AM, Museum Victoria and Te Papa Tongarewa (13 September–1 February). Other exhibitions included *Wildlife Photographer of the Year*, 2014 (from 28 March 2015), *Beauty From Nature: Art of the Scott Sisters* (closed 24 November), *Same Jukurrpa: Same Country* (29 November 2014–2 March 2015), *Organic Landscapes, Karen Burgess Photographs*, part of the Head On Festival (1–30 May 2015) and *Armour* (closed November 2014). Three new galleries opened as part of the AM's transformation, *Garrigarrang: Sea Country* (24 November), *Pacific Spirit* (30 April) and *Bayala Nura: Yarning Country* (27 June).

Work began on three major exhibitions due to open in the second half of 2015: *Wild Planet* (September 2015); *Spiders*, an AM-Questacon project, opening in Canberra (November 2015); and *Trailblazers*, the AM's next major temporary exhibition (November 2015).
Two interns worked within the Division: Jason Blockley from University of Sydney (Museum Studies), on the development of *Trailblazers* and Kristen Spyrdz on *Spiders*.

> Touring exhibitions

The AM's outbound touring exhibitions had a very successful year with 622,127 visitors across all venues (see Table 3.9), nearly double the number in the previous year. Nine different exhibitions visited 15 venues in Australia and New Zealand. They included *Tyrannosaurs: Meet the family*, *Frank Hurley: Journeys into Papua*, *SuperCroc*, *Wildlife Photographer of the Year, Deep Oceans, Polychaetes, Museums Exposed* and *Menagerie*.

> RAP and Indigenous cadetships and employment

In consultation with Reconciliation Australia, Indigenous and non-Indigenous staff developed and adopted an inaugural Reconciliation Action Plan (RAP) for 2014–16. Focal areas of the plan include:

- Relationships – supporting the Australian Museum's existing relationships and establishing new ones
- Respect – reflecting national identity
- Opportunities – promoting education and employment pathways
- Tracking progress and reporting

The following actions were accomplished:

- Two new Indigenous roles created and filled
- Biannual meetings of the Reconciliation Action Plan Working Group
- Inaugural Reconciliation Week morning tea for all AM staff and volunteers
- Inclusion of official Welcome to Country at launches and special events
- Indigenous and non-Indigenous staff participation during NAIDOC week
- First Australians galleries updated with launch of two exhibitions

An organisation-wide Indigenous Australians strategy is now in development.

> Collection conservation

In addition to preparing specimens for exhibitions and loans, the Materials Conservation Unit focused on the restoration of more than 400 specimens from the AM's collections for *Wild Planet*. Some required extensive work due to their age (up to 150 years). This included cleaning, removal of toxic chemical residues and repair or replacement of damaged and degraded skin, fur and tissue.

> Cultural Collection management, digitisation and access

The current focus for this significant, ongoing activity is completing coverage of the NSW archaeology and archival collections in EMu (collection management database) and photographing Indigenous and Pacific ethnographic objects. In 2014–15, 7,649 new digital records and 9,895 images were created.

Increasing requests from Aboriginal communities for collection data in digital form is a major driver of digitisation. This year, AM staff provided relevant digital collection records to Groote Eylandt communities (in partnership with Anindilyakwa Art Cultural & Art Centre), while a similar project was commenced with the Aurukun community.

> International engagement

Dion Peita, Manager of Pacific Collections, attended the Pacific Regional Public Diplomacy workshop organised by the Commonwealth Department of Foreign Affairs and Trade in Fiji.

The AM assisted the Australian Government and Dunghutti elders (north coast, NSW) to facilitate the return of ancestral remains from a private collection held in Washington DC.

In November 2014 the Museum hosted a group of 60 Maori elders from New Zealand representing the Te Whare Tapu o Ngapuhi (or the 'sacred house of Ngapuhi', the largest tribal group of Indigenous Maori in New Zealand). The Polynesian Voyaging Society (Hawaii) presented a talk by captain and master navigator Bruce Blankenfeld about Wayfinding, or non-instrument navigation using stars, ocean swells, animal behaviour and other signs from nature.

Table 3.9 Visitors to Australian Museum touring exhibitions, 2014–15

Exhibition	Venue	Visitors
Tyrannosaurs – Meet the Family	Museum of New Zealand Te Papa Tongarewa	127,017
Tyrannosaurs – Meet the Family	Scienceworks, Melbourne, VIC	28,899
Frank Hurley: Journeys into Papua	Pine Rivers Heritage Museum, QLD	3,481
Supercroc	Liverpool City Library, NSW	41,760
Supercroc	National Wool Museum, Geelong, VIC	8,448
Supercroc	Museum of Tropical Queensland, Townsville, QLD	46,952
Wildlife Photographer of the Year 2013 edition	Newcastle Region Library	14,980
Wildlife Photographer of the Year 2013 edition	Queen Victoria Museum & Art Gallery	11,056
Wildlife Photographer of the Year 2014 edition	National Wool Museum, Geelong, VIC	9,594
Wildlife Photographer of the Year 2014 edition	Museum of Tropical Queensland, Townsville, QLD	16,985
Deep Oceans	Queensland Museum, Brisbane, QLD	117,626
Deep Oceans	Scienceworks, Melbourne, VIC	53,486
Polychaetes	Museum & Art Gallery of Northern Territory, Darwin, NT	135,457
Museum Exposed	Museum of the Riverina, Wagga Wagga, NSW	1,377
Menagerie	Bathurst Regional Art Gallery, NSW	5,009
Total		622,127

A new Marketing and Communications strategy adopts a whole-of-Museum perspective with a new brand and visual identity

PART 3

DEVELOPMENT, COMMUNICATIONS & MARKETING

Highlights

- Publicity for AM exhibitions, programs and achievements reached a cumulative mainstream national audience of almost 79 million
- The Australian Museum Foundation annual Gala Dinner raised more than $140,000 towards the redevelopment of the Long Gallery, Australia's first museum gallery
- New partnerships were established with several major companies, including Adventure World, IBM Australia and Cortell Australia
- A video on the AM's YouTube channel, of a Goblin Shark specimen being prepared for the collection, achieved nearly 900,000 views, attracting international media coverage
- An online contest to create captions for quirky images of taxidermy mounts attracted 345 entries, was shared 2500 times and reached 58,500 people
- Coverage of *Aztecs* and *Wildlife Photographer of the Year* included three breakfast TV crosses, eight radio interviews and 45 print stories

> Strategy and brand

A new Marketing and Communications strategy adopts a whole-of-Museum perspective with a new brand and visual identity (see Part 2, Transformation). New leadership and the physical transformation of galleries and buildings offered a unique opportunity to reposition the AM, identify future aspirations and revitalise the visitor experience. Historical data, competitive and market analyses and stakeholder interviews and workshops clarified the AM brand proposition, tone of voice and values. The new logo and visual identity were developed, with the design inspired by the Crystal Hall entrance and by the symbols on collection objects.

> Media and publicity

Media stories included diverse profiles of AM scientists and exhibitions, as well as live broadcast announcements on building works. Coverage succeeded in raising the AM's public profile. Ongoing publicity included specialist staff profiled on radio and TV, in print and online.

Annual media coverage included more than 569 Australian national and metro print, TV and radio items, while the cumulative national audience reached was 78,826,405. International and online coverage included BBC TV, BBC Online, Discovery Channel North America, ABC online, ABC TV, SMH online, News.com.au, IFL Science, Science Alert, Daily Mail and Buzzfeed.

Significant coverage included:

- Pacific Spirit opening – SBS TV, SkyNews, Sydney Morning Herald
- Crystal Hall building works announcements –29 TV, radio, print, and online news reports and stories.
- 'Kids Free' announcement – seven radio interviews and TV news reports, as well as suburban coverage and various bloggers
- Science stories – 120 radio interviews with AM scientists and specialists

> Social media and online

The AM's three social media platforms and sub-accounts (AMRI, LIRRF and the Eureka Prizes) achieved substantial increases in followers and engagement (see Table 3.9). This success was due to better identification of target demographic groups and leveraging content on different platforms to engage broader audiences.

Table 3.9 Social media followers of the Australian Museum, 2013–15

Social media followers	2013–14	2014–15
Facebook	24,710	36,953 (up 50%)
Twitter	9,084	14,176 (up 56%)
Instagram	1,300	3,626 (up 180%)

> Corporate Partnerships

The AM established new partnerships with Adventure World (Presenting Partner for *Aztecs*), 303 Lowe Advertising, IBM Australia, Cortell Australia, Mercure Sydney Potts Point and 4 Pines Brewing Company. Long-term relationships with media partners, including National Geographic Channel, News Corp Australia and JCDecaux, resulted in valuable support for the AM.

AM events were enhanced through a wine partnership with Charles Sturt Wines and the Science Festival was supported by major partner 3M for the fifth year. Outreach and supporting program partners included the University of Western Sydney, Charles Sturt University, National Science Week and Inspiring Australia, Jenolan Caves and the University of New South Wales.

The AM thanks new and long-term partners for their generous support during 2014–15. For a full list of Corporate Partners and Supporters see Appendix W.

> Australian Museum Eureka Prizes

In August 2014 the AM, in collaboration with 21 sponsors and supporters, presented the 25th year of the Eureka Prizes, recognising scientists in the four categories of Research & Innovation; Leadership; Science Communication & Journalism; and School Science.

On 10 September 2014, the Eureka program culminated in the celebration of finalists and winners at the Award Dinner at Sydney Town Hall. With over 600 guests, representing the who's who of Australian science, 44 finalists and winners were celebrated for their contribution to Australian science.

> Philanthropy and Members

Donations to the Australian Museum Foundation increased by 70%, or more than $418,000. This was largely due to the Foundation's fourth annual gala dinner, The Night at the Museum, held on 8 April 2015. The event raised over $143,000 for the restoration of the Long Gallery. For a list of benefactors please see Appendix W.

Highlights for Members included a successful membership drive during *Aztecs*. Most of the year's Night Talks were sold out. Notable talks were Savage Harvest: Michael Rockefeller's Tragic Quest for Primitive Art, presented by author Carl Hoffman, and An Evening with the Directors – Life on the Reef, presented by Karina Holden and Nick Robinson, directors of ABC TV's documentary series, Life on the Reef.

Dinosnore sleepovers held in the *Tyrannosaurs* exhibition proved popular, as were the AM Members tours 'Wild Madagascar' (November 2014) and 'The Many Cultures of Mexico: from Aztec to Maya' (April 2015). By June 2015, there were 5,341 Australian Museum Memberships (17,688 Members).

Two editions of *Explore* magazine published during the year provide Members and other stakeholders and supporters with behind-the-scenes stories and photographs.

The AM has a planned program to increase environmental sustainability. It received an award for excellence from the South Eastern Sydney Business Chamber & reduced energy consumption by 23.36%

PART 3

CORPORATE RESOURCES & FINANCE

Highlights

- The AM reduced energy consumption by 23%
- Recipient of the award for Excellence in Sustainability and a finalist at the NSW Government's 2014 Green Globe Awards

Government Sector Employment Act 2013 implementation

The AM is working through the three-year implementation milestones of the GSE Act that came into effect on 24 February 2014, and has adopted enhancements and reforms in its human resource practices, especially in the area of recruitment and selection.

Human Resources policy alignment

The AM continues to review policies against government guidelines and in line with best practice. This year the policies on Grievance Handling and Workplace Bullying & Harassment were reviewed and updated. Updated e-learning courses have been made available to all staff.

Work Health & Safety (WH&S)

The Museum's WH&S committee met regularly to discuss WH&S matters and conduct risk assessments across the complex AM site. The AM continues to improve in this area, as shown in the reduction in staff injuries, from 16 lost time injuries in 2006–07 down to only one in 2014–15.

Sustainability

The AM has a planned program to increase environmental sustainability. It received an award for excellence from the South Eastern Sydney Business Chamber. The AM was also showcased for its achievements during the Office of Environment & Heritage (OEH) 'Energy Productivity in Action Week 2014' and nominated as finalist in the NSW Government's 2014 Green Globe Awards.

Digital Technology

The AM built several apps for mobile devices to enhance the visitor's digital experience. The first Museum-wide app uses iBeacon technology and location-aware Bluetooth technology. This app for Aztecs allowed visitors to use an iPad for a self-guided tour and reveal additional content throughout the exhibition, while two tablet-based interactive apps, a children's trail game and an Aztecs-selfie app, were provided free of charge.

The Australian launch of the Google Cultural Institute in March 2015 allowed the AM to create four online exhibitions with 83 items accessible globally: *Same Jukurrpa: Same Country, Beauty From Nature: Art of the Scott Sisters, Frank Hurley in Papua* and *Spirit Faces*. AM knowledge-sharing extended to the Smithsonian Institution in Washington DC, where the Head of the Digital branch presented on the AM's innovative crowd-sourced digitisation volunteer program.

The 2014 Eureka Prizes Awards night hashtag succeeded in trending at number one for NSW and number two for Australia for the evening. Synergies between the Digital branch and the Development, Communications and Marketing division resulted in digital marketing solutions (website landing pages, electronic direct mail and competition entry kiosks) and consistency of messaging.

Major technology systems projects included significant enhancement of the staff intranet and a new cloud-based financial reporting tool to improve budgeting and forecasting. A technology roadmap was developed for the Museum's ICT infrastructure, core systems and business applications. Consistent with the NSW Government ICT Strategy, the roadmap will see increased adoption of cloud technologies and progression to more agile ICT service delivery models.

RIGHT 20,000-year-old Mungo footprints engraved in Museum Walk, leading visitors into the Crystal Hall
Photo by Stuart Humphreys

PART 4

> FINANCIAL STATEMENTS

Overall, the Australian Museum's financial result for 2014–15 was a net surplus of $3.406 million (2013-14: net deficit of $745,000) against a budgeted net surplus of $296,000

PART 4

FINANCIAL COMMENTARY

The Australian Museum's financial statements are presented in two parts due to the change in governance arrangements under the *Government Sector Employment Act 2013*. Employees of the Australian Museum were transferred to a new entity, the Australian Museum Staff Agency in 2014. Separate reporting arrangements apply to each entity and these reports can be found in:

- Part 4A Australian Museum Trust (page 41)
- Part 4B Australian Museum Staff Agency (page 89)

Overall, the Australian Museum's result for 2014–15 was a net surplus of $3.406 million (2013-14: net deficit of $745,000) against a budgeted net surplus of $296,000.

The difference is mainly due to an additional capital works grant of $3 million that will be spent in 2015-16, expense control and generation of additional external revenues. Capital works grants income of $8.341 million was provided by the NSW Government to fund a range of capital works at the Museum's William Street site.

The AM's sales of goods and services (net of GST) were $9.871 million, compared to $9.815 million in 2013–14. Total revenue from admissions was $4.054 million which was 10% less than the previous year's total of $4.529 million. This was due to the positive impact of *Tyrannosaurs* in 2013-14.

Employee related expenditure was $24.1 million. Other operating expenses were $12.3 million. These included $1.7 million of maintenance of the Museum's heritage-classified buildings, which require more specialised treatment and trades skills, higher maintenance costs and greater administrative oversight than contemporary buildings.

ACCOUNTS PAYABLE PERFORMANCE

The AM measures and reports its accounts payable performance on the basis of creditor terms (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 4.1 Accounts payable performance by quarter, Australian Museum 2013–14

Measure	Sep 2014	Dec 2014	Mar 2015	Jun 2015	Total
Invoices due for payment	1,679	1,754	1,477	1,406	6,316
Invoices paid on time	1,676	1,691	1,406	1,396	6,169
Invoices due for payment received from small businesses	1	2	2	1	6
Invoices from small businesses paid on time	1	2	2	1	6
Amount due for payment ($'000)	7,159	7,050	6,205	4,671	25,085
Amount paid on time ($'000)	7,155	6,819	6,060	4,662	24,696
Amount due for payment to small businesses ($'000)	2	2	6	4	13
Amount due to small businesses paid on time ($'000)	2	2	6	4	13
Number of payments for interest on overdue accounts ($'000)					0
Interest paid on late accounts ($'000)					0
Number of payments to small business for interest on overdue accounts					0
Interest paid to small businesses on late accounts ($'000)					0

PART 4A

> 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 Trust (the Trust), which comprise the statement of financial position as at 30 June 2015, the statement of comprehensive income, statement of changes in equity and statement of cash flows, for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information and the Trustees' declaration of the Trust and the consolidated entity. The consolidated entity comprises the Trust and the entities it controlled at the year's end or from time to time during the financial year.

Opinion

In my opinion, the financial statements:

- give a true and fair view of the financial position of the Trust and the consolidated entity as at 30 June 2015, and of their financial performance and their cash flows for the year then ended in accordance with Australian Accounting Standards
- are in accordance with section 41B of the *Public Finance and Audit Act 1983* (PF&A Act) and the Public Finance and Audit Regulation 2015
- have been prepared in accordance with Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012* including complying with Division 60 of the Australian Charities and Not-for-profits Commission Regulation 2013.

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 preparing financial statements that give a true and fair view in accordance with Australian Accounting Standards and the PF&A Act, the *Australian Charities and Not-for-Profits Commission Act 2012*, 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 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 an 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 management, as well as evaluating the overall presentation of the financial statements.

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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 and the consolidated entity
- that they carried out their activities effectively, efficiently and economically
- about the effectiveness of the 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 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.

A T Whitfield PSM
Acting Auditor-General

22 September 2015
SYDNEY

Trustees' declaration

In the opinion of the Trustees' of the Australian Museum Trust:

a) The consolidated financial statements and notes of the Australian Museum Trust are in accordance with the Australian Charities and Not for Profits Commission Act 2012, including:

i) Giving a true and fair view of its financial position as at 30 June 2015 and of its performance for the financial year ended on that date; and

ii) Complying with Australian Accounting Standards (including the Australian Accounting Interpretations) and the Australian Charities and Not for Profits Commission Regulation 2013; and

b) there are reasonable grounds to believe that the Australian Museum Trust will be able to pay its debts as and when they become due and payable.

Signed in accordance with a resolution of the Trustees:

Catherine Livingstone

Catherine Livingstone AO
President of the Trust

Date: 2/9/15

AUSTRALIAN MUSEUM TRUST

STATEMENT IN ACCORDANCE WITH SECTION 41C (1C) OF 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 2015, 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 & 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.

Catherine Livingstone

Catherine Livingstone AO

President of the Trust

Date: 2/9/15

Kim McKay AO

Secretary of the Trust

PART 4A

> FINANCIAL STATEMENTS

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2015

	Notes	Consolidated Entity			Parent Entity	
		Actual 2015 $'000	Budget 2015 $'000	Actual 2014 $'000	Actual 2015 $'000	Actual 2014 $'000
Expenses Excluding Losses						
Operating expenses						
Personnel services	2(a)	-	-	17,509	24,095	26,573
Employee related	2(b)	24,095	25,597	9,064	-	-
Other operating expenses	2(c)	12,271	12,275	13,028	12,271	13,028
Depreciation and amortisation	2(d)	5,750	5,045	5,448	5,750	5,448
Grants and subsidies	2(e)	180	87	127	180	127
Finance costs	2(f)	28	-	51	28	51
Total Expenses Excluding Losses		**42,324**	**43,004**	**45,227**	**42,324**	**45,227**
Revenue						
Sale of goods and services	3(a)	9,871	10,179	9,815	9,871	9,815
Investment revenue	3(b)	426	270	380	426	380
Grants and contributions	5	34,561	31,456	32,123	35,754	33,046
Acceptance by the Crown Entity of employee benefits and other liabilities	5(a)	1,193	1,395	2,301	-	1,378
Total Revenue		**46,051**	**43,300**	**44,619**	**46,051**	**44,619**
Gain / (loss) on disposal	4(a)	(304)	-	(64)	(304)	(64)
Other gains / (losses)	4(b)	(17)	-	(73)	(17)	(73)
Net Result	15	**3,406**	**296**	**(745)**	**3,406**	**(745)**
Other Comprehensive Income						
Items that will not be reclassified to net result						
Net increase / (decrease) in property, plant and equipment asset revaluation reserve	10	-	-	-	-	-
Total Other Comprehensive Income		-	-	-	-	-
Total Comprehensive Income		**3,406**	**296**	**(745)**	**3,406**	**(745)**

The accompanying notes form part of these financial statements.

STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2015

	Notes	Consolidated Entity			Parent Entity	
		Actual 2015 $'000	Budget 2015 $'000	Actual 2014 $'000	Actual 2015 $'000	Actual 2014 $'000
ASSETS						
Current Assets						
Cash and cash equivalents	6	15,623	8,406	11,576	15,623	11,576
Receivables	7	951	1,509	1,331	951	1,331
Inventories	8	156	299	321	156	321
Total Current Assets		**16,730**	**10,214**	**13,228**	**16,730**	**13,228**
Non-Current Assets						
Other financial assets	7(a)	-	443	471	-	471
Property plant and equipment	10					
- Land and buildings		228,076	227,780	226,757	228,076	226,757
- Plant and equipment		41,016	40,136	41,222	41,016	41,222
- Collections		485,153	485,040	485,019	485,153	485,019
Total Property Plant and Equipment		754,245	752,956	752,998	754,245	752,998
Intangible assets	10(a)	211	149	108	211	108
Total Non-Current Assets		**754,456**	**753,548**	**753,577**	**754,456**	**753,577**
Total Assets		**771,186**	**763,762**	**766,805**	**771,186**	**766,805**
LIABILITIES						
Current Liabilities						
Payables	11	4,293	1,713	3,032	7,540	6,094
Provisions	12	3,203	2,918	3,062	-	-
Total Current Liabilities		**7,496**	**4,631**	**6,094**	**7,540**	**6,094**
Non-Current Liabilities						
Borrowings	13	-	443	471	-	471
Payables		-	-	-	-	-
Provisions	12	44	-	-	-	-
Total Non-Current Liabilities		**44**	**443**	**471**	**-**	**471**
Total Liabilities		**7,540**	**5,074**	**6,565**	**7,540**	**6,565**
Net Assets		**763,646**	**758,688**	**760,240**	**763,646**	**760,240**
EQUITY						
Accumulated funds		549,195	544,237	545,789	549,195	545,789
Reserves		214,451	214,451	214,451	214,451	214,451
Total Equity		**763,646**	**758,688**	**760,240**	**763,646**	**760,240**

The accompanying notes form part of these financial statements.

STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2015

CONSOLIDATED AND PARENT ENTITY	Notes	Accumulated Funds $'000	Asset Revaluation Reserve $'000	Total Equity $'000
Balance at 1 July 2014		545,789	214,451	760,240
Net result for the year		3,406	-	3,406
Other comprehensive income:				
Net increase / (decrease) in property, plant and equipment		-	-	-
Total other comprehensive income		-	-	-
Total comprehensive income for the year		3,406	-	3,406
Balance at 30 June 2015		549,195	214,451	763,646
Balance at 1 July 2013		546,534	214,451	760,985
Net result for the year		(745)	-	(745)
Other comprehensive income:				
Net increase / (decrease) in property, plant and equipment		-	-	-
Total other comprehensive income		-	-	-
Total comprehensive income for the year		(745)	-	(745)
Balance at 30 June 2014		545,789	214,451	760,240

The accompanying notes form part of these financial statements

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2015

	Notes	Consolidated Entity			Parent Entity	
		Actual 2015 $'000	Budget 2015 $'000	Actual 2014 $'000	Actual 2015 $'000	Actual 2014 $'000
CASH FLOWS FROM OPERATING ACTIVITIES						
Payments						
Personnel services		-	-	(17,509)	(22,656)	(26,313)
Employee related		(22,656)	(25,117)	(8,804)	-	-
Grants and subsidies		(180)	(87)	(107)	(180)	(107)
Other		(12,340)	(15,360)	(15,695)	(12,340)	(16,647)
Total Payments		**(35,176)**	**(40,564)**	**(42,115)**	**(35,176)**	**(43,067)**
Receipts						
Sale of goods and services		10,046	10,165	9,514	10,046	9,514
Interest received		526	270	382	526	382
Grants and contributions		32,045	29,394	30,209	32,045	30,600
Other		4,009	6,076	8,395	4,009	8,956
Total Receipts		**46,626**	**45,905**	**48,500**	**46,626**	**49,452**
NET CASH FLOWS FROM OPERATING ACTIVITIES	15	**11,450**	**5,341**	**6,385**	**11,450**	**6,385**
CASH FLOWS FROM INVESTING ACTIVITIES						
Advance repayments received		499	-	-	499	-
Purchases of land and buildings, plant and equipment and collections		(7,424)	(5,341)	(3,568)	(7,424)	(3,568)
Purchases of intangible assets		(24)	-	(13)	(24)	(13)
Proceeds from sale of plant and equipment		45	-	-	45	-
NET CASH FLOWS FROM INVESTING ACTIVITIES		**(6,904)**	**(5,341)**	**(3,581)**	**(6,904)**	**(3,581)**
CASH FLOWS FROM FINANCING ACTIVITIES						
Repayment of borrowings and advances		(499)	-	-	(499)	-
Other						
NET CASH FLOWS FROM FINANCING ACTIVITIES		**(499)**	**-**	**-**	**(499)**	**-**
NET INCREASE/(DECREASE) IN CASH		**4,047**	**-**	**2,804**	**4,047**	**2,804**
Opening cash and cash equivalents		11,576	8,406	8,772	11,576	8,772
CLOSING CASH AND CASH EQUIVALENTS	6	**15,623**	**8,406**	**11,576**	**15,623**	**11,576**

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 24th 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).

The Trust as a reporting entity, comprises the entity under its control, namely: The Australian Museum Staff Agency.

In the process of preparing the consolidated financial statements for the economic entity, consisting of the controlling and controlled entity, all inter-entity transactions and balances have been eliminated, and like transactions and other events are accounted for using uniform accounting policies.

These financial statements for the year ended 30 June 2015 have been authorised for issue by the Director and Trust President on 02 September 2015.

(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*
- the Financial Reporting Directions published in the Financial Reporting Code for NSW General Government Sector Entities or issued by the Treasurer and
- the requirements of the *Australian Charities and Not-for-Profits Commission Act 2012*.

The financial statements are prepared on a historical cost basis, except for property, plant and equipment 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) Employee benefits and other provisions

(i) Salaries and Wages, Annual Leave, Sick Leave and On-costs

Salaries and wages (including non-monetary benefits) and paid sick leave that are expected to be settled wholly within 12 months after the end of the period in which the employees render the service are recognised and measured at the undiscounted amounts of the benefits.

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 15/09) 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.

(ii) Consequential On-costs

Consequential costs to employment are recognised as liabilities and expenses where the employee benefits to which they relate have been recognised. This includes outstanding amounts of payroll tax, workers' compensation insurance premiums and fringe benefits tax.

(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 and defined superannuation 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 15/09.

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 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 and 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 three 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 an approximation of fair value. The Trust has assessed that any difference between fair value and depreciated historical cost is unlikely to be material.

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 three 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

Heritage assets and collections are defined as those non-current physical assets that the Trust intends to preserve because of their unique historical, cultural or environmental attributes. These assets are primarily used for display, share and research purpose. 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.

(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'.

(iii) Impairment of Financial Assets

All financial assets, except those measured at fair value through profit and loss, are subject to an annual review for impairment. An allowance for impairment is established when there is objective evidence that the entity will not be able to collect all amounts due.

For financial assets carried at amortised cost, the amount of the allowance is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the effective interest rate. The amount of the impairment loss is recognised in the net result for the year.

When an available-for-sale financial asset is impaired, the amount of the cumulative loss is removed from equity and recognised in the net result for the year, based on the difference between the acquisition cost (net of any principal repayment and amortisation) and current fair value, less any impairment loss previously recognised in the net result for the year.

Any reversals of impairment losses are reversed through the net result for the year, where there is objective evidence. However, reversals of impairment losses on an investment in an equity instrument classified as 'available-for-sale' must be made through the revaluation surplus. Reversals of impairment losses of financial assets carried at amortised cost cannot result in a carrying amount that exceeds what the carrying amount would have been had there not been an impairment loss.

(iv) Derecognition of Financial Assets and Financial Liabilities

A financial asset is derecognised when the contractual rights to the cash flows from the financial assets expire; or if the entity transfers the financial asset:

- where substantially all the risks and rewards have been transferred or
- where the entity has not transferred substantially all the risks and rewards, if the entity has not retained control.

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

A financial liability is derecognised when the obligation specified in the contract is discharged or cancelled or expires.

(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 2015 and at 30 June 2014.

(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 2014-15

The accounting policies applied in 2014-15 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 2014-15. The adoption of new standards did not have any material impact on Trust's financial statements.

- AASB 10 Consolidated financial statements
- AASB 11 Joint arrangements
- AASB 12 Disclosure of interests in other entities
- AASB 127 Separate financial statements
- AASB 128 Investments in associates and joint ventures
- AASB 1031 Materiality
- AASB 1055 and AASB 2013-1 regarding budgetary reporting.
- AASB 2011-7 regarding consolidation and joint arrangements
- AASB 2012-3 regarding offsetting financial assets and financial liabilities
- AASB 2013-3 Amendments to AASB 136- Recoverable Amount Disclosures for Non-Financial Assets.
- AASB 2013-6 Amendments to AASB 136 arising from Reduced Disclosure Requirements
- AASB 2013-7 Amendments to AASB 1038 arising from AASB 10 in relation to consolidation and interests of policyholders
- AASB 2013-8 Amendments to Australian Accounting Standards- Australian Implementation Guidance for Not-for-Profit Entities- Control and Structured Entities
- AASB 2013-9 Amendments to Australian Accounting Standards- Conceptual Framework, Materiality and Financial Instruments (Part B- Materiality).

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, AASB 2013-9 (Part C), AASB 2014-1 (Part E), AASB 2014-7 and AASB 2014-8 regarding financial instruments
- AASB 14 and AASB 2014-1(Part D) regarding Regulatory Deferral Accounts
- AASB 127 separate financial statements and AASB 128 investments in associates and joint ventures
- AASB 15 and AASB 2014-5 regarding Revenue from Contracts with Customers
- AASB 1056 Superannuation Entities
- AASB 2014-3 regarding accounting for acquisitions of interests in joint operations
- AASB 2014-4 regarding acceptable methods of depreciation and amortization
- AASB 2014-6 regarding bearer plants
- AASB 2014-9 regarding equity method in separate financial statements
- AASB 2014-10 regarding sale or contribution of assets between and investor and its associate or joint venture
- AASB 2015-1 regarding annual improvements to Australian Accounting Standards 2012-2014 cycle
- AASB 2015-2 regarding amendments to AASB 101 disclosure initiatives
- AASB 2015-3 regarding materiality.

(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.

(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.

2 EXPENSES EXCLUDING LOSSES

	Consolidated Entity		Parent Entity	
	2015	2014	2015	2014
	$'000	$'000	$'000	$'000
(a) Personnel Services Expenses				
Salaries and wages (including annual leave)	-	13,197	19,674	20,098
Superannuation – defined benefit plans	-	426	287	448
Superannuation – defined contribution plans	-	1,068	1,596	1,551
Payroll tax and fringe benefits tax	-	844	1,209	1,301
Long service leave	-	872	935	1,829
Workers' compensation insurance	-	57	216	183
Redundancy	-	986	176	1,104
Other	-	59	2	59
	-	**17,509**	**24,095**	**26,573**
(b) Employee Related Expenses[1]				
Salaries and wages (including annual leave)	19,674	6,901	-	-
Superannuation – defined benefit plans	287	22	-	-
Superannuation – defined contribution plans	1,596	483	-	-
Payroll tax and fringe benefits tax	1,209	457	-	-
Long service leave	935	957	-	-
Workers' compensation insurance	216	126	-	-
Redundancy	176	118		
Other	2	-	-	-
	24,095	**9,064**	**-**	**-**

Employee related cost that have been capitalised in fixed asset accounts and therefore excluded from the above: $516,000 (2014: $279,000).

1. *Including the amount assumed by the Crown for long service leave and superannuation defined benefit plans expenses of $1,193,000 (2014: $2,301,000).*

(c) Other Operating Expenses Include the following:

Auditor's remuneration (Audit Office of NSW) – audit of the financial statements	90	88	90	88
Auditor's remuneration – other services	45	30	45	30
Operating lease rental expense:				
-minimum lease payments	98	412	98	412
Staff development	64	100	64	100
Maintenance[1]	1,699	1,521	1,699	1,521
Electricity, gas & water	818	971	818	971
Insurance	431	466	431	466
Cleaning	606	612	606	612
Contractors	3,071	3,300	3,071	3,300
Consultants	78	46	78	46
Exhibition	1,140	1,179	1,140	1,179

2 EXPENSES EXCLUDING LOSSES (*continued*)

	Consolidated Entity		Parent Entity	
	2015 $'000	2014 $'000	2015 $'000	2014 $'000
(c) Other Operating Expenses				
Marketing & promotions	916	966	916	966
Cost of sales	747	782	747	782
Minor plant & equipment	134	77	134	77
Printing, books, journals & subscriptions	341	371	341	371
Fleet leasing & fuel	192	228	192	228
Freight	252	244	252	244
Travel	465	412	465	412
Post & telephone	205	230	205	230
Licenses and computers	340	312	340	312
Other	539	681	539	681
	12,271	**13,028**	**12,271**	**13,028**
Reconciliation				
[1] Maintenance expense, as above	1,699	1,521	1,699	1,521
Personnel Services Expenses included in Note 2(a)	-	362	-	362
Employee related expense included in Note 2(b)	579	-	579	-
Total Maintenance expenses included in Note 2(a) + 2(b)	**2,278**	**1,883**	**2,278**	**1,883**

*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.

(d) Depreciation and Amortisation Expense				
Depreciation				
-Buildings	1,054	1,037	1,054	1,037
-Plant and equipment	4,595	4,357	4,595	4,357
Amortisation				
-Intangible assets	101	54	101	54
	5,750	**5,448**	**5,750**	**5,448**
(e) Grants and Subsidies				
Visiting fellowships	160	80	160	80
Other grants	20	47	20	47
	180	**127**	**180**	**127**
(f) Finance Costs				
Unwinding discount	28	51	28	51
	28	**51**	**28**	**51**

3 REVENUE

	Consolidated Entity		Parent Entity	
	2015 $'000	2014 $'000	2015 $'000	2014 $'000
(a) Sale of Goods and Services				
Shop sales	1,131	1,547	1,131	1,547
Rendering of services	4,686	3,739	4,686	3,739
Admission fees	4,054	4,529	4,054	4,529
	9,871	**9,815**	**9,871**	**9,815**
(b) Investment Revenue				
TCorp Hour-Glass investment facility	72	53	72	53
Interest	354	327	354	327
	426	**380**	**426**	**380**

4(a) GAIN / (LOSS) ON DISPOSAL

	Consolidated Entity		Parent Entity	
	2015 $'000	2014 $'000	2015 $'000	2014 $'000
Gain / (loss) on disposal of property, plant and equipment				
Proceeds from disposal of plant and equipment	45	-	45	-
Written- down value of assets disposed	(349)	(64)	(349)	(64)
Net gain / (loss) on disposal of property, plant and equipment	**(304)**	**(64)**	**(304)**	**(64)**

4(b) OTHER GAINS / (LOSSES)

	Consolidated Entity		Parent Entity	
	2015 $'000	2014 $'000	2015 $'000	2014 $'000
Write-down of inventories	(9)	(62)	(9)	(62)
Write-down of receivables	(8)	(11)	(8)	(11)
Net increase/ (decrease) in property plant and equipment asset revaluation	-	-	-	-
Net other gains / (losses)	**(17)**	**(73)**	**(17)**	**(73)**

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.

5 GRANTS AND CONTRIBUTIONS

	Consolidated Entity		Parent Entity	
	2015 $'000	2014 $'000	2015 $'000	2014 $'000
For conditions on Grants and Contributions see Note 9.				
Recurrent grants from the Government (DTIRIS)	23,108	22,883	23,108	22,883
Capital grants from the Government (DTIRIS)	8,341	5,889	8,341	5,889
Scientific research	592	344	592	344
State Government grants (for redundancy payments)	-	1,094	-	1,094
Other grants	734	1,032	1,927	1,955
Donations	916	573	916	573
Sponsorships	870	308	870	308
	34,561	**32,123**	**35,754**	**33,046**

5(a) ACCEPTANCE BY THE CROWN ENTITY OF EMPLOYEE BENEFITS AND OTHER LIABILITIES

	Consolidated Entity		Parent Entity	
	2015 $'000	2014 $'000	2015 $'000	2014 $'000
Superannuation-defined benefits	287	448	-	426
Long service leave	883	1,829	-	929
Payroll tax	23	24	-	23
	1,193	**2,301**	**-**	**1,378**

6 CURRENT ASSETS - CASH AND CASH EQUIVALENTS

	Consolidated Entity		Parent Entity	
	2015 $'000	2014 $'000	2015 $'000	2014 $'000
Cash at bank and on hand	4,789	5,815	4,789	5,815
Short term deposits	7,000	4,000	7,000	4,000
TCorp Hour-Glass cash facility	3,834	1,761	3,834	1,761
Closing cash and cash equivalents (per statement of cash flows)	**15,623**	**11,576**	**15,623**	**11,576**

For the purpose of the Statement of Cash Flows, cash and cash equivalents include 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)	500	150	500	150
Tape negotiation authority[1]	4,800	4,800	4,800	4,800

1. *The facility authorises the bank to debit the Trust's operating bank account up to the above limit.*

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

7 CURRENT ASSETS - RECEIVABLES

	Consolidated Entity		Parent Entity	
	2015 $'000	2014 $'000	2015 $'000	2014 $'000
Sale of goods and services	582	732	582	732
Less: Allowance for impairment	(14)	(11)	(14)	(11)
Accrued income	18	118	18	118
Prepayments	150	173	150	173
Other debtors	71	101	71	101
GST receivables	144	218	144	218
	951	**1,331**	**951**	**1,331**

	Consolidated Entity		Parent Entity	
	2015 $'000	2014 $'000	2015 $'000	2014 $'000
Movement in the allowance for impairment				
Balance at 1 July	(11)	-	(11)	-
Amounts written off during the year	(14)	-	(14)	-
Amounts recovered during the year	6	-	6	-
Increase/ (decrease) in allowance recognised in statement of comprehensive income	5	(11)	5	(11)
Balance at 30 June	**(14)**	**(11)**	**(14)**	**(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) CURRENT / NON-CURRENT OTHER FINANCIAL ASSETS

	Consolidated Entity		Parent Entity	
	2015 $'000	2014 $'000	2015 $'000	2014 $'000
OTHER FINANCIAL ASSETS				
LIRRF funding for QLD loan[1]	-	471	-	471
Total	**-**	**471**	**-**	**471**

[1] As per the Funding Deed signed between the Lizard Island Research Foundation (LIRRF) and the Trust, LIRRF had 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 was discounted at original effective interest rate at the time of initial recognition of the assets and amortised cost thereafter.

In 2014-15 the Trust has received the amount in full settlement from LIRRF and the same has been paid by the Trust to settle QLD loan liability.

8 CURRENT / NON-CURRENT ASSETS - INVENTORIES

	Consolidated Entity		Parent Entity	
	2015 $'000	2014 $'000	2015 $'000	2014 $'000
Held for resale:				
Stock on hand- at cost	218	383	218	383
Less: Allowance for impairment	(62)	(62)	(62)	(62)
	156	**321**	**156**	**321**

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	351	506	351	506
Other grants	3,145	1,840	3,145	1,840
	3,496	**2,346**	**3,496**	**2,346**

10 NON-CURRENT ASSESTS- PROPERTY, PLANT AND EQUIPMENT (CONSOLIDATED AND PARENT ENTITY)

	Land	Buildings	Plant & Equipment	Collections	Total
	$'000	$'000	$'000	$'000	$'000
At 30 June 2015					
Fair Value					
Gross carrying amount	35,500	201,170	97,485	485,153	819,308
Accumulated depreciation and impairment	-	(8,594)	(56,469)	-	(65,063)
Net Carrying Amount	**35,500**	**192,576**	**41,016**	**485,153**	**754,245**
At 1 July 2014					
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)
Net Carrying Amount	**35,500**	**191,257**	**41,222**	**485,019**	**752,998**

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	Buildings	Plant & Equipment	Collections	Total
Year Ended 30 June 2015	$'000	$'000	$'000	$'000	$'000
Net carrying amount at start of the year	35,500	191,257	41,222	485,019	752,998
Net revaluation increment/ (decrement)	-	-	-	-	-
Additions	-	2,672	4,439	134	7,245
Disposals	-	(299)	(50)	-	(349)
Depreciation expenses	-	(1,054)	(4,595)	-	(5,649)
Net Carrying Amount at End of Year	**35,500**	**192,576**	**41,016**	**485,153**	**754,245**

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

10 NON-CURRENT ASSESTS- PROPERTY, PLANT AND EQUIPMENT (*Continued*)

	Land $'000	Buildings $'000	Plant & Equipment $'000	Collections $'000	Total $'000
At 30 June 2014					
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)
Net Carrying Amount	**35,500**	**191,257**	**41,222**	**485,019**	**752,998**
At 1 July 2013					
Fair Value					
Gross carrying amount	35,500	198,456	98,416	484,686	817,058
Accumulated depreciation and impairment	-	(6,865)	(55,305)	-	(62,170)
Net Carrying Amount	**35,500**	**191,591**	**43,111**	**484,686**	**754,888**

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.

Year Ended 30 June 2014	Land $'000	Buildings $'000	Plant & Equipment $'000	Collections $'000	Total $'000
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)
Net Carrying Amount at End of Year	**35,500**	**191,257**	**41,222**	**485,019**	**752,998**

Revaluation

The Trust's non-current assets are valued externally every three 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) INTANGIBLE ASSETS- SOFTWARES (CONSOLIDATED AND PARENT ENTITY)

	Total $'000
At 30 June 2015	
Cost (gross carrying amount)	426
Accumulated amortisation and impairment	(215)
Net Carrying Amount	**211**
Year Ended 30 June 2015	
Net carrying amount at start of year	108
Additions (acquired)	204
Amortisation	(101)
Net Carrying Amount at End of Year	**211**

	Total $'000
At 30 June 2014	
Cost (gross carrying amount)	215
Accumulated amortisation and impairment	(107)
Net Carrying Amount	**108**
Year Ended 30 June 2014	
Net carrying amount at start of year	149
Additions (acquired)	13
Amortisation	(54)
Net Carrying Amount at End of Year	**108**

10(b) FAIR VALUE MEASUREMENT OF NON-FINANCIAL ASSETS

Fair value hierarchy
2015

	Level 1	Level 2	Level 3	Total fair value
	$'000	$'000	$'000	$'000
Land & buildings	-	35,500	192,576	**228,076**
Plant and equipment	-	-	25,983	**25,983**
Collections	-	309,094	176,059	**485,153**
	-	**344,594**	**394,618**	**739,212**

Fair value hierarchy
2014

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

There were no transfers between Level 1 or 2 during the year 2014 and 2015.

Valuation techniques, inputs and processes:

The Trust uses the following hierarchy for disclosing the fair value of Land, Buildings and Collection Assets 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).

The fair value of land and buildings is determined from market-based evidence. Fair value is measured having regard to the 'highest and best use' only when there exist feasible alternative uses in the existing natural, legal, financial and socio-political environment and the alternative users are feasible within the near future. Where there are natural, legal, financial or socio-political restrictions on use and disposal of an asset, such that there is no alternative use in the relatively near future, such an asset should be valued at fair value for its existing use. When establishing the fair value of the land, 'value in use' has been taken into account. The land has been valued by external valuer using the direct comparison approach as of 30 June 2013. The market evidence is of transactions of land within Sydney CBD and fringe commercial areas. The fair value of Building was measured by its depreciable replacement cost. The Heritage Building has been valued based on the external valuation report as of June 2013.

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.

10(c) RECONCILIATION OF LEVEL 3 FAIR VALUE

2015	Buildings $'000	Plant & Equipment $'000	Collections $'000	Total $'000
Fair value as at 1 July 2014	-	-	176,059	176,059
Additions (disposals)	-	-	-	-
Transfers in (out) of level 3	192,576	25,983	-	218,559
Gains or losses recognised in net result	-	-	-	-
Depreciation	-	-	-	-
Impairment loss	-	-	-	-
Subtotal	192,576	25,983	176,059	394,618
Gains or losses recognised in other economic flows – other comprehensive income	-	-	-	-
Revaluation	-	-	-	-
Subtotal	-	-	-	-
Closing balance	192,576	25,983	176,059	394,618

2014	Collections $'000
Fair value as at 1 July 2013	176,059
Additions (disposals)	-
Transfers in (out) of level 3	-
Gains or losses recognised in net result	-
Depreciation	-
Impairment loss	-
Subtotal	176,059
Gains or losses recognised in other economic flows – other comprehensive income	-
Revaluation	-
Subtotal	-
Closing balance	176,059

11 CURRENT LIABILITIES - PAYABLES

	Consolidated Entity		Parent Entity	
	2015	2014	2015	2014
	$'000	$'000	$'000	$'000
Creditors	697	768	697	768
Sundry accruals	1,787	491	1,787	491
Unearned revenue	1,091	1,051	1,091	1,051
Personnel services expenses	105	171	-	171
Payable to personnel services providers:				
-Accrued salaries, wages and on-costs	613	551	-	-
-Personnel services expenses	-	-	3,965	3,613
	4,293	**3,032**	**7,540**	**6,094**

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

	Consolidated Entity		Parent Entity	
	2015	2014	2015	2014
	$'000	$'000	$'000	$'000
Current				
Employee benefits and related on-costs				
Recreation leave	2,367	2,244	-	-
Long service leave	836	818	-	-
	3,203	**3,062**	**-**	**-**
Non-Current				
Employee benefits and related on-costs				
Long service leave	44	-	-	-
	44	**-**	**-**	**-**
Aggregate employee benefits and related on-costs				
Provisions – current	3,203	3,062	-	-
Accrued salaries, wages and on-costs (Note 11)	613	551	-	-
	3,816	3,613	-	-
Provisions – non-current	44	-	-	-
	3,860	**3,613**	**-**	**-**

13 CURRENT/NON-CURRENT LIABILITIES - BORROWINGS

	Consolidated Entity		Parent Entity	
	2015	2014	2015	2014
	$'000	$'000	$'000	$'000
Queensland Government loan at net present value	-	471	-	471
	-	**471**	**-**	**471**

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

	Consolidated Entity		Parent Entity	
	2015	2014	2015	2014
	$'000	$'000	$'000	$'000
(a) Capital Commitments				
Aggregate expenditure for the acquisition of capital equipment/projects contracted for at balance date but not provided for:				
Not later than one year	1,637	7	1,637	7
Total (including GST)	**1,637**	**7**	**1,637**	**7**
(b) Other Expenditure Commitments				
Aggregate expenditure for other operating expenses contracted for at balance date but not provided for:				
Not later than one year	375	97	375	97
Total (including GST)	**375**	**97**	**375**	**97**
(c) Operating Lease Commitments				
Future non-cancellable operating lease rentals not provided for and payable				
Not later than one year	77	64	77	64
Later than one year and not later than five years	35	40	35	40
Later than five years	-	-	-	-
Total (including GST)	**112**	**104**	**112**	**104**

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 $193,000 (2014: $19,000) that are expected to be recoverable from the Australian Taxation Office.

15 RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO NET RESULT

	Consolidated Entity		Parent Entity	
	2015 $'000	2014 $'000	2015 $'000	2014 $'000
Reconciliation				
Net Cash Flows used on operating activities	11,450	6,385	11,450	6,385
Depreciation and amortisation	(5,750)	(5,448)	(5,750)	(5,448)
Allowance for impairment	(3)	(11)	(3)	(11)
(Increase)/ decrease in provisions	(184)	(189)	(184)	2,873
(Increase)/ decrease in payables	(1,261)	(1,274)	(1,261)	(4,336)
(Decrease)/ increase in receivables and other assets	(377)	(166)	(377)	(166)
Gain/ (loss) on disposal of plant & equipment	(304)	(64)	(304)	(64)
(Decrease)/ increase in inventory	(165)	22	(165)	22
Net Result	**3,406**	**(745)**	**3,406**	**(745)**

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.

16(a) FINANCIAL INSTRUMENTS *(continued)*

	Notes	Category	Consolidated Entity 2015 $'000 Carrying Amount	Consolidated Entity 2014 $'000 Carrying Amount	Parent Entity 2015 $'000 Carrying Amount	Parent Entity 2014 $'000 Carrying Amount
Financial Instrument Categories						
Financial Assets Class:						
Cash and cash equivalents	6	N/A	15,623	11,576	15,623	11,576
Receivables[1]	7	Loans and receivables (at amortised cost)	671	732	671	732
Other financial assets	7(a)	At fair value through profit or loss	-	471	-	471
Financial Liabilities Class:						
Payables[2]	11	Financial liabilities measured at amortised cost	3,097	768	6,449	4,381
Borrowings	13	Financial liabilities measured at amortised cost	-	471	-	471

Notes

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

2. 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 100% (98% 2014) 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.

	Total[1,2]	Past due but not impaired[1,2]	Considered impaired[1,2]
	$'000	$'000	$'000
2015			
< 3 months overdue	206	206	-
3 months-6 months overdue	-	-	-
>6 months overdue	14	-	14
2014			
< 3 months overdue	279	279	-
3 months-6 months overdue	16	16	-
>6 months overdue	11	-	11

Notes

[1]. Each column in the table reports 'gross receivables'.

[2]. 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 2.9% p.a. (2014 – 3.2%), while over the year the weighted average interest rate was 3.5% p.a. (2014 – 3.3%). 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

	Weighted Average Effective Int. Rate	Nominal Amount [1] $'000	Interest Rate Exposure: Fixed Interest Rate $'000	Variable Interest Rate $'000	Non-interest bearing $'000	Maturity Dates: <1 yr $'000	1-5 yrs $'000	>5 yrs $'000
Consolidated Entity								
2015								
Payables:								
Accrued salaries, wages and on-costs	0%	613	-	-	-	613	-	-
Creditors	0%	2,484	-	-	-	2,484	-	-
		3,097	**-**	**-**	**-**	**3,097**	**-**	**-**
2014								
Payables:								
Accrued salaries, wages and on-costs	0%	551	-	-	-	551	-	-
Creditors	0%	768	-	-	-	768	-	-
Borrowings:								
Lizard Island loan	6.50%	1,000	1,000	-	-	-	50	950
		2,319	**1,000**	**-**	**-**	**1,319**	**50**	**950**
Parent Entity								
2015								
Payables:								
Creditors	0%	6,449	-	-	-	6,405	44	-
		6,449	**-**	**-**	**-**	**6,405**	**44**	**-**
2014								
Payables:								
Personnel services expenses	0%	-	-	-	-	-	-	-
Creditors	0%	3,830	-	-	-	3,830	-	-
Borrowings:								
Lizard Island loan	6.50%	1,000	1,000	-	-	-	50	950
		4,830	**1,000**	**-**	**-**	**3,830**	**50**	**950**

Note

1. 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 Amount $'000	-1% Profit $'000	Equity $'000	1% Profit $'000	Equity $'000
Consolidated Entity	**2015**					
Financial Assets						
Cash and cash equivalents		15,623	(156)	(156)	156	156
Receivables		671	-	-	-	-
Financial Liabilities						
Payables		3,097	-	-	-	-
Consolidated Entity	**2014**					
Financial Assets						
Cash and cash equivalents		11,576	(116)	(116)	116	116
Receivables		1,051	-	-	-	-
Other financial assets		471	-	-	-	-
Financial Liabilities						
Payables		3,032	-	-	-	-
Borrowings		471	-	-	-	-
Parent Entity	**2015**					
Financial Assets						
Cash and cash equivalents		15,623	(156)	(156)	156	156
Receivables		671	-	-	-	-
Financial Liabilities						
Payables		6,449	-	-	-	-
Parent Entity	**2014**					
Financial Assets						
Cash and cash equivalents		11,576	(116)	(116)	116	116
Receivables		1,051	-	-	-	-
Other financial assets		471	-	-	-	-
Financial Liabilities						
Payables		6,094	-	-	-	-
Borrowings		471	-	-	-	-

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:

Consolidated Entity Facility	Investment Sectors	Investment Horizon	2015 $'000	2014 $'000
Cash facility	Cash, money market instruments	Up to 1.5 years	3,834	1,761
Parent Entity Facility				
Cash facility	Cash, money market instruments	Up to 1.5 years	3,834	1,761

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).

Consolidated and Parent Entity	Changes in unit price	Impact on profit/loss 2015 $'000	Impact on profit/loss 2014 $'000
Hour Glass Investment-cash facility	+/- 1%	38	18

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

	Level 1 $'000	Level 2 $'000	Level 3 $'000	2015 Total $'000
Financial assets at fair value				
TCorp Hour-Glass Cash Facility	-	3,834	-	3,834
	-	**3,834**	**-**	**3,834**

	Level 1 $'000	Level 2 $'000	Level 3 $'000	2014 Total $'000
Financial assets at fair value				
TCorp Hour-Glass Cash Facility	-	1,761	-	1,761
	-	**1,761**	**-**	**1,761**

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) $1.2 million (2014: $2.3 million) 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 has lodged a claim of $119,000 with its insurer, the NSW Treasury Managed Fund, for the recovery from Cyclone Nathan.

21 BUDGET REVIEW

Net Result

The Actual net result was a surplus of $3,406,000 against a Budget surplus of $296,000. This result was primarily due to a higher capital grant prior to yearend of $3,000,000 that will be spent in 2015/16.

Otherwise the result demonstrated good operating expense control given that depreciation expense was $705,000 higher than budget.

Assets and Liabilities

Net Assets at $763,646,000 are higher than budget by $4,958,000 and higher than last year by $3,406,000. This reflects the net surplus result and also reflects the receipt of capital moneys for projects that will continue to be undertaken in 2015/16.

Cash Flows

Net cash flows were positive at $4,047,000. This reflects both operational and capital project activities as previously described above and reflect the capital project activity to occur in 2015/16.

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 DONATIONS RECEIVED

Consolidated and Parent Entity	2015 $'000	2014 $'000
Gross proceeds from donations received	916	573

24 EVENTS AFTER THE REPORTING PERIOD

There are no material subsequent events after the reporting period.

End of Financial Statement

PART 4B

> FINANCIAL STATEMENTS AUSTRALIAN MUSEUM STAFF AGENCY

INDEPENDENT AUDITOR'S REPORT

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 2015, the statement of comprehensive income, statement of changes in equity and statement of cash flows, for the year then ended, 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 2015, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- are in accordance with section 41B of the *Public Finance and Audit Act 1983* (PF&A Act) and the Public Finance and Audit Regulation 2015.

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 preparing 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 financial statements that give a true and fair view and 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 an 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 management, 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 carried out its activities effectively, efficiently and economically
- about the effectiveness of the 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.

A T Whitfield PSM
Acting Auditor-General

22 September 2015
SYDNEY

AUSTRALIAN MUSEUM STAFF AGENCY

STATEMENT IN ACCORDANCE WITH SECTION 41C (1C) OF 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 Staff Agency as at 30 June 2015, and its financial performance for the year then ended.

2. The financial statements have been prepared in accordance with applicable Australian Accounting Standards (which include Australian Accounting Interpretations), *the Public Finance & Audit Act 1983*, the *Public Finance and Audit Regulation 2010*, and the Treasurer's Directions issued by the Treasurer under section 9(2)(n) of the Act.

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

Catherine Livingstone

Catherine Livingstone AO

President of the Trust

Date: 2/9/15

Kim McKay AO

Secretary of the Trust

> FINANCIAL STATEMENTS

Statement of comprehensive income for the year ended 30 June 2015

	Notes	2015 $'000	2014 $'000
EXPENSES			
Salaries and wages (including recreation leave)		19,674	6,901
Superannuation		1,883	505
Payroll Tax and Fringe Benefit Tax		1,209	457
Long service leave		935	957
Workers' compensation insurance		216	126
Redundancy		176	118
Other		2	-
Total expenses		**24,095**	**9,064**
INCOME			
Personnel services		22,902	8,141
Acceptance by the Crown Entity of employee benefits and other liabilities	2	1,193	923
Total income		**24,095**	**9,064**
Net result		**-**	**-**

The accompanying notes form part of these financial statements.

Statement of financial position as at 30 June 2015

	Notes	2015 $'000	2014 $'000
ASSETS			
Current assets			
Receivable from the Trust		3,965	3,719
Total current assets		**3,965**	**3,719**
Total assets		**3,965**	**3,719**
LIABILITIES			
Current liabilities			
Payables	3	718	657
Provisions	4	3,203	3,062
Total current liabilities		**3,921**	**3,719**
Non-current liabilities			
Provisions	5	44	-
Total non-current liabilities		**44**	-
Total liabilities		**3,965**	**3,719**
Net assets		-	-
EQUITY			
Accumulated funds		-	-
Total equity		-	-

The accompanying notes form part of these financial statements.

Statement of changes in equity for the year ended 30 June 2015

	Notes	Accumulated Funds 2015 $'000	Accumulated Funds 2014 $'000
Balance at the beginning of the year			
Net result for the year		-	-
Other comprehensive income		-	-
Total comprehensive income for the year		-	-
Transactions with owners in their capacity as owners			
Increase/(decrease) in net assets from equity transfers		-	-
Balance at the end of the year		-	-

The accompanying notes form part of these financial statements.

Statement of cash flows for the year ended 30 June 2015

	2015 $'000	2014 $'000
Net cash flows from operating activities	-	-
Net cash flows from investing activities	-	-
Net cash flows from financing activities	-	-
Net increase/(decrease) in cash and cash equivalents	-	-
Opening cash and cash equivalents	-	-
Closing cash and cash equivalents	-	-

The accompanying notes form part of these financial statements.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(a) Reporting entity

The Australian Museum Staff (AMS) Agency was 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 year ended 30 June 2015 have been authorised for issue by the Director and Trust President on 02 September 2015.

(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*.

The financial statements are prepared on a historical cost basis.

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 financial statements and notes comply with Australian Accounting Standards, which include Australian Accounting Interpretations.

(d) Comparative information

Except when an Australian Accounting Standards permits or requires otherwise, comparative information is presented in respect of the previous period for all amounts reported in the financial statements. Comparative figures are for the period 24 February 2014 to 30 June 2014.

(e) 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.

(f) 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.

(g) 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.

(h) Employee benefit provisions and expenses

(i) 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 15/09) 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.

(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 15/09.

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.

(i) Audit fees

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

(j) 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 and the expected impact of standards not yet adopted is not expected to be significant.

(k) 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	2015 $'000	2014 $'000
2	**ACCEPTANCE OF EMPLOYEE BENEFITS AND OTHER LIABILITIES BY THE GOVERNMENT (CROWN):**			
	Superannuation-defined benefits		287	22
	Long service leave		883	900
	Payroll tax		23	1
			1,193	**923**
3	**PAYABLES**			
	Accrued salaries, wages and on-costs		613	551
	Payroll Tax and FBT		105	106
	Total payables		**718**	**657**
4	**PROVISIONS**			
	Current			
	Recreation leave		2,367	2,244
	Long services leave on-costs		836	818
	Total current provisions		**3,203**	**3,062**
5	**PROVISIONS**			
	Non-current			
	Long services leave on-costs		44	-
	Total non-current provisions		**44**	**-**

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

7 FINANCIAL INSTRUMENTS

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

The entity's main risks arising from financial instruments are outlined below, together with the entity'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) has 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 entity, to set risk limits and controls and to monitor risks. Compliance with policies is reviewed by the IARC on a continuous basis.

(a) Financial instrument categories

	Notes	Category	2015 $'000 Carrying Amount	2014 $'000 Carrying Amount
Financial Assets				
Class:				
Receivables[1]		Loans and receivables (at amortised cost)	3,965	3,719
Financial Liabilities				
Class:				
Payables[2]		Financial liabilities measured at amortised cost	613	657

Notes

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

2. 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 that the counterparty will default on their contractual obligations, resulting in a financial loss to the entity. 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 entity. No collateral is held by the entity. The entity has not granted any financial guarantees.

Receivables

As at 30 June 2015, the entity had debtors of $3.9 million (2014: 3.7 million) which represent personnel services receivable from the Trust.

(c) Liquidity risk

Liquidity risk is the risk that the entity will be unable to meet its payment obligations when they fall due. The entity'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.

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

7 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 Average Effective Int. Rate	Nominal Amount [1] $'000	Fixed Interest Rate $'000	Variable Interest Rate $'000	Non-interest bearing $'000	<1 yr $'000	1-5 yrs $'000	>5 yrs $'000
2015								
Payables:								
Accrued salaries, wages and on-costs	0%	613	-	-	-	613	-	-
		613	-	-	-	**613**	-	-
2014								
Payables:								
Accrued salaries, wages and on-costs	0%	551	-	-	-	551	-	-
Payroll Tax and FBT	0%	106	-	-	-	106	-	-
		657	-	-	-	**657**	-	-

Note

[1]. 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.

(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 entity has no exposure to interest rate risk, foreign currency risk and does not enter into commodity contracts.

(e) Fair value measurement

Financial instruments are recognised at cost, 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.

8 COMMITMENTS FOR EXPENDITURE

The Australian Museum Staff agency does not have any commitments for expenditure.

9 EVENTS AFTER THE REPORTING PERIOD

There are no material subsequent events after the reporting period.

END OF AUDITED FINANCIAL STATEMENTS

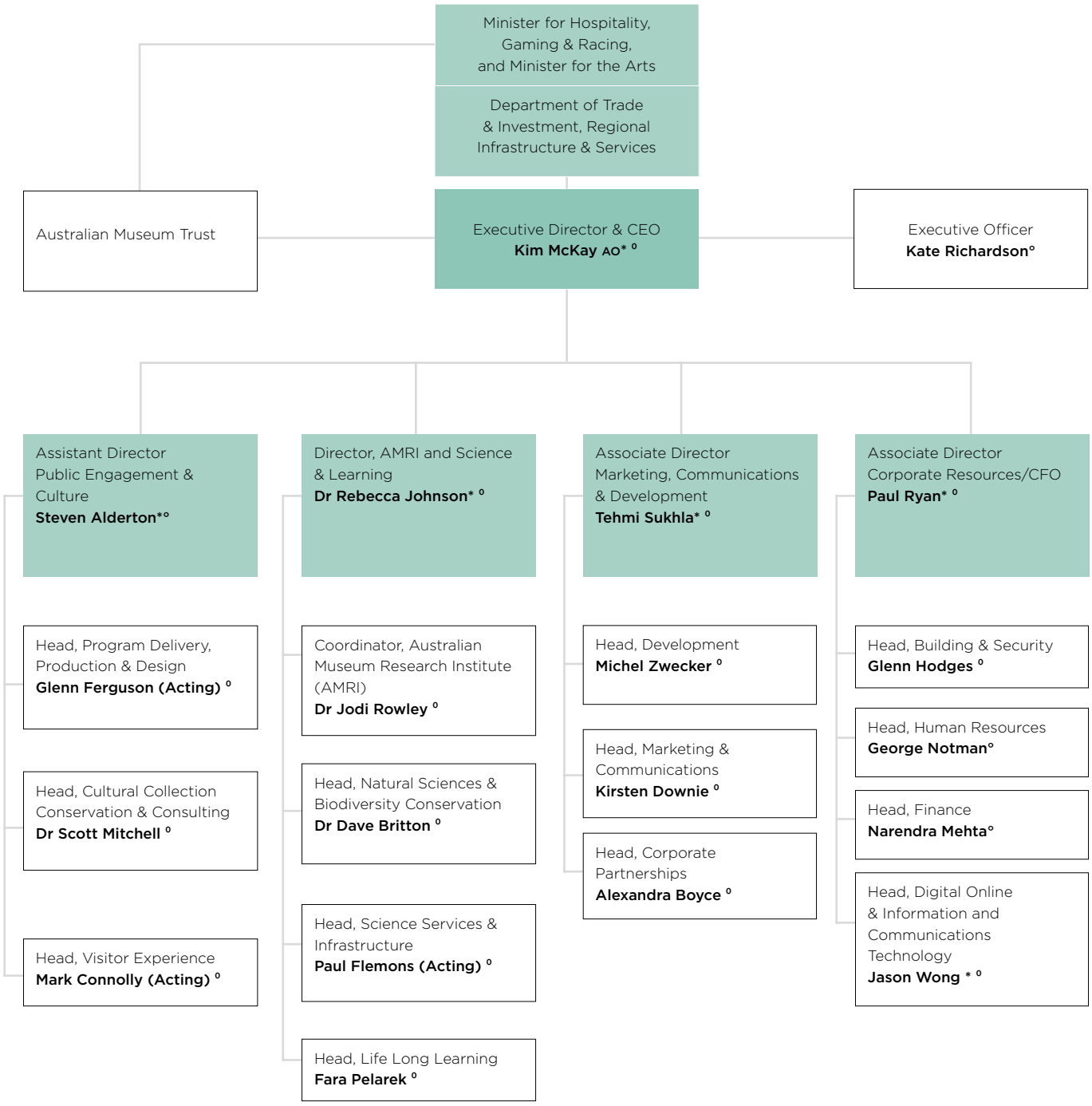
PART 5

> APPENDICES

APPENDIX A

> ORGANISATION CHART

AT 30 JUNE 2015



* Executive Leadership Team member
° Management Group member

APPENDIX B

> TRUSTEES OF THE AUSTRALIAN MUSEUM

The AM 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 bi-monthly during the year, with attendances recorded in Table B.1.

Table B.1 Trustees of the Australian Museum and their attendance at Trust meetings, 2014–15

Trustee	Meetings attended
David Armstrong	6 of 6
Jennifer Bott AO	3 of 3
Paul Connor	5 of 6
Prof Merlin Crossley	6 of 6
Belinda Gibson	6 of 6
Steven Gregg	4 of 6
Dr Rod Kefford AM **	3 of 3
Karina Kelly *	3 of 3
Catherine Livingstone AO (President)	6 of 6
Robynne Quiggin	3 of 6
David Sherley	4 of 6

* term expired December 2014
** on official leave of absence for three meetings

> David Armstrong

David is a chartered accountant and non-executive Director of the National Australia Bank. He is a Director of the Opera Australia Capital Fund, the Museum's Lizard Island Reef Research Foundation and the George Institute. David was a partner at PricewaterhouseCoopers (PwC) for 24 years, specialising 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. He has a BBus (UTS) and is a fellow of the Institute of Chartered Accountants in Australia. He was appointed to the Trust in January 2014.

> Jennifer Bott AO

Jennifer is a professional mentor, board member, project manager and consultant. She is currently Senior Consultant, Innovation and Development at the Museum of Australian Democracy at Old Parliament House, Chair of the National Institute of Dramatic Art (NIDA) and Director of the NIDA Foundation Trust. She is also a board member of the Sydney Orthopaedic Research Institute. Previously, Jenny served as Acting Director and then Special Advisor at the National Portrait Gallery of Australia and Chief Executive of the University of New South Wales Foundation.

Jenny was awarded an AO in 2012 for distinguished service to the arts through executive and leadership roles in national cultural organisations, and to the development of policy reform initiatives promoting funding and best practice. She was appointed to the Trust in January 2015.

> Paul Connor

Paul is an architect, artist and founding director of the NSW Parliament Plein Air Painting Prize. Paul completed his BArch (hons) at The University of Sydney in 1985 and 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 NSW, he was awarded first class honours in Masters of Fine Arts at the College of Fine Art University of New South Wales for research in the area, and co-founded Connor & Solomon Architects which later built the Mutawintji Local Aboriginal Land Council. Paul has had many solo and joint art exhibitions, and is represented in both government and private collections. Paul was appointed to the Trust in May 2010.

> Professor Merlin Crossley

Merlin has been Dean of Science at the University of New South Wales since 2010. A molecular biologist by training, he studied at the Universities of Melbourne and Oxford (as a Rhodes Scholar) and has researched gene regulation and genetic disease at Oxford, Harvard, Sydney and UNSW. His awards include 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 post-graduate teacher and has received a Vice-Chancellor's Award for Higher Research Degree Supervision. He served as the Director of Research in the University's College of Sciences and Technology, and from 2006 -08 as Acting Deputy Vice-Chancellor Research at the University of Sydney. Merlin holds a BSc Hons (Melbourne) and a D Phil (Oxon). He was appointed to the Trust in January 2012.

> Belinda Gibson

Belinda is a company director, business advisr and solicitor. She is a director of Citigroup Pty Ltd and chairs AMP's Advice Review Panel. Belinda joined ASIC as a Commissioner in November 2007 and was appointed Deputy Chairman in May 2010, a role she held until May 2013. She served as a member of the Financial Reporting Council and the Corporations and Markets Advisory Committee. She was a partner of Mallesons Stephen Jaques for 20 years and partner in charge of Mallesons' Sydney office (2000-03). She was a director of Airservices Australia (2000-04) and of The Sir Robert Menzies Foundation (1990-2007), having received a Menzies Scholarship in 1982. Belinda's qualifications include a BEc, LLB (Hons) (Sydney) and LLM (Hons) (Cambridge). She was appointed to the Trust in January 2013.

> Steven Gregg

Steven is 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 non-executive Chairman of Goodman Fielder (2010-15) and Chairman of Austock Group Limited (2009-12). Steven has 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 US. He worked in the USA and UK resulting in an extensive executive career in management consulting and investment banking. He has a BComm (UNSW) and was appointed to the Trust in January 2014.

> Dr Rod Kefford AM

Rod was previously Headmaster of Barker College (1996 – 2013) and of Wesley College, Perth (1984-96). Dr Kefford was NSW/ACT Branch Chair of the Association of Heads of Independent Schools Australia (AHISA, 2006-07), and a member of its national Board (1998-99 and 2006-07). In recognition of his contribution to AHISA and independent school leadership, he was made an Honorary Member of AHISA. As the inaugural Chair (2007-12), he played a key role in establishing 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). Dr Kefford was made a Member of the Order of Australia (AM) in 2008 for service to primary and secondary education through administrative and teaching roles. He is a Fellow of the Australian College of Educators (FACE). His qualifications include BA (Hons), and MA (University of Sydney); MA (Hons) (Macquarie University); and Dip Ed, MEd Administration and PhD (University of New England). Dr Kefford was appointed to the Australian Museum Trust in March 2014.

> Karina Kelly

Karina 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 Newsworld. She moved to ABC TV to work on Quantum (1986-96) and Catalyst (2001-05). 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 raising over $500,000 to purchase and tour the opalised fossil skeleton of an 110 million year old pliosaur, "Eric", for the AM. Karina has a BA (Hons) from the University of Sydney and received an Honorary Doctorate from the University of Wollongong in 2007, for services to Science and Science Journalism. Karina was appointed to the Trust in January 2012. Her term of office concluded in December 2014.

> Catherine Livingstone AO

Catherine 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 a Director of Worley Parsons Ltd (since 2007), Saluda Medical Pty Ltd and The George Institute for Global Health; as well as a a member of the Commonwealth Science Council. She was appointed President of the Business Council of Australia in 2014. 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). She was made an Officer of the Order of Australia (AO) in 2008 for services to the development of science, technology and innovation policies, business and management.

> Robynne Quiggin

Robynne is CEO of the Australian Indigenous Governance Institute. She is descended from the Wiradjuri people of central western NSW and has family connections in the NSW towns of Euabalong and Lake Cargelligo. Robynne began legal practice in 2000, specialising in legal and cultural issues for Indigenous Australians. She participated in a number of United Nations human rights and biodiversity forums and worked as a senior researcher and lecturer at the University of Technology, Sydney, Macquarie University and the University of Notre Dame. Robynne was Senior Manager of ASIC's Indigenous Outreach Program assisting Indigenous consumers to resolve issues with providers of financial services, as well as raising awareness within industry about cultural and regulatory issues for Indigenous Australians. In November 2013 Robynne was appointed CEO of the Australian Indigenous Governance Institute (AIGI). She has served on the boards of the Arts Law Centre of Australia, the Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS) and Gadigal Information Services (incorporating Koori Radio). Robynne is currently on the board of Bangarra and chairs Westpac's Reconciliation Action Plan Committee. Robynne was appointed to the Trust in January 2014.

> David Sherley

David is the General Manager of Bathurst Regional Council, and has recently been a board member of both the Regional Development Australia Central West Committee (which concluded December 2014) and Museums & Galleries NSW (which concluded in 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, Chifley Home & Education Centre and the proposed Railway Museum in Bathurst. He has a Graduate Certificate in Museum Studies (Deakin). As General Manager of the Bathurst Regional Council, he has also been involved with the operation of the world famous Mt Panorama Motor Racing Circuit and the National Motor Racing Museum. David has a BEc (University of Sydney) and a MBus (Charles Sturt University). He was appointed to the Trust in January 2009, and chaired the Internal Audit & Risk Committee from December 2011 to December 2014.

> Appendix B subcommittees

■ Internal Audit and Risk Committee

This 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 2015 were David Armstrong (Chair, January-June 2015), Catherine Livingstone AO and David Sherley (Chair, June-December 2014).

■ Science Strategy Panel (SSP)

The Science Strategy Panel was established as a subcommittee of the Trust in March 2012, and members at 30 June 2015 were:

- Professor Merlin Crossley (Chair, Museum Trustee, Dean of the Faculty of Science, University of New South Wales)
- Catherine Livingstone, AO (Ex officio, President, Australian Museum Trust)
- Dr James Moody (former AM Trustee)
- Karina Kelly (former AM Trustee)
- Ms Kim McKay AO (Executive Director & CEO, Australian Museum)
- Dr Rebecca Johnson (Director, Australian Museum Research Institute, Science & Learning)
- Dr Joanne Daly (Strategic Advisor, Science, Strategy and People, CSIRO)
- Dr Kate Wilson (Executive Director, Scientific Services Division, Office of Environment & Heritage)
- Professor 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:

1. Provide advice to the Trust on the science elements of the Corporate Strategic Plan 2015-2020 (CSP), specifically priorities (1. understanding impacts of climate change on biodiversity; 2. applying wildlife genomics/DNA to solve key problems; 3. contributing to the understanding and management of pest species; and 4. understanding what constitutes and influences effective animal conservation) and milestones identified within the Science Strategy.
2. Facilitate integration between the science elements of the CSP and the Science Strategy and other related elements of the CSP.
3. Raise the profile and public understanding of the Australian Museum's science capacity and outputs.
4. Raise opportunities and issues that are likely to impact on the conduct of science at the Australian Museum.

Meetings are held biannually and in 2014-15 the panel met on 11 August 2014 and 19 June 2015.

■ Museum Master Plan Governance Committee

The Committee meets every two months and the terms of reference approved by the Australian Museum Trust on 19 June 2014 are:

- Ensuring the New Museum project (including Project Zero) is aligned with the Museum's Master Plan and Conservation Management Plan
- Providing guidance and feedback on governance, market forces (financial and other), 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

The Committee determined a governance structure for Project Zero in March 2015. A governance structure, methodology, timeline and budget were presented for the Master Plan in 2015. Members at 30 June 2015 were:

- Trust President or delegated representative
- Trustee with extensive expertise in building and/or architecture
- Trust representative with extensive expertise in financial management
- Executive Director & CEO
- Director, Public Engagement & Culture
- Director, Corporate Resources and CFO
- Project Manager (contractor on staff)

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

The Executive Management Group deal with a range of matters aimed at boosting income, improving cost recovery, reducing operating expenses and staff stewardship

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. The ELT met weekly with a formal meeting once a month to deal with a range of matters aimed at boosting income, improving cost recovery, reducing operating expenses and staff stewardship. ELT members and their profiles appear below.

Table C.1 Executive Leadership Team, Australian Museum 2014–15

Executive	Role
Kim McKay AO	Executive Director & CEO
Steven Alderton	Director, Public Engagement & Culture
Dr Rebecca Johnson	Director, AMRI, Science & Learning (from February 2015)
Dr Brian Lassig	Assistant Director, Science & Learning / Head, AMRI (resigned December 2014)
Paul Ryan JP	Director, Corporate Services & Chief Financial Officer
Tehmi Sukhla	Director, Development, Communications & Marketing
Jason Wong	Head, Digital Online & ICT

Kim McKay AO
Executive Director & CEO

Kim was appointed Executive Director & CEO in April 2014, the first woman to hold this role in the history of Australia's first museum. Immediately prior to this she served for two years as a Trustee of the AM. Kim's international career in social innovation, marketing, communications and management spans over 30 years. She is an environmentalist and the co-author of five books.

Kim previously ran her own social and sustainability consulting business, Momentum2, in Sydney. In the early 2000s she was senior vice-president Global Marketing and Communications at National Geographic Channels International (USA) and consulted to the National Geographic Society in Washington DC where she co-created the Genographic Project, the world's largest population genetics study (2004-10). She also co-founded and was deputy chair of Clean Up Australia and Clean Up the World (1989-2009).

She currently serves on the boards of Sydney Institute of Marine Science Foundation (SIMS), Fair Trade Australia & NZ, Macquarie Graduate School of Management Advisory Board, UTS Business Advisory Board, UNSW Science Advisory Panel, the Australian Museum and the AM's Lizard Island Reef Research Foundations.

Kim was made an Officer of the Order of Australia (AO) in 2008 for distinguished service to the environment and the community. 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 2010 she received the UTS Chancellor's Award for Excellence and was named a Luminary at the University of Technology, Sydney. She has BA (Communications) from UTS.

> Steven Alderton
Director, Public Engagement & Culture

Steven was appointed to this role in February 2011. He currently manages the AM's permanent and temporary exhibitions, public programs, customer service, cultural collections, materials conservation, design, program production, consulting services, retail, venue hire and catering. He also has oversight of the AM's Reconciliation Action Plan (RAP). Steven has a background in growing audiences and producing innovative public programs. His past roles include Director of Casula Powerhouse Arts Centre, Lismore Regional Gallery, Bundaberg Arts Centre and Redland Art Gallery; and Executive Officer of Hands On Art Children's Arts Centre, Brisbane.
Steven has curated many exhibitions and developed the Splendid cross-artform project, supporting young and emerging artists in 2008, and the Riverkids Festival in 2002. He has a BA from Queensland College of Art, Griffith University and has served on the Visual Arts Board of the Australia Council and the Corroboree Festival Advisory Group.

> Dr Rebecca Johnson
Director, AMRI, Science & Learning

Rebecca is a Wildlife Forensic Scientist, conservation geneticist and co-chief investigator of the Koala Genome Consortium, sequencing the koala genome for conservation application. She was a molecular geneticist in Australia and the USA before joining the AM in 2003. Since then she has established the AM as a world leader in wildlife forensics and conservation genomics. She is one of 28 certified wildlife forensic scientists globally, and is one of two experts appointed by the Federal Environment Minister as an examiner in wildlife forensics. In 2014 she was admitted to the Australian Academy of Forensic Sciences.

Rebecca is a member of the International Society for Forensic Genetics, the Society for Wildlife Forensic Science, a committee member of the NSW Branch 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 casework in a range of scientific literature and also on specific genetics applications of wildlife forensic science. She has received Australian and international awards in the field and is frequently invited to present her research in Australia and overseas. She has a BSc (Hons) from the University of Sydney and a PhD from La Trobe University.

> Dr Brian Lassig
Assistant Director, Science & Learning / Head, Australian Museum Research Institute

Brian was appointed Assistant Director, Research and Collections in January 2010, resigning in December 2014. His research background is in coral reef fishes with extensive field experience on the Great Barrier Reef, through his post-graduate projects based at the Heron Island and Lizard Island research stations. Following 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. 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 AM in 2005 Brian held a variety of positions in the Department of the Environment and Heritage in Canberra. Brian has been a member of national and state committees and advisory groups in the areas of marine science, environmental management and climate change.

> Paul Ryan JP
Director, Corporate Resources & Chief Financial Officer (CFO)

Paul was appointed in June 2014 and leads the AM's Finance, Human Resources, Information Technology, WH&S, Security and Building Services branches. Paul started his career with chartered accountants Ernst & Whinney (now Ernst & Young) and went on to senior finance and operational roles with multi-national and Australian owned corporations.

Paul has lived and worked in the Asia-Pacific managing business resources in developing economies, ongoing operations and business turnarounds, acquisition and divestment projects. These include the development and implementation of financial and IT shared services in six languages to multiple countries across the Asia-Pacific. Paul is a Chartered Accountant, Fellow of the Governance Institute of Australia, has a BComm (Accounting, Finance & Systems) with Merit from UNSW and an MBA from Macquarie University. Paul is an active volunteer member of the NSW Rural Fire Service.

> Tehmi Sukhla
Associate Director, Development, Communications & Marketing

Tehmi was appointed Associate Director, Development, Communications & Marketing in August 2013. Prior to this she held positions in sponsorship, philanthropy, marketing and communications for 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 for 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. 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 BComm (Marketing and Accounting) and a BA (Hons) from the University of Sydney.

> Jason Wong
Head, Digital Online & ICT

Jason joined the AM in May 2011. He was previously Head of IT in the Australian branches of Amnesty International and Médecins Sans Frontières and had a senior ICT role at the Macquarie Graduate School of Management. 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, including CRM. 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 has a BSc and an MBA from Macquarie University.

> Management Group

The Management Group includes all branch heads and has 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 2014–15

Manager	Role
Alexandra Boyce	Head, Corporate Partnerships
Dr David Britton	Head, Natural Sciences & Biodiversity Conservation
Christine Callen	Head, Marketing & Communications (on maternity leave)
Mark Connolly	Acting Head, Visitor Experience
Kirsten Downie	Head, Marketing & Communications (maternity leave role)
Michelle Dunn	Project Manager
Glenn Ferguson	Acting Head, Program Delivery, Production & Design
Paul Flemons	Acting Head, Science Services & Infrastructure
Glenn Hodges	Head, Building & Security (extended leave from June 2015)
Narendra Mehta	Head, Finance
Dr Scott Mitchell	Head, Cultural Collection Conservation & Consulting
George Notman JP	Head, Human Resources
Fara Pelarek	Head, Life Long Learning
Greg Pratt	Acting Head, Building & Security (from July 2015)
Kate Richardson	Executive Officer
Dr Jodi Rowley	Coordinator, Australian Museum Research Institute
Michel Zwecker	Head, Development

> Alexandra Boyce
Head, Corporate Partnerships

Alexandra 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 BA from the University of Queensland.

> Dr David Britton
Head, Natural Sciences & Biodiversity Conservation

David was the AM's Collection Manager of Entomology 2003–13, and Branch Head of Natural Sciences from April 2013. David has extensive background in entomology covering research topics such as nutritional and behavioural ecology, insect conservation, and taxonomy of moths and pest management of insects in field crops. He has also been an AM representative on the BushBlitz program, Council of Heads of Faunal Collections, Council of Heads of Entomological Collections, Australian Faunal Directory and the Atlas of Living Australia. Current research interests are the systematics and biology of the Australian lichen moths. David has a BSc (Hons, Zoology) from the University of Melbourne, MSc from La Trobe University and a PhD (Agronomy and Soil Science) from the University of New England.

> Christine Callen
Head, Marketing & Communications

Christine was appointed Head Marketing and Communications in October 2004, responsible for the AM's corporate communications, brand, marketing and media strategies. Christine has over 20 years experience in cultural and academic environments and media sponsorship, including as Marketing Manager at Sydney Living Museums. Christine was selected for the Museums Australia residential leadership/alumni program and has completed numerous digital, sponsorship and marketing courses. She has a Bachelor of Graphic Design and a Graduate Diploma in Art History and Curatorship from the Australian National University.

> Mark Connolly
Acting Head, Visitor Experience

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

> Kirsten Downie
Acting Head, Marketing & Communications

Kirsten was appointed in October 2014 (maternity leave role). Kirsten has held leadership positions in several cultural institutions including the Art Gallery of NSW, National Gallery of Australia and the Sydney Opera House, and worked for marketing and creative agencies in Sydney, Melbourne and Canberra. Kirsten has led teams in breaking records for the highest attended exhibitions at two institutions – National Gallery of Australia and the Art Gallery of NSW. Kirsten has a proven track record in developing successful strategic partnerships to extend reach and engagement, enhance brand positioning and drive revenue. She has a GradDip from RMIT.

> Michelle Dunn
Project Manager

Michelle was appointed in July 2014 to manage Stage One of the AM's Transformation (Crystal Hall, Museum Walk, and related works). Michelle is a senior project manager and architect with extensive experience in the environment and property industry. She has worked for a number of architectural practices and in property construction and development. She cites the community relations and master plans for the redevelopment of Pyrmont and Ultimo as a career highlight. Michelle has worked on two Sydney Olympic bids, is a past CEO of the Foundation for National Parks and Wildlife and has managed her own architectural consultancy. Michelle has a BSc, and a BArch (Hons) from the University of Sydney.

> Glenn Ferguson
Acting Head, Program Delivery, Production & Design

Glenn is responsible for overseeing the planning, development and delivery of the AM's longterm, temporary and travelling exhibitions program. He has worked in commercial and museum exhibition design, business development and project and program management over a career spanning more than 30 years. He has participated in two major museum redevelopments and participates in local, national and international museum networks and committees. Glenn studied graphic design and photography at Meadowbank TAFE before gaining an Applied Arts Diploma at RCAE Wagga (Charles Sturt University) and later studied architectural drafting at Sydney TAFE.

> Paul Flemons
Acting Head, Science Services & Infrastructure

Paul is Head of the AM's Centre for Citizen Science and responsible for Collection Informatics and the Collection Database Management System (EMu); the AM Centre for Wildlife Genomics; the AM Lizard Island Research Station (LIRS); and the AM's Information Services and Library. Paul established the AM's acclaimed DigiVol program which engages online citizen scientists from around the world in digitising museum collections. He joined the AM in 1998, establishing the Museum's spatial analysis capacity, managing the GIS facilities and modelling the spatial distribution of biodiversity. He holds a BSc from the University of Sydney and a MAppSci from UNSW.

> Glenn Hodges
Head, Building & Security

Glenn was appointed Head of Building & Security at the Australian Museum in 2000 (taking extended leave in June 2015). He was responsible for building upgrades and maintenance, major plant acquisition and systems maintenance, legislative compliance, energy management and the security of the AM's buildings and collections. He is a trained incident controller and was 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 and he held several senior management positions within ANSTO and Centennial & Moore Park trusts. Glenn has qualifications in accounting.

> Narendra Mehta
Head, Finance

Narendra joined the AM in 2008 after working in Asia, the Middle East, UK and Australia. He oversees the accounting, business support, financial planning and analysis, audit and statutory and regulatory reporting. He has worked in a variety of management and financial leadership positions in multinational oil and gas companies, NSW Treasury and ASX listed companies. He has developed management control systems, business analysis, financial and management accounting process improvement. He has a BComm (Hons) and a law degree and is a CPA (Australia) and Chartered Management Accountant (ACMA, UK). Narendra has two BComm (Hons) from Mumbai University and the Univeristy of Queensland, as well as a LIB from Mumbai University.

> Dr Scott Mitchell
Head, Cultural Collection Conservation & Consulting

Scott is responsible for the AM's ethnographic, archaeological and archival collections, the Materials Conservation Unit and the heritage and ecology services arm (Australian Museum Consulting). He 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 AM. He has held management positions in the Museum and Art Gallery of the Northern Territory (Darwin) and the Strehlow Research Centre (Alice Springs). Scott joined the AM in 2008. He has a BA (Hons) from the University of Queensland, and a BBus and a PhD from Northern Territory University

> George Notman JP
Head, Human Resources

George has led the HR team since July 2002 after transferring from the Historic Houses Trust of NSW. Prior to this he spent 14 years in senior HR roles in the Qantas Group of companies. George has overseen major restructures and reforms in both the private and public sectors. He is responsible for ensuring that the human resource and industrial framework support the AM's corporate objectives, plans and values. George is a management representative on the AM's Joint Consultative, Work Health & Safety and the Role Evaluation committees. He is a qualified counselor and mediator and advises managers and employees on human resource, regulatory and employment law issues.

> Fara Pelarek
Head, Life Long Learning

Fara was appointed Head, Life Long Learning in August 2013, managing the AM's substantial on-site and off-site education programs as, citizen science initiatives and postgraduate students. She managed the AM's Visitor Services unit for 13 years, responsible for visitor experience, offerings and customer satisfaction. She oversaw the AM's Early Childhood program, Information Centre, Search & Discover, Volunteers Program and Museum events and exhibition programs. She is currently Chair of the Accessing the Arts Group. Fara has a BSc (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.

> Greg Pratt
Acting Head of Building and Security Services

Greg was appointed Head of Building and Security Services in July 2015 after working with the Building and Security Services branch for over two years. Greg has more than 10 years industry experience working as an architect and project manager. He brings to this role an appreciation of maintaining the AM's heritage buildings to their highest standards with a strong understanding of their significance and requirements. Greg is responsible for reviewing, investigating and implementing environmentally sustainable initiatives for the AM. He has a BArch from the University of Newcastle.

> Kate Richardson
Executive Officer

Kate has been in this role since January 2011. She joined the Museum as the Bequest Officer in June 2009 with 25 years experience in the strategically related areas of marketing, philanthropy, communications, public affairs and program development in some of Sydney's leading cultural and educational institutions. Kate began her career working for the Director of the Powerhouse Museum, planning the exhibitions for its opening in 1988. For 10 years she was Executive Director of the Foundation at two of Sydney's leading girls' schools, Wenona and SCEGGS Darlinghurst. Previously, Kate has worked at the University of NSW managing the Graduate & Alumni Office, and the national office of the Australian Bicentennial Authority. Kate has a BA (Hons) and a MComm (Marketing), both from UNSW.

> Dr Jodi Rowley
Coordinator, Australian Museum Research Institute

Jodi is a biologist with a focus on amphibian diversity, ecology and conservation, and a passion for communicating biodiversity conservation. Her research integrates ecological, behavioural, bio-acoustic, molecular and morphological data to uncover and document amphibian biodiversity and inform conservation decisions. Jodi's research involves expeditions in search of amphibians in forested mountains in South-East 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 (Biology Hons) from the UNSW.

> Michel Zwecker
Head, Development

Michel joined the AM in May 2015. He has spent much of his working life in the non-profit-sector as a fundraising, communications and development director. Michel's career includes time as Communications and Marketing Director for Médecins Sans Frontières (MSF), based in Barcelona, Spain. Subsequently, he was appointed to the newly created Australian office in Sydney in 1996 to develop the fundraising strategy. He was Executive Officer of the Centennial Parklands Foundation and most recently, Development Manager at the World Society for the Protection of Animals (WSPA). Michel is fluent in Spanish, French and English and has a BA (ESMA, Barcelona) and a MComm from Barcelona University.

> Management Activities

Branch Heads met monthly as the Management Group, and reviewed progress in their work units, receiving reports for budget, online activity, energy consumption, WHS statistics and visitor numbers. Major projects undertaken by the group included:

- developing a new Corporate Strategic Plan (CSP) for 2014–15, and forward to 2020
- reviewing evacuation and safety procedures for Stage 1 of the AM's transformation
- commencing Master Planning for the AM to 2020
- commencing a major review of the Disability Action Plan, pending completion of construction of the new main entry on William St and associated works
- reviewing major policies and strategies such as the Museum's Legislative Compliance Register, the Science Strategy, Cultural Collections Policy and Natural Sciences Collection Strategy
- planning for the Castle Hill off-site storage and open museum facility, in conjunction with the Powerhouse and Sydney Living museums, due to open in April 2016

> Internal Management Audits

The AM undertakes an internal audit program to improve its management practice. In 2014–15, the Strategic Risk Assessment and Internal Audit Plan for 2013–16 was reviewed. Reviews of the Fixed Assets Register, SAP Procurement to Pay and Capex and Maintenance were also completed.

> Australian Museum Committees

▪ Animal Care and Ethics Committee (ACEC)

As a registered user of animals for scientific purposes, the AM 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 AM established the Animal Care and Ethics Committee to apply principles that govern the ethical conduct of persons whose work on behalf of the AM 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 2015 were:

- **Veterinary Representative**
  Dr Glenn Shea
  Dr Damien Higgins
  Dr David Vella
- **Research Representative**
  Dr Mark Eldridge
  Chris Hosking
  Sally Reader
  Dr Jodi Rowley
- **Welfare Representative**
  Daniel Large
  Storm Stanford
- **Community Representative**
  Val Hutt
  Karen Lambert
- **Executive Officer**
  Dr Anja Divljan

Work, Health and Safety Committee (WHS)

The WHS Committee includes a cross-section of staff. Committee members, along with management representatives, have a strong role in identifying and resolving WHS issues and assist in developing and monitoring safe systems and procedures. In line with the *WHS Act 2011* they provide a forum for consultation on health and safety throughout the AM's diverse work spaces. The WHS Committee's aim is to help maintain a safe and healthy workplace for all, including visitors, contractors and volunteers.

The WHS Committee met monthly and made the meeting agendas and minutes available to all staff. The WHS Officer's Safety Report is discussed at the monthly meetings of the AM's Branch Heads and the bi-monthly meetings of AM Trustees.

Committee members at 30 June 2015 were:

- **Building Services**
  Ashley McMurray
- **Customer Service**
  Cass Nutt
- **Business Systems**
  Dan Clarke
- **Australian Museum Members**
  Ingrid Bennett
- **Executive Assistant**
  Shelley Truskett
- **Security**
  Sukhvinder Bagga
- **Production Studio**
  Tim Ralph
- **Chair**
  Sue Lindsay
- **WHS Officer**
  Andrew Cutbush
- **Management Representatives**
  George Notman
  Paul Ryan

Cultural Collections Acquisitions Committee

The Acquisitions Committee assesses potential acquisitions for the permanent cultural collections of the AM. As such, the committee is tasked with determining whether the acquisition is consistent with the Cultural Collections Acquisition Policy 2014–2017, whether provenance can or has been adequately established and whether the AM has sufficient curatorial resources to care for the acquisition appropriately.

Committee members at 30 June 2015 were:

- **Director, Public Engagement & Culture**
  Steven Alderton
- **Head, Culture Conservation & Consulting**
  Dr Scott Mitchell
- **Manager, Indigenous Heritage**
  Phil Gordon
- **Manager, Pacific and International Collections**
  Dion Peita
- **Manager, Materials Conservation**
  Colin Macgregor
- **Manager, Archives**
  Vanessa Finney
- **Collections Officer**
  Rebecca Fisher, secretary

APPENDIX D

> INTERNAL AUDIT & RISK MANAGEMENT

STATEMENT FOR THE 2014–15 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:

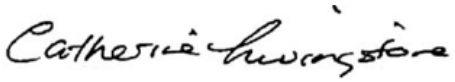
Ministerially determined departure	Reason for departure and description of practicable alternative measures implemented
Core Requirement 3 of TPP09-05 regarding the Pre-qualification scheme: Audit & Risk Committee Independent Chair and Members	Independent members of the Australian Museum Trust fulfil 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 to December 2014, David Sherley (term of appointment 1/1/2014 – 31/12/2014 and 1/1/2015 – 31/12/2015)
- Independent Chair January 2015 – June 2015, David Armstrong (term of appointment 1/1/2015 – 31/12/2015)
- Independent Member 1, Catherine Livingstone (term of appointment 1/1/2014 – 31/12/2014 and 1/1/2015 – 31/12/2015)

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.



Catherine Livingstone AO
President, Australian Museum Trust
1 September 2015

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.

Kim McKay AO
Executive Director & CEO

1 September 2015

APPENDIX F

> PRIVACY & PERSONAL INFORMATION

The AM'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 AM and includes strategies to ensure it meets its responsibilities under the Act.

The plan is available on the AM's website at:

www.australianmuseum.net.au/Privacy-Management-Plan/

Copies may be obtained by contacting:

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

The Museum's Web Privacy Statement is available at:

www.australianmuseum.net.au/Privacy/

No applications for internal review were received during the year.

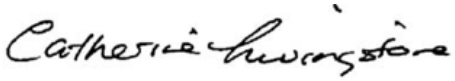
APPENDIX G

> DIGITAL INFORMATION SECURITY

Annual Attestation Statement for the 2014–15 Financial Year

I, Catherine Livingstone, am of the opinion that the Australian Museum has made considerable progress towards implementing an Information Security Management System during the financial year being reported on, consistent with the Core Requirements set out in the Digital Information Security Policy for the NSW Public Sector. This was done in conjunction with our former parent agency, the Department of Trade, Investment and Regional Infrastructure.

I, Catherine Livingstone, am of the opinion that the security controls in place to mitigate identified risks to the digital information and digital information systems of the Australian Museum are adequate for the foreseeable future. We will continue to work with the our new parent agency, the Department of Justice, to achieve full compliance.



Signed
1 September 2015

Catherine Livingstone AO
President, Australian Museum Trust

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 www.australianmuseum.net.au/Australian-Museum-Publication-Guide/.

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

APPENDIX I

DISABILITY ACTION PLAN

The AM provides facilities and assistance for visitors with a disability, including special set-down and pick-up points for wheelchairs and arrangements for car parking. General admission is free to Companion Card holders. There are ramps throughout the exhibitions and two lifts; wheelchairs available for loan and all doors are automatic. Wheelchair-accessible toilets are on Level G and Level 2. Tours and hands-on activities may be booked for visitors with special needs.

In line with the Ministerial Memorandum 2009 – 01 Guidelines for Disability Action Planning, the AM prepared a Disability Action Plan in 2009 which was updated to the Disability Action Plan 2010–2012. Previously, the Connected Museum project (installation of digital screens throughout the AM) improved access to exhibitions for mobility and visually impaired people. Most recently, the new entrance on William Street, largely completed in 2014–15, includes a low gradient ramp for improved accessibility from College Street. As well, the AM provides a number of disability access initiatives, including:

- Ensuring the AM website is developed to assist people with vision impairment, including developing education resource kits in Accessible Web format
- Developing video publishing guidelines that include accessibility requirements such as sub-titles
- Providing cultural awareness and social inclusion programs for staff
- Using a larger type in exhibition displays
- Making special arrangements for disabled parking and access (with information on the website) when groups book through the AM booking office
- Providing 'Museum in a Box' resources to disability groups and aged-care facilities

Improved access and resources such as dedicated exclusive spaces and tailored programs have resulted in increased numbers of physically and intellectually disadvantaged students accessing the AM. The Museum's Disability Action Plan is due to be updated in 2015–16.

APPENDIX J

> MULTICULTURAL POLICIES & SERVICES PROGRAM

> Multicultural policies and services program

The AM is actively engaged with Pacific and Indigenous Australian communities from which its ethnographic and archaeological collections were 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 AM's cultural collections are among the oldest in the country, with the earliest material collected in the 1830s. The AM recognises that in some cases the circumstances in which human ancestral remains or spiritually significant objects were collected from Indigenous communities are not ethically acceptable today. Repatriation is one way in which the AM tries to redress this. The AM also recognises that the return of objects from the collections may act as a catalyst for communities to maintain and reinvigorate traditional ceremonies and other cultural practices.

In 2014–15, the AM returned ancestral remains to Aboriginal communities in the Tamworth, Narrabri, Sydney Metropolitan and Illawarra regions. Discussions continue with communities from Narrabri, Wellington, Tenterfield, Bingera and Bendemeer, and further repatriations will be possible with some of these communities over the next 12–18 months. The AM has also been involved in a major consultative process with the Yirrkala community (NT) as well as a range of communities in western NSW about the potential repatriation of secret/sacred objects in the collection.

The AM's repatriation program is supported by funding through the Office for the Arts, in the Department of Regional Australia, Local Government, Arts and Sport.

■ Indigenous Youth Collection Access

The AM has significantly expanded its program of services for at-risk Indigenous youth in Sydney with support from the Vincent Fairfax Family Foundation and the Australian Museum Foundation. The program aims to build cultural awareness among 'at-risk' youth and provide them with a sense of pride and dignity about their cultural background. Activities include onsite workshops with collection access and related activities, as well as a cultural awareness program for young Indigenous people in detention.

■ Exhibitions and programs

As noted in the Divisional Reports, the AM upgraded the *Indigenous Australians* gallery, opening two new exhibitions. *Pacific Spirit*, a new exhibition based on the Pacific Collections, was opened in April 2015.

The AM presented eight days of Indigenous Australian programming (22–30 November) as part of the Corroboree Sydney festival. Children's story–telling and performance events, talks, gallery and behind-the-scenes tours and weaving and didgeridoo workshops were featured.

The AM's Cultural Collections Acquisition Policy 2014–17 emphasises the collection of contemporary Pacific and Indigenous objects. Major acquisitions during the year are included in Appendix V.

■ Professional development

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

- Lesson programs tailored for multicultural classes
- Museum in a Box programs to multicultural schools
- Education resource kits for English as a Second Language to student groups and teachers
- Resources (multiple learning levels) to accommodate student diversity
- Workshops and professional development in Indigenous cultural awareness for teachers
- Programs for students to increase knowledge, understanding and awareness of Indigenous cultures

Future priorities for the AM include:

- Working with the South Australian Museum and the NSW Office of Environment and Heritage to repatriate 65 ancestors from the South Australian Museum collections back to traditional owners in western NSW
- Continuing the Indigenous Youth Access Program in 2015–16
- Community consultation in relation to the repatriation of ancestral remains or secret/sacred objects with a range of Aboriginal communities
- Ongoing consultation with community members about the greater use of Aboriginal languages and words in public spaces and programs
- Develpoment of an AM wide Indigenous strategy

APPENDIX K

> GRANTS

The total value of grants made to the Science and Learning division was $2,011,097 (2013–14: $1,458,570) with an average value of $42,801 (2013–14: $48,619). This figure does not include adjustments due to timing of payments or previous year currency fluctuations, so it will not match the figures included in the financial statements.

Table K.1 lists projects for Science and Learning administered by the AM. Table K.2 lists research projects administered by other institutions where a Museum scientist was nominated as either a principal investigator or co-investigator.

Table K.1 Grant-funded projects for research and collections administered by the Australian Museum 2014-15

Principal Investigator(s)	Title of project	Granting body
D Beechey, W Ponder	Revision of the Australian Faunal Directory – Molluscan (Bivalvia and Gastropoda) checklist	Department of the Environment (ABRS)
C Beehag	Australian Museum Science Festival	Inspiring Australia
D Bickel	Description of a diverse new genus of empidid flies (Diptera: Empididae: Hilarini) from Australian forest creeks	Department of the Environment (Bush Blitz)
D Britton	BushBlitz II Expedition: Namadgi National Park, ACT and Kosciusko National Park, NSW; Lepidoptera, Odonata and land snails	Department of the Environment (BushBlitz)
D Colgan	Unlocking the biodiversity information in molluscan shells	Australian Museum Foundation (Biodiversity Conservation Seed Grant)
D Colgan	Invasive and non-invasive lineages in the mussel *Xenostrobus pulex*	NSW Environmental Trust
M Eldridge, G Frankham	Handbook of the Mammals of the World	Lynx Promocions (Spain)
M Eldridge	Genetic diversity, gene flow and management of the yellow-footed rock-wallaby	South Australian Department of Environment and Natural Resources
M Eldridge	Genetic analysis of Nabarlek/Monjon Museum Specimens	World Wide Fund for Nature
M Eldridge	Genetic studies for Scientific Committee – Eastern Quoll *(Dasyurus viverrinus)*	NSW Office of Environment & Heritage
M Eldridge	Identifying refugia for mesic biodiversity in south eastern Australia under climate change	Australian Museum Foundation (Biodiversity Conservation Seed Grant)
P Flemons	Imaging equipment for collection digitisation	Atlas of Living Australia (CSIRO)
P Flemons	Digi Vol	Australian Museum Foundation
P Flemons	Exploring 3D models of collection objects and specimens for research, education and exhibition applications	Australian Museum Foundation
P Flemons	Support for the strategic direction of the Australian Citizen Science Association and scoping a Citizen Science project with national and international appeal	Inspiring Australia
P Flemons	Insect Soup	Australian Museum Foundation

Grant funded projects, continued

Principal Investigator(s)	Title of project	Granting body
A Hallan	Hidden gastropod diversity in tropical Australian estuaries: a systematic revision of Australian Stenothyridae, Iravadiidae and Calopiidae	Department of the Environment (ABRS)
D Hoese	Taxonomic and nomenclatural treatments of fishes	Department of the Environment (ABRS)
A Hoggett	Lizard Island Fellowships	Lizard Island Reef Research Foundation
P Hutchings	How many species of blood worms are there in NSW? and does this matter?	NSW Fisheries Recreational Fishing Trust
P Hutchings	11th International Polychaete Conference	Department of the Environment (ABRS)
R Johnson	DNA-based species identification of bird strikes	Various airports
R Johnson	Development of forensically informative DNA markers for Short-beaked Echidna and pilot pedigree testing and trade	Zoo & Aquarium Association
R Johnson	Koalas: Applying conservation genomics to manage an iconic species	NSW Environmental Trust
R Johnson	Wildlife Genomics	Australian Museum Foundation
R Johnson	Is Port Macquarie a koala 'genetic hotspot'?	Foundation for National Parks & Wildlife
R Johnson	Developing conservation genomics capability	BioPlatforms Australia
S Keable	Databasing Australian Museum Malacostraca Data	Australian Natural History Assessment Tool
S Keable, M McGrouther, A Reid	Southern French Polynesia Marine Biodiversity Expedition (includes additional funds for 1 month extension)	Australian Museum Foundation (Patricia Porritt Collection Acquisition Fund)
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)
F Koehler	Unlocking the Australian Museum's gastropod collection as a significant resource for wildlife genomics	Australian Museum Foundation
F Koehler	Assessing the conservation status of an invertebrate model group, Australia's camaenid land snails	Department of the Environment (Bush Blitz)
E Kupriyanova	Molecular identification, barcoding, and phylogeny of Hydroides (Serpulidae, Annelida), the largest genus of notorious fouling and invading calcareous tubeworms	Department of the Environment (ABRS)
E Kupriyanova	Origin of invasive fan worm *Sabella spallanzanii* (Sabellidae, Annelida) in NSW and New Zealand	Australian Museum Foundation
B Lassig	Fossil acquisition (Lightning Ridge)	Lightning Ridge District Bowling Club
B Lassig	Timor-Leste expedition (databasing)	Australian Museum Foundation
B Lassig	Freshwater snail project	Owen Griffiths

Principal Investigator(s)	Title of project	Granting body
B Lassig	Australian Museum Foundation Visiting Fellowships	Australian Museum Foundation
B Lassig	Chadwick Biodiversity Fellowship	Australian Museum Foundation
J Leis	Orientation in the pelagic environment: how do larval marine fish find their way home?	Australian Research Council
J Lowry / L Hughes	Description of the Australian Lysianassoid amphipod fauna (Crustacea: Malacostraca)	Department of the Environment (ABRS)
R Major	A targeted approach to containing the spread of pest birds: genetic identification of invasion pathways of the Common (Indian) Myna	Australian Museum Foundation
R Major	Understanding the Indian Myna	City of Sydney Council
R Major	Arresting declines of woodland birds through Noisy Miner control	NSW Environmental Trust
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)
K Player	Streamwatch	Sydney Water
W Ponder, A Hallan	Freshwater molluscs of Australia – an interactive science communication tool for mobile public access	Department of the Environment (Bush Blitz); Australian Museum Foundation; Commonwealth Department of Agriculture
A Reid	Malacology donation	Bequest (Estate of Jessie Campbell Wise)
A Reid	Malacology donation – teaching microscope	Private donation
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)
C Reid	Biodiversity capacity building in Papua New Guinea and sustainable development of its primary industries	University of New South Wales
C Reid	An identification guide for the species of Christmas beetles in Australia	Department of the Environment (Bush Blitz)
J Rowley	Conservation of the highly threatened Helen's Flying Frog from the lowland forests of Vietnam: research and capacity building	Ocean Park Conservancy Foundation
J Rowley	What is the current conservation status of amphibians in Southeast Asia?	Australian Museum Foundation
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 Australian Museum

Principal Investigator(s)	Title of project	Granting body *(administered by)*
S Ahyong	Shear thickening impact protection system – a novel design based on the biomimicry of the mantis shrimp telson	Ministry of Defence (Singapore) *(administered by National University of Singapore)*
S Ahyong	Species discovery and evolution of deep-sea squat lobsters from the family Munididae (Crustacea: Anomura)	Department of the Environment (ABRS) *(administered by Museum Victoria)*
V Attenbrow	Axes, exchange and social change: pioneering new techniques in south–eastern Australia	Australian Research Council *(administered by University of New England)*
D Bickel	The first Mesozoic fossiliferous amber from Southern Gondwana: an ancient portal into an Australian polar greenhouse	Australian Research Council *(administered by Monash University)*
D Colgan	Analysing next generation DNA sequencing datasets from Mollusca	Science Without Borders Internship *(administered by University of Technology, Sydney)*
D Faith	A global genetic diversity report card	Japan Society for the Promotion of Science
D Faith	Linking earth system and socio-economic models to predict and manage changes in land use and biodiversity	Future Earth *(administered by Arizona State University)*
D Faith	Scientific support for IPBES knowledge generation	Future Earth
R Johnson	Use of conservation genetics for recovery of critically endangered, iconic Australian Orange-bellied Parrot	Norman Wettenhall Foundation *(administered by the Zoo & Aquarium Association)*
R Johnson	Conservation genomics through de novo sequencing	BioPlatforms Australia
J Nguyen	A phylogenetic and morphological study of Australasian passerine birds	Australian Bird Study Association *(administered by J Nguyen)*
K Player	Museum on the Wall – Let's Play Museum	Australia Council *(administered by Royal North Shore Hospital)*
C Reid	BIG 4: Biosystematics, Informatics and Genetics of the big 4 insect groups: training tomorrow's researchers and entrepreneurs	Marie Sklodowsa-Curie Action Grant *(administered by University of Copenhagen / Natural History Museum)*
J Rowley	Resolving data deficiency in two point endemic high altitude Vietnamese frogs: are *Leptolalax botsfordi* and *Oreolalax sterlingae* critically endangered?	The Mohamed bin Zayed Species Conservation Fund *(administered by Zoological Society of London)*
J Rowley, R Major	Reintroduction of locally extinct mammals – the landscape ecosystem approach	NSW Environmental Trust (administered by University of NSW)
R Torrence	Re-assembling the MacGregor national collection from Papua New Guinea	Australian Research Council (administered by University of Sydney)
R Torrence	Valuing stones: obsidian-stemmed tools in the creation of social complexity in PNG	Australian Research Council (administered by University of Sydney)
R Torrence	Application of FTIR reflectance spectroscopy for characterization of microscopic organic residues preserved on ancient stone tools	Australian Synchrotron (administered by University of Sydney)

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

Table K.3 Grants received by Public Engagement and Culture Division, 2014–15

Principal Investigator	Title of Project	Granting Body
P Gordon	Repatriation of Indigenous cultural property	Ministry for the Arts, Attorney-General's Department
S Mitchell	Cultural empowerment for Indigenous youth in detention	Vincent Fairfax Family Foundation / Australian Museum Foundation

82 new species were described, including 35 crustaceans, 20 gastropods, eight fishes, eight lizards, six insects, three polychaetes, one frog and one mammal

APPENDIX L

PUBLICATIONS BY AUSTRALIAN MUSEUM STAFF

AM staff, Senior Fellows and Research Associates published 128 papers in national and international, peer-reviewed scientific journals and books. Highlights include the publication of the koala transcriptome in *BMC Genomics*, a paper in *Science*, one in *Nature*, and a full volume on the 11th International Polychaete Conference Proceedings in *Memoirs of the Museum of Victoria*. Among these publications, 82 new species were described, including 35 crustaceans, 20 gastropods, eight fishes, eight lizards, six insects, three polychaetes, one frog and one mammal.

Publications of the Australian Museum

Explore magazine

There were two editions of *Explore*, the AM's magazine for Members, supporters and other stakeholders: *Explore* 36(2) Spring/Summer, August 2014 and *Explore* 37(1) Autumn/Winter, April 2015.

Each edition of *Explore* is published on the AM 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.

Scientific publications

The AM publishes two peer-reviewed scientific serial titles, one of which is online only. Five issues of *Records of the Australian Museum*, with descriptions of 29 new species, were published in print and online in 2014–15. All are Open Access at: http://australianmuseum.net.au/journalfinder.

APPENDIX M

> OVERSEAS TRAVEL

Officer	Destination / dates	Purpose
Dr Rebecca Johnson	USA 21/06/2015 – 28/06/2015	Present the Koala Genome project at the International Plant and Animal Genome (PAG) congress
Dion Peita	Fiji 16/06/2015 – 21/06/2015	Invited, to build on relationships in the Pacific, following Foreign Minister opening AM's *Pacific Spirit* exhibition
Dr Robin Torrence	Vanuatu 5/07/2014 – 15/07/2014	Present a paper at the 8th Lapita Conference International Forum for Pacific Archaeology; and participate on a fieldtrip to Tanna Island
Dr Daniel Faith	Taiwan 2/06/2015 – 8/06/2015	Keynote speaker at the 2015 International Conference on Insect Resource Sustainability and Conservation in Taiwan
Dr Chris Reid	Papua New Guinea 15/06/2015 – 28/06/2015	Teaching agricultural entomology to professionals at Binatang Research Centre, Madang; and collecting pest species (AUSAID funded)
Tehmi Sukhla	New Zealand 17/02/2015 – 21/02/2015	Attend dedication of Australian Memorial at National War Memorial, Wellington; attend meetings with New Zealand colleagues re Captain Cook 250th anniversary exhibition
Steven Alderton	New Zealand 17/02/2015 – 21/02/2015	Attend meetings with New Zealand colleagues re Captain Cook 250th anniversary exhibition
Kim McKay AO	New Zealand 17/02/2015 – 21/02/2015	Attend dedication of Australian Memorial at National War Memorial, Wellington; attend meetings with New Zealand colleagues re Captain Cook 250th anniversary exhibition
Dr Jodi Rowley	Vietnam 3/05/2015 – 20/05/2015	Field work: development of the first conservation action plan for a frog in Southeast Asia and training/supervision of two Vietnamese postgraduate students
Sally Reader	Cook Islands, Tonga 31/12/2014 – 31/01/2015	Research expedition in collaboration with the Auckland Museum to establish a marine biodiversity baseline for Cook Islands, Nuie, Tonga
Dr Daniel Faith	Japan 15/01/2015 – 15/02/2015	Genomics monitoring research as part of a fellowship: Australian Academy of Science, Invitation Fellowship to Japan
Dr Rebecca Johnson	USA 9/01/2015 – 17/01/2015	Present the Koala Genome project at the International Plant and Animal Genome (PAG) congress
Dr Chris Reid	Papua New Guinea 17/11/2014 – 30/11/2014	Teach agricultural entomology at the Agricultural Research Institute, Lae, and collecting pest species. AUSAID funded
Jason Wong	USA 16/10/2014 – 23/10/2014	Present at the Global EMu User Conference, US Holocaust Memorial Museum, Washington DC; meet Smithsonian staff on digitisation projects
Steven Alderton	New Zealand 25/08/2014 – 28/08/2014	Discuss travelling exhibitions, including a major partnership proposal to Te Papa

Overseas Travel, continued

Officer	Destination / dates	Purpose
Dr Jeff Leis	New Caledonia 20/11/2014 – 5/12/2014	Study fish larvae in collaboration with French researchers from Université de la Nouvelle-Calédonie and Aquarium des Lagons, Noumea
Yuri Humeniuk	USA 16/09/2014 – 24/09/2014	Prepare fragile, valuable taxidermy specimens for shipment to Australia
Dr Mandy Reid	New Zealand & French Polynesia 18/09/2014 – 16/10/2014	Research expedition with Auckland Museum to establish a marine biodiversity baseline for the southern islands of Iles Australes and Iles Gambier, in French Polynesia
Sally Reader	New Zealand & French Polynesia 18/09/2014 – 16/10/2014	Research expedition with Auckland Museum to establish a marine biodiversity baseline for the southern islands of Iles Australes and Iles Gambier, in French Polynesia
Dr Stephen Keable	New Zealand & French Polynesia 18/09/2014 – 16/10/2014	Research expedition with Auckland Museum to establish a marine biodiversity baseline for the southern islands of Iles Australes and Iles Gambier, in French Polynesia
Mark McGrouther	New Zealand & French Polynesia 18/09/2014 – 16/10/2014	Research expedition with Auckland Museum to establish a marine biodiversity baseline for the southern islands of Iles Australes and Iles Gambier, in French Polynesia
Angus Adameitis	New Zealand 14/09/2014 – 26/09/2014	Manage installation and packing of the AM's *Tyrannosaurs* at Te Papa Museum
Elliot Cole	New Zealand 08/02/2015 – 20/02/2015	Manage de-installation and packing *Tyrannosaurs* at Te Papa Museum
Francis Daley	New Zealand 14/09/2014 – 26/09/204	Manage installation and packing of the AM's *Tyrannosaurs* at Te Papa Museum
Francis Daley	New Zealand 08/02/2015 – 20/02/2015	Manage de-installation and packing *Tyrannosaurs* at Te Papa Museum

The Australian Centre for Wildlife Genomics had its NATA accreditation renewed, making it one of the few facilities in Australia conducting non-human forensic work at this high level of accreditation

APPENDIX N

> RECOGNISING STAFF ACHIEVEMENTS

> Honours

Dr Richard Major was awarded the inaugural AMRI medal for of research addressing AMRI's strategic research priorities, communication of research to a broad range of audiences and actively engaging the wider community in AMRI research.

Dr Scott Mitchell represented the AM in receiving a 'Highly Commended' award at the 2014 NSW Green Globes Awards for reducing electricity consumption required to maintain temperature and humidity standards in collection stores.

Dr Rebecca Johnson was admitted to the Australian Academy of Forensic Sciences.

Dr Rebecca Johnson and Dr Greta Frankham were certified as Wildlife Forensic Scientists by the International Society for Wildlife Forensic Science (two of only 28 globally) and were appointed by the Federal Environment Minister as examiners in wildlife forensics under the EPBC Commonwealth legislation section 303GS(1).

> Leadership

Kim McKay AO was appointed to the UNSW Science Advisory Panel, the UTS Business Advisory Board and the MGSM Advisory Board.

Dr Mark Eldridge was appointed chair of the NSW Scientific Committee and Dr Don Colgan was re-appointed as Deputy Chair of the NSW Fisheries Scientific Committee.

Phil Gordon, Manager of Indigenous Heritage, is a member of the Commonwealth Government Advisory Committee for Indigenous Repatriation.

Dr Jodi Rowley was appointed as Chair of the IUCN Species Survival Commission Specialist Amphibian Group for SE Asia.

Thelma Thomas, Youth Worker, is a member of the NSW Police Force Multicultural Advisory Council.

> Science

Dr Jacqueline Nguyen was awarded the Australian Museum's two-year Chadwick Biodiversity Fellowship for early career research on the phylogeny and evolution of Australasian passerine birds.

AMRI staff received two of the 11 grants awarded in the 2015–16 round of Australian Biological Resources Study (ABRS) National Taxonomy Research Grant Program. Dr Frank Koehler was awarded a $210,000 grant to study the evolutionary systematics and conservation biology of rainforest snails and semislugs of the family Helicarionidae; and Dr Lauren Hughes was awarded $270,000 to describe the coastal and wet-forest talitrid amphipods of Australia. Both projects are of three years duration, from 1 July 2015.

The Australian Centre for Wildlife Genomics had its NATA accreditation renewed (to ISO17025), making it one of the few facilities in Australia conducting non-human forensic work at this high level of accreditation.

APPENDIX O

> FELLOWSHIPS & POSTGRADUATE AWARDS

Researchers from around the world visit the AM and the AM Lizard Island Research Station, on the Great Barrier Reef, to study collections, undertake research and collaborate with AM researchers. Each year the AM awards visiting fellowships with the generous support of various benefactors. These awards are shown in Table O.1.

Table O.1. Australian Museum visiting fellowships and postgraduate awards for 2014–15

Fellowship	Name	Institution	Project
AMRI Visiting Collections Fellowship	Dr Marc Eleaume	Museum National d'Histoire Naturelle, France	Revision of the genus *Antedon* (Echinodermata: Crinoidea) and resurrection of the Australian genus *Compsometra*
AMRI Visiting Research Fellowship	Dr Helen Larson	Museum and Art Gallery of the Northern Territory	Exploration of gobioid type specimens
AMRI Postgraduate Fellowship	Mr Paul Dickinson	University of Leicester	Through a Glass Darkly: Obsidian Stemmed Tools from new Britain, Papua New Guinea
Peter Rankin Herpetology Fund	Blanche D'Anasti	James Cook University	Conservation status of Western Australia's endemic true sea snakes
Chadwick Biodiversity Fellowship	Jacqueline Nguyen	University of NSW	Phylogeny and evolution of Australasian passerine birds
Lizard Island Doctoral Fellowship	Jodi Rummer	ARC Centre of Excellence for Coral Reef Studies, James Cook University	Athletes in acidified oceans: differential effects of high CO2 on coral reef fish performances
Ian Potter Doctoral Fellowship	Steve Doo	University of Sydney	Understanding the functional role of large benthic foraminifera to reef scale carbonate production in the Lizard Island Reef complex: Living sands in a changing ocean.
Ian Potter Doctoral Fellowship	Maria Palacios	ARC Centre of Excellence for Coral Reef Studies, James Cook University	Controlling Mesopredators: importance of intraguild behavioural interactions in trophic cascades
Isobel Bennett Marine Biology Fellowship	Zoe Richards	Western Australian Museum	Coral surveys at Lizard Island post-Cyclone Ita
Yulgilbar Foundation Fellowship	Sue-Ann Watson	ARC Centre of Excellence for Coral Reef Studies, James Cook University	Effects of ocean acidification on invertebrate and ecological interactions in coral reef ecosystems
Isobel Bennett Marine Biology Fellowship	Daniela Ceccarelli	Great Barrier Reef Marine Park Authority	Fish surveys at Lizard Island post-Cyclone Ita
Ian Potter Foundation 50th Anniversary Commemorative grant	Morgan Pratchett	ARC Centre of Excellence for Coral Reef Studies, James Cook University	Key biological information for strategic control of COTS outbreaks: reproduction and dispersal
Ian Potter Foundation 50th Anniversary Commemorative grant	Vanessa Messmer	ARC Centre of Excellence for Coral Reef Studies, James Cook University	The role of predation in controlling Crown-of-thorns Starfish: do overfishing and biodiversity loss exacerbate outbreaks?
Ian Potter Foundation 50th Anniversary Commemorative grant	Lisa Bostrom-Einarsson	ARC Centre of Excellence for Coral Reef Studies, James Cook University	When is enough enough? Using a common household product to control Crown-of-thorns outbreaks in the Indo-Pacific
Ian Potter Foundation 50th Anniversary Commemorative grant	Zara-Louise Cowan	ARC Centre of Excellence for Coral Reef Studies, James Cook University	Mechanisms of evading predation in the Crown-of-thorns Starfish (*Acanthaster planci*)

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, using energy consumption and greenhouse gas emissions from 1995–96 as a baseline against which savings are assessed. The AM's energy usage for the last five years is shown in Table P.1. In 1995–96 the AM's energy use was 25,107 GJ and greenhouse gas emissions were 5128 tonnes. The different types of energy used for 2014–15 are shown in Table P.2

In 2008–09 the AM occupied a new building with over 5,000m^2 of environmentally controlled premises for collections storage, laboratories and work areas. In 2010–11 the AM increased its use of natural gas, resulting in reduced greenhouse gases despite an increase in overall energy use. Improvements in energy management resulted in a 22.36% decrease in energy use in 2011–12 and a reduction in greenhouse gas emissions of 982 tonnes. Efficiencies in the operation of air-conditioning and the installation of new dehumidifiers have again reduced energy usage this year.

The new entry hall on William Street has been designed to be carbon neutral upon completion. Construction works on site contributed to higher electricity consumption during this period.

Figure P.2 Energy consumption by fuel type (%)

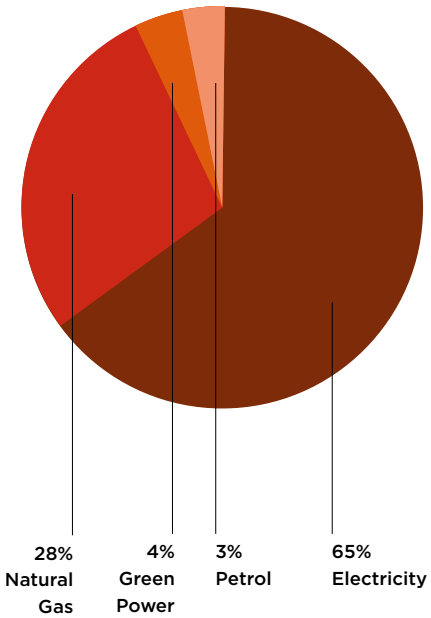


Table P.1 Energy usage at the Australian Museum, 2010-11 to 2014-15

Year	Energy use (GJ)	Greenhouse gas (tonnes)
2010–11	29,930	4,994
2011–12	27,995	4,986
2012–13	23,449	4,513
2013–14	21,733	4,004
2014–15	23,305	4,074
2014–15 change from baseline	–7.2%	–20.5%

APPENDIX Q

WASTE REDUCTION & RECYCLING

The AM's Waste Reduction and Purchasing Policy was drafted in 1998 in consultation with the NSW Environment Protection Authority. The AM's recycling and waste system was implemented in April 2001 to reduce waste in both public and non-public areas. Through to June 2015 the AM's waste contractor, Sydney Waste, was responsible for collecting general and recycled waste. The data in Table Q.1 was provided by the appropriate waste contractor.

Waste collected by Sydney Waste was taken to a SITA MRF facility or Visy and Polytrade Recycling facility. In August 2015 the AM implemented a new waste recycling initiative as part of the Whole of Government Waste Management contract and aligned with the Government Resource Efficiency Policy (GREP) reporting.

Table Q.1 Waste management at the Australian Museum

	Weight collected (tonnes)	Weight to landfill (tonnes)	Percentage to landfill	Percentage recycled
2010–11	106.7	23.9	22.6%	77.4%
2011–12	85.41	17.0	19.9%	81.1%
2012–13	94.5	18.95	20%	80%
2013–14	209.5	53.6	25.6%	74.4%
2014–15	210.01	52.96	25.2%	74.8%

APPENDIX R

HERITAGE MANAGEMENT

The AM has a responsibility to identify and manage items of heritage which it owns, cares for or controls. Under Section 170A of the *Heritage Act 1977*, the AM must 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). The AM is also listed on the Australian Heritage Database (formerly the Register of the National Estate) and in Schedule 5 of the Sydney Heritage Local Environmental Plan 2012, and classified by the National Trust of Australia (NSW). The AM has several buildings that have been assessed as exceptional or high significance. They are:

- Lewis Wing
- Barnet Wing
- Vernon Wing (including the Hallstrom Theatre)
- William Street (Parkes-Farmer) Wing
- Former National School Building
- Former Infants School building

These buildings are maintained in good condition, except for the former Infants School building which is in fair condition. The William Street (Parkes-Farmer) wing has been assessed as medium significance, and is in good condition. Other buildings on the site which have had their heritage values assessed are of low significance. They are in good to fair condition, and include:

- The Child Welfare building (completed c1952)
- The new Spirit House (completed in 1969)
- The Still Addition (completed in 1988)
- The Australian Museum Research Institute building (completed in 2008)

In 2015 Orwell and Peter Phillips completed the Conservation Management Plan (CMP) to complement the site master plan and inform the design of the new William Street entrance.

APPENDIX S

STAFF, WORKFORCE DIVERSITY & WHS STATISTICS

Achievements

The AM's E-Learning course was again promoted to staff with a focus on compliance courses such as Sexual Harassment in the Work Place; Bullying and Harassment; and Work Health and Safety. The induction video was updated to provide an overview of and welcome to the AM by the new Executive Director & CEO.

The AM continued to pursue the objectives of its Equal Employment Opportunity Plan, to:

- improve the AM's people management capabilities and practice
- maintain its commitment to a diverse and skilled workforce and gender equity

Achievements for 2014–15 included :

- change management training for AM people managers
- Mercer CED job evaluation training
- continued support for the AM staff wellness program including flu vaccinations and supporting a corporate team in the 2014 Sydney City to Surf
- ongoing implementation of the new Public Service Commission Competency-Based Framework and the submission of the finalised Senior Executive Implementation Plan to the Secretary of the Department of Trade and Investment
- progressive redrafting of position descriptions into role descriptions that include the NSW Capability Framework to comply with the Government Sector Employment Act (2013)
- ongoing review of WH&S risk assessments of operational areas with recommendations on findings submitted to the AM's executive
- 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, excluding the Senior Executive, in the first full pay period in July 2014. The Senior Executive 1.88% SOORT increase was paid to executives after approval of annual performance reviews by the Departmental Secretary.

Workplace Health and Safety

The AM's Work Health and Safety (WHS) Committee continued working with management to identify, assess and manage workplace hazards and ensure that the AM complies with its legislative responsibilities under the *Work Health and Safety Act 2011* and the NSW Work Health and Safety Regulations 2011. There was one lost time injury reported, again a decrease on the previous year. There were no prosecutions under the *WH&S Act 2011*.

Industrial Relations

The Joint Consultative Committee continued to meet bi-monthly to provide an effective means for resolving employee-related issues.

Staff statistics

The following tables provide summary statistics and trends in non-casual staff, salary and EEO status:

- Table S.1 Numbers, gender and salary band levels of Executive management
- Table S.2 Remuneration level and workforce diversity status of non-casual employees, 2014–15
- Table S.3 Salary of non-casual employees, 2014–15
- Table S.4 Workforce diversity status and representation of non-casual employees, 2014–15

Appendix S, continued

Table S.1 Senior Executive Staff

Level	Gender	2010 –11	2011 –12	2012 –13	2013 -14	2014 -15	Salary range 2014–15 ($)	Employee-related expenses*
SES 4	Female				1	1	$259,850	2.15%
	Male	1	1	1	1	1		
SES 2	Female					1	$195,662	2.43%
	Male	1	1	1	2	2		
SES 1	Female				1	1	$189,112	2.35%
	Male	1	1	2	2	2		

*** 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 2015

Remuneration level of substantive position	Total Staff	Male	Female	Aboriginal people and Torres Strait Islanders	People whose first language spoken as a child was not English	People with a disability	People with a disability requiring work-related adjustmen
<$39,670	0	-	-	-	-	-	-
$39,670 to <$52,104	1		1		1		-
$52,104 to <$58,249	10	3	7		7	1	-
$58,249 to <$73,709	50	24	26	3	24	1	-
$73,709 to < $95,319	105	40	65	3	34	2	-
$95,319 to ≤$119,149	28	14	14		5	1	-
$119,149 (non-SES)	27	19	8		4		-
Total	**221**	**100**	**121**	**6**	**75**	**5**	**0**

Table S.3 Salary of non-casual employees, Australian Museum 2010–15

Salary level	2010–11	2011–12	2012–13	2013–14	2014–15
< $39,670	38	0			0
$39,670 to < $52,104	14	11	9	5	1
$52,104 to < $58,249	27	40	30	17	13
$58,249 to < $73,709	63	105	114	59	62
$73,709 to < $95,319	73	102	102	131	128
$95,319 to ≤$119,149	30	26	24	29	32
>$119,149 (non-SES)	11	22	25	24	28
>$119,149 (SES)	3	3	3	5	6
Total	**259**	**309**	**307**	**270**	**270**

Table S.4 Workforce diversity status of employees, Australian Museum, 2010–15

Workforce diversity status	Benchmark or target (%)	2010–11 (%)	2011–12 (%)	2012–13 (%)	2013–14 (%)	2014–15 (%)
Women	50	54.8	55	57	54	55
Aboriginal people and Torres Strait Islanders	2	1.2	1.9	3	2	2
People whose first language spoken as a child was not English	20	13.5	14.2	11	15	28
People with a disability	12	1.5	1.6	3	2	2
People with a disability requiring work-related adjustment	7	0	0	0	0	0

APPENDIX T

> HONORARY APPOINTMENTS

The AM has a long history of making honorary appointments to recognise individuals who have contributed to the advancement of the Museum.

The following people held honorary appointments at 30 June 2015.

> 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

> Past staff members with an active research program or collection initiative contributing directly to the AM

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 Brian Lassig
Dr Jeff Leis
Dr Jim Lowry
Dr John Paxton
Dr Winston Ponder
Dr Harry Recher
Dr Alex Ritchie
Dr Frank Rowe
Dr William Rudman
Dr Jim Specht
Dr Lin Sutherland
Dr Buz Wilson

> Research Associates

> Research collaborator with an active research program or collection initiative contributing directly to the AM

Dr Ken Aplin
Dr Larry Barron
Dr Michael Batley
Dr Peter Bayliss
Mr Robert Beattie
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Ms Patricia Kailola
Mr Vince Kessner
Dr Nina Kononenko
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Mr Gunther Theischinger
Dr Brian Timms
Dr Eren Turak
Dr Tegan Vanderlaan
Mr Jean Weiner
Dr Arthur White
Dr Geoff Williams OAM
Mr Graham Wishart
Dr Gavin Young

APPENDIX U

> MUSEUM VOLUNTEERS

> Introduction

The Australian Museum is grateful for the community support received through extensive volunteer support, with 540 people actively volunteering onsite and offsite in 2014-15, contributing more than 156,000 hours of service. A further 360 volunteers contributed 46,300 online data transcription tasks using DigiVol Online (a collaboration between the Australian Museum and the Atlas of Living Australia).

Volunteers were thanked by the Executive Director and CEO and other staff at a special event in November 2014. Volunteers receiving special recognition were Anthony Ellis (10 years, Australian Museum Members); Graham McLean (10 years, Australian Museum Members and Geosciences); Michael Batley (15 years, Arachnology and Entomology); Peter Andrews (20 years, front-of-house); Margot O'Donoghue, Maureen Haydon and Wendy Walker (20 years, Marine Invertebrates); and Win Allison (25 years, Geosciences).

The AM's Centre for Citizen Science was launched in May 2015, effectively acknowledging the contributions of many of our volunteers. Citizen Science volunteers assist on projects such as Streamwatch and the research project, 'Invasion pathways of Common Mynas'. Numerous individuals also provided data through purpose built Facebook pages and Apps.

Most volunteers are long-term (at least one year of service) and regular (at least once a week), with several serving in more than one area. Others volunteered on short-term, one-off projects such as the Australian Museum Science Festival. Participation included:

1. 75 Visitor Services Unit front-of-house volunteers assisted visitors with information, orientation tours and 'hands on' experiences
2. 266 volunteers assisted staff onsite with research, collections, corporate and marketing tasks
3. 195 Streamwatch volunteers, monitoring water quality and macro-invertebrates across Sydney waterways. Streamwatch completed its second full year of operation at the Museum with 63 groups testing 170 sites across metropolitan Sydney, greater Sydney and the Illawarra.
4. 441 citizen science volunteers involved in the DigiVol project imaging collection materials onsite (81) and transcribing online (360)
5. 20 volunteers attended one-hour workshops at the AM, training in species identification, trap operation and care of captured birds. In all, 60 volunteers between Cairns and Melbourne assisted with the Common Myna project.

Table U.1 Contribution of volunteers to the Australian Museum, 2014–15

Division	Number	Area
Public Engagement and Culture	118	Visitor Experience, Program Delivery, Production and Design, Cultural Collection Conservation and Consulting
Science and Learning and AMRI	432	AMRI, Natural Science and Biodiversity Conservation, Science Services and Infrastructure, Life Long Learning
Online (DigiVol)	360	Worldwide volunteers transcribing digitised collection and archival material using the internet as part of DigiVol
Development, Communications and Marketing	5	Development
Directorate	1	Corporate and Knowledge Services

Note: includes 15 volunteers who contributed in more than one department

> Volunteers 2014-15

The Australian Museum sincerely thanks the following individuals for their support and services during the year. Those marked with a hash (#) volunteered in more than one area.

> PUBLIC ENGAGEMENT & CULTURE DIVISION

■ Cultural Collection Conservation and Consulting:

Rebecca Barnott-Clement
Marsha Canning #
Sarah Carter
Natalie Cassaniti
Arabella Cooper
Nichola Craig
Paige Davis
Gemma Galvin
Rebecca Georgiandes
Nanette Goodsell
Emily Grace
James Graham
Sophia Harris
Sarah Hawkins
Adrienne Hirst #
Alexander Kales
Charlotte Kowalski
Alison Leeson
David Lind
Kayla Lochner
Kieran McGee
Susan Myatt
Anna Namuren
Christopher Nelson
Kimberley O'Connor
Ana Perez
John Rankin #
Cassandra Rodger
Cynthia Rodrigo #
Ricardo Servin Sagrero
Veronica Shaw
Chaoyuan Shen
Kristen Spyrdz
Kosta Thompson
Vicki Tran
Prue Walker
Feyza Zaman
Penny Zylstra

■ Program Delivery, Production and Design:

Rosalie Waugh
Megan Van der Hyden

■ Visitor Experience volunteers:

Peter Andrews
Colin Asimus
Les Bassett
Lyn Baveystock
Carole Bennetts #
Ray Biddle
Marta Brandtman #
Marie Buchanan
Courtney Buckland
Cate Burns
Sarah Cabrera
Julie Cameron
Marsha Canning #
Charles Cases #
Anna Chang
Jenny Chu
Helen Clark
Nicole Dahlberg
Geoffrey Dodds
Karen Gardiner
Diane Gershwin #
Maria Luisa Gleria
Orya Golgowsky
Peter Grocholsky
Emma Groves
Joe Haddock
Ashleigh Harrington
Anne Harvey
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Dinah Holden #
Mary Hughes
Dana Hutchison
Jennifer Johnson
Samantha Jones
Amanpreet Kang
Hinda Kaunitz
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Keren Symonds
Gillian Tansilao
Judith Townsend
Jason Travis
Marna Wainberg
Geoff Wannan
John Woodfield

> SCIENCE & LEARNING DIVISION

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Win Alliston
Bridget Banfield
Graham Barr
Heloise Barr
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Michael Batley
Dr Peter Bayliss
Max Beatson
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Timothy Cutajar
Maxine Darwin
Justine Djajadikarta
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Louise Fisher
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Marissa Gee
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Daniel Wang
Hugh Watt
Jean Weiner
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Gillian Whitney #
Alex Yee

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William Wong
Jacinta Wood
Aleit-Marei Woodward
Penny Young
Li Zheng

Life Long Learning (including Streamwatch):

Melina Amerasinghe
Jane Anderson
Tomas Anderson
Pauline Apostolou
Peter Ardill
John Arney
Ian Bailey
Merlinda Bainbridge
Shane Baker
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Warren Bennetts #
Jennifer Jenkins
Ross Pearson OAM
Keith Robinson

> DIRECTORATE DIVISION

▪ Corporate and Knowledge Services:

Angela Rowland

APPENDIX V

> KEY ACQUISITIONS & DONATIONS TO THE COLLECTIONS

The AM is always happy to receive donations of specimens where these are accompanied by label data, including place of origin, date collected and the name of the collector. Significant acquisitions are listed below.

> Cultural Collections

Acquisitions made under the Cultural Collections Acquisitions Policy included:

- A Beizam (shark) dance mask from Cairns-based artist Ken Thaiday,
- A shell necklace and a woven crayfish pot from Tasmanian Aboriginal artists Dulcie and Rex Greeno
- Acrylic paintings from Yuendemu (Walukurlangu Artists)
- Woven works by Wiradjuri artist Beverley Coe
- 34 pots collected in Papua New Guinea between 1970 and 2008 as a donation from the estate of Mrs Margret Tuckson

> Natural Science Collections

Over 5000 global specimens and specimen lots were donated to the Natural Science collections. They included the juvenile Goblin Shark featured in a YouTube video which received nearly 900,000 viewings. Donations included more than 38 type specimens deposited by external researchers.

The AMF's Patricia Porritt Collection Acquisition Fund supported two expeditions to remote islands in Southern French Polynesia where staff collected fish, molluscs and other marine invertebrates. A Diprotodon skull, articulated skeleton and other megafauna fossils were acquired through a collaborative excavation project between the AM and UNSW. Following are Key acquisitions and donors by collection:

Entomology and Arachnology:

- Type specimens of water mites (Harry Smit)
- Set specimens of notable Australian moths for the Wild Planet display (Dave Britton)
- 1500 pinned specimens of native cockroaches from north QLD. Australia has one of the highest diversities of these insects, and more than two thirds of this donation represent undescribed species (David Rentz, author of *A Guide to the Cockroaches of Australia*)

Ichthyology:

- An oarfish from a Sydney beach (AM notified by John Goode)
- Paratype specimen of a new species of sweetlips (Jeff Johnson)
- Juvenile Goblin Shark (Michael McMaster)
- Galaxid type specimens – many species of galaxids are of conservation significance, as they are confined to restricted freshwater catchments (Taarmo Raadik)
- Bumphead parrotfish representing a southern record for this species (Derrick Cruz)

Malacology:

- Drier Collection (Museum of Vancouver)
- Sea slug type specimens (Marta Pola)
- Over 200 lots of dove shells, Columbellidae (Des Beechey, AM Research Associate)

Mammals:

- PNG mammals (Ken Aplin)
- Marine mammals (NPWS, Taronga Zoo, from strandings)
- NSW mammals (Coffs Harbour, South West Rocks, Nowra, Munmorah, Northern Region NPWS offices)
- Kangaroo skin rug (Eva Morgan)

Marine Invertebrates:

- Type specimens and vouchers of polychaete worms (Maria Capa, Hannalore Paxton, Gavin Dally, Orlemir Carrette, Justin McDonald, Greg Rouse, M.B. Hossain, Chris Glasby, Y. Zhang, L. Gershwin, Hannah Lloyd)
- 280 talitrid amphipods from Tasmania, a key part of an ABRS-funded research project at the AM (Alastair Richardson)
- Type material and vouchers of other groups of Crustacea, including clam shrimps, amphipods, squat lobsters, swimming crabs and freshwater isopods (Brian Timms, M.B. Hossain, L. Corbari, S. Mills, G. Theischinger, L. Gershwin, F. Momtazi, R. McCormack, Hannah Lloyd)

Geosciences:

- Cambrian trilobites from Kangaroo Island (Ben McHenry)
- Suite of minerals from Khabarovskiy Krai, Far Eastern Russia; hematite from Thassos, Greece; quartz crystals from Timor Leste, and carbonate sand concretions from Burketown, Qld (Ian Graham)
- Chalcopyrite and sphalerite from quarry near Macksville, NSW (Greg Dainty)
- Large gypsum crystals (Tony Sneddon)

Ornithology:

- NSW seabird specimens including rare species such as the Tahiti, Cook's and Gould's Petrels (Debbie Andrews, NSW Office of Environment)
- Skin of Raggiana bird-of-paradise as part of a headdress ornament (J. & A. Raneri)
- Four bird specimens including a good specimen of a Brown Falcon (L. Kurtis)
- An adult, male Superb Parrot (G. Pearson)
- A range of bird-strike voucher specimens (ACT and Sydney Airports)

APPENDIX W

> BENEFACTORS & SPONSORS

> Australian Museum Foundation

The Australian Museum Foundation (AMF) is dedicated to raising funds to support acquisitions and projects across the AM, from research and collections to outreach and education programs as well as capital works. Donations to the AMF increased by 70% in 2014–15, totalling $418,352. Two fundraising appeals were conducted: the AMF annual gala dinner and the end of financial year public appeal. The AMF Trustees in 2014–15 were:

- Diccon Loxton (Chair)
- John Pearson (Deputy Chair)
- Ailsa Crammond
- Michael Chaaya
- Tim Goodman
- Chris Grubb
- Frank Howarth PSM
- Alasdair MacLeod
- Kim McKay AO
- Scott Reid
- David Rickards
- Brian Sherman AM
- Fiona Sinclair

Grants made by the Australian Museum Foundation
A total of $488,339 in grants was presented to the AM to fund 13 projects in 2014–15. These included:

- Australian Museum Chadwick Biodiversity fellowship
- Cultural Reconnection for Indigenous Youth in Detention Program
- Communication tool to identify the fresh water molluscs of Australia
- Eight Australian Museum Visiting Fellowships
- Exploring 3D models of collection items for research, education and exhibition
- Genetic identification of the India Myna pathways to prevent spread of invasion
- Amphibian Conservation Research Internship
- Genetic identification of the fanworm species to prevent the spread of invasion
- Unlocking the Australian Museum's gastropod collections as a significant resource for wildlife genomics

Other projects supported by the AM Foundation through the Patricia Porritt Collection Acquisition Fund included:

- Marine biodiversity expeditions to Southern French Polynesia and the Cook Islands
- New taxidermy mounts for the upcoming *Wild Planet* exhibition

> Donations

The AM's Development and Members areas received more than $56,000 in donations. This included $20,000 from the Ann Macintosh Trust via the Perpetual Private's Impact Philanthropy for the restoration of the Long Gallery.

> Lizard Island Reef Research Foundation

The Lizard Island Reef Research Foundation (LIRRF) is dedicated to raising funds for scientific research at the AM's Lizard Island Research Station. Trustees in 2014–15 were:

- David Shannon (Chair)
- David Armstrong
- Dr Penny Berents
- Jim Bildner
- Ken Coles AM
- Belinda Gibson
- Dr Ronnie Harding
- Chris Joscelyne
- Vivian King
- Professor Lynne Madden
- Kim McKay AO
- Fiona Playfair
- Heather Power
- Robert Purves AM
- Graham Sherry OAM
- Charlie Shuetrim AM
- Helen Wellings

> Corporate Partners and Sponsors

In 2014–15, the AM's exhibitions and programs, including the *Aztecs* exhibition, Eureka Prizes and the Science Festival, were supported by 41 corporate partners. Combined, they contributed more than $870,000. AM Corporate Partners also contributed more than $1.7 million value in-kind (goods and services) throughout the financial year.

> Benefactors and partners

The AM gratefully acknowledges the generosity of benefactors and partners and thanks them for their diverse contributions to exhibitions, programs, education, outreach and scientific research.

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Michel Zwecker

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Estate of the late Jacqueline Heather Field
Estate of the late Phillip Jack
Estate of the late Merrill Pye
Estate of the late Patricia M Porritt
Estate of the late Gwendoline A West
Estate of the late Jessie Campbell Wise

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