



Australian Museum
ANNUAL REPORT
2011–12

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front cover: Technical Officer Jacquie Recsei records data during field work at Mt Kablaki, Manufahi District, for the Australian Museum Timor-Leste Expedition, May 2011. Photo by Dave Britton.

Availability

This annual report has been designed for accessible online use and distribution. A limited number of copies have been printed for statutory purposes.

This report is available at:

www.australianmuseum.net.au/Annual-Reports.

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

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nature culture discover



Minister

The Hon. George Souris, MP and Minister for the Arts

Governance

The Museum is governed by a Trust established under the *Australian Museum Trust Act 1975*.

The Trust has 11 members, one of whom must have knowledge of, or experience in, science; one of whom must have knowledge of, or experience in, education; and one of whom must have knowledge of, or experience in, Australian Indigenous culture.

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

The Director 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 1998–99 are available at: www.australianmuseum.net.au/Annual-Reports.

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

Admission charges

General Museum entry:

Adult \$12

Child (5–15 years) \$6

Concession \$8

Family (one adult, two children) \$18

Family (two adults, two children) \$30,
each additional child \$3

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

Additional charges may apply to special exhibitions and activities.

The Hon. George Souris, MP

Minister for the Arts

Minister,

In accordance with the provisions of the *Annual Reports (Statutory Bodies) Act 1984* and the *Public Finance and Audit Act 1983* we have pleasure in submitting this report of the activities of the Australian Museum Trust for the financial year ended 30 June 2012 for presentation to Parliament.

On behalf of the Australian Museum Trust,



Catherine Livingstone AO
President of the Trust



Frank Howarth PSM
Secretary of the Trust

Contents

Part 1 The year in review	1	Part 4 Appendices	65
President's report	2	Appendix A Organisation chart	66
Highlights 2011–12	3	Appendix B Trustee profiles and activities	67
Director's report	6	Appendix C Executive profiles and management activities	72
Performance 2011–12	7	Appendix D Internal audit and risk management	77
About the Museum	9	Appendix E Credit card certification	78
Part 2 Performance reports	10	Appendix F Privacy and personal information	79
1 A hub of learning	11	Appendix G Public access to information	79
2 Exciting and compelling	13	Appendix H Disability action plan	80
3 Engaged with the community	17	Appendix I Multicultural policies and services program	81
4 Inspiring collections	19	Appendix J Grants	83
5 A trusted adviser and partner	20	Appendix K Publications	89
6 Research that makes a difference	22	Appendix L Overseas travel	90
7 Culture and commitment	23	Appendix M Recognising staff achievements	93
8 Balanced resources	24	Appendix N Fellowships and postgraduate awards	94
9 Environmentally sustainable	26	Appendix O Energy management	96
Part 3 Financial statements	27	Appendix P Waste reduction and recycling	97
Financial commentary	28	Appendix Q Heritage management	98
Financial statements	33	Appendix R Staff, EEO and WHS statistics	99
		Appendix S Honorary appointments 2011–12	102
		Appendix T Museum volunteers 2011–12	103
		Appendix U Key acquisitions and donations to the collections	108
		Appendix V Benefactors and sponsors	109
		Index	114



1
the year
IN REVIEW

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

I am delighted to have this opportunity to lead the Board of Trustees of the Australian Museum. After six months here I have discovered what a vibrant organisation it is, with diverse programs and a robust collections and research base.



A significant part of my role is, I believe, to make this expertise and scope of activity more widely known throughout the community, and to ensure acknowledgement of and support for the nation's first and most revered museum.

EXHIBITIONS

There have been great successes in the past year, not least of which rested on our successful partnerships with key organisations. *Yiwarra Kujju: The Canning Stock Route* exhibition opened in December 2011 and would not have been possible without the support of the National Museum of Australia, Canberra. It was also the inaugural exhibition in our newly refurbished and expanded ground floor gallery.

LEARNING

Education is a cornerstone of the Museum's role, and we are continually developing programs and activities for students of all ages. Over 115,000 students benefited from interaction with the Museum. One third of these visited College Street, while video conferencing into schools and Museum in a Box programs reached almost 74,000 students across the State. Research and Collections staff have a strong role in supervising doctorate and other postgraduate research, while lectures, talks and behind-the-scenes insights are readily available.

SCIENCE AND COLLECTIONS

This year staff took their expertise offsite to survey the biodiversity of Timor-Leste, the first combined terrestrial and marine expedition ever to that country and the

largest scientific expedition organised by the Museum in its 185-year history. Based on initial studies, we anticipate that hundreds of new animal species will be scientifically identified, and the results will assist Timor-Leste with its conservation planning. This expedition was made possible by a private donation to the Australian Museum Foundation (AMF).

COMMUNITY AND SUPPORT

The life and reputation of an organisation rests on its staff, and Museum staff readily apply their knowledge and skills to provide significant benefits in science research, lifelong learning and visitor engagement opportunities. Every member of staff contributes to the quality of what the Australian Museum has on offer. I commend staff, in all their diversity, on their commitment to the future of the Museum and look forward to working with them.

The Museum is fortunate in its support base. This year, Australian Museum Members celebrated a major landmark in their history – 40 years and still going strong. My thanks go to our Members who provide wide-ranging support and advocacy on a variety of fronts. I also thank most sincerely the Museum's volunteer cohort, now numbering 678 and supporting programs both onsite, offsite and online. Their input on operations, research and collection management is invaluable.

The Chairmen and Trustees of AMF and the Lizard Island Reef Research Station Foundation (LIRRF) continue to work tirelessly for the benefit of the Museum. I particularly thank Ken Coles AM,

who retired this year after 18 years as Chairman of LIRRF, and welcome David Shannon in this role. Diccon Loxton continues as Chair of AMF, leading its programs and building relationships to expand the Museum's much-needed support base.

TRUSTEES

My sincere thanks must go to my predecessor, Sam Mostyn. Sam retired at the end of 2011 completing her maximum term of office and leaving a team of motivated and committed Trustees which it is now my privilege to lead. Trustees who departed in 2011 were Michael Chaaya, whom we welcome to the AMF Board, Dr Ronnie Harding, who made significant contributions to science in her 10 years' of office, and Michael Alscher, who had chaired the Trust's Internal Audit and Risk Committee.

I welcome our new Trustees – Professor Merlin Crossley, Jason Glanville, Karina Kelly and Kim McKay AO. I look forward to working productively with all Trustees and to their ongoing contributions to the Museum's strategic priorities. We have now completed the first year of our three-year strategic plan, making good progress in science, research, learning and public program initiatives which will help us achieve our 2014 objectives.

Catherine Livingstone AO
President
Australian Museum Trust

HIGHLIGHTS 2011–12

1 A HUB OF LEARNING

▼ OUTREACH

Museum2you, a community environmental education project, was announced in May. It has already helped to raise environmental awareness in several regional centres including Mulwala, Tamworth, Port Macquarie, Orange, the Blue Mountains and Hawkesbury.



SCHOOL STUDENTS

A total of 115,350 students gained support in their studies by participating in the Museum's highly regarded education programs both onsite and offsite through Museum in a Box and video conferencing.

UNDER-5S

We launched two new under-5s programs, *Mini Explorers* and *Tiny Tot Explorers*, linked to the pre-school curriculum and attended by 424 children and parents. The Thursday Family Day program attracted a further 656 visitors.

2 EXCITING AND COMPELLING

RENEWAL PLAN

A new space for temporary exhibitions opened in 2012, significantly improving the Museum's capability. The area can be configured as two smaller galleries or one large (1000 square metre) gallery, and has been designed using sustainability principles. The first exhibition to open in the space was *Beauty from Nature: Art of the Scott Sisters*.

VISITOR EXPERIENCE AND ENGAGEMENT

A new display facility, the Project Space, provides opportunities to show objects from the collection. It has already featured *Big Cats* (taxidermied specimens) and *Spirit Faces* (dramatic masks from Melanesia).



▲ JURASSIC LOUNGE

A successful Jurassic Lounge (season 3) attracted 12,692 people, mainly in the hard-to-reach 18–35 year-old demographic, to enjoy comedy acts, burlesque and musical performances, presentations and demonstrations in the dramatic setting of the Museum's permanent galleries and temporary exhibitions.

3 ENGAGED WITH THE COMMUNITY



▲ RECONCILIATION NSW WEEK

The Museum hosted the launch of Reconciliation NSW Week in May 2012 in partnership with the NSW Reconciliation Council. It featured a display of selected artworks from a State-wide student art competition and a group of Indigenous weavers demonstrating their craft.

PACIFIC YOUTH COLLECTION ACCESS PROGRAM

For the third year, the Museum is successfully using its collections to connect at-risk Pacific youth with their cultural heritage. The program is set to continue and expand in 2012, thanks to grant funding from the Vincent Fairfax Family Foundation and Australian Museum Foundation.

REPATRIATION PROGRAM

We have returned ancestral Aboriginal remains and secret/sacred objects from the collection to communities at Yass, Grafton, the Clarence River area and Bourke, thanks to support from the Commonwealth Return of Indigenous Cultural Property program.

HIGHLIGHTS 2011–12

4 INSPIRING COLLECTIONS

DIGITISATION OF THE COLLECTION

The Museum took another step towards the collaborative digitisation of collections with other cultural institutions by engaging a consultant to develop a business case. Work is on track to create a short digital record of all objects in the cultural collections by the end of 2014.

PHYSICAL AND ONLINE ACCESS

The NSW Government announced that it is investing in a new offsite collection facility to be shared with other major cultural institutions. When completed, this will result in greater physical access to collections. Planning for the facility has commenced. Online access to cultural collections on the Museum website has been improved with better indexing and grouping of stories.



▲ COLLECTION ACQUISITION

A major donation of Tongan material culture by retired teacher Miss Muriel Snell was accessioned collaboratively with the local Tongan community with support from the Porritt Bequest. Experts in intangible heritage from Tonga and Sydney's Tongan diasporic community helped document knowledge about the objects.

5 A TRUSTED ADVISER AND PARTNER

▼ SCIENCE IN THE CITY

The Museum's annual science festival, Science in the City, attracted 5175 secondary students to the Museum in August 2011. The festival raises awareness of science as a career option and is held in partnership with Charles Sturt University, the University of Western Sydney, Macquarie University and four other universities, with support from major sponsor 3M.



SCIENCE IN THE BUSH

Science in the Bush at Charles Sturt University's Orange Campus and the Crossing Theatre, Narrabri (with the Careers Network and support from the local community) attracted 1400 students.

SUBMISSIONS AND ADVICE

Museum experts provide comments, advice and recommendations to the NSW and Federal governments, this year making 20 submissions on topics such as national research priorities, marine park planning, biodiversity, climate change and conservation.

6 RESEARCH THAT MAKES A DIFFERENCE

AUSTRALIAN MUSEUM EUREKA PRIZES

The Australian Museum successfully presented the 2011 Eureka Prizes dinner in August 2011 to celebrate and reward excellence in science. It achieved wide success in scientific and media circles with major mainstream media coverage. Events for the Eureka's followed a carbon-neutral, environmental sustainability policy.

DNA BARCODE CENTRE

The Museum is developing plans to establish a new DNA barcode centre at the Museum, to be known as the Australian Centre for Wildlife Genomics. The Centre will expand the role of the DNA laboratory, which this year has applied for NATA accreditation.

▼ BIODIVERSITY SURVEY OF TIMOR-LESTE

In May 2012, the Museum completed the first of two planned faunal surveys in Timor-Leste, thanks to a private donation to the Australian Museum Foundation. The surveys will provide essential information for biodiversity conservation planning in the emerging nation.



Photos left to right: Yvonne Carrillo, Carl Bento, Jacque Rescei

Photos left to right: Stuart Humphreys, Mark Semeniuk, Jeremy Austen

7 CULTURE AND COMMITMENT



▲ STAFF DEVELOPMENT

A new online corporate training program is improving staff skills and knowledge in topics such as workplace health and safety, managing stress and managing workplace conflict, complemented by face-to-face courses.

SYSTEMS DEVELOPMENT

Changes to position responsibilities and resourcing this year have aimed to optimise the delivery of IT, Finance, Human Resources, Building and Security services.

WORKPLACE HEALTH AND SAFETY

Focusing on the safety of our staff, volunteers, contractors and visitors, we have integrated new workplace health and safety legislation into our procedures, and have trained staff in the new legislation. The Museum exceeded State safety targets in most instances and is actively working to make improvements in the few areas where targets were not achieved.

8 BALANCED RESOURCES

SHOP

Turnover at the Museum Shop exceeded \$1.11 million with an average income per visitor of \$3.12. Exhibition-themed merchandise and wide distribution of a Christmas brochure via *The Sydney Morning Herald* helped us achieve high sales.

CATERING

Restaurant Associates, the Museum's contracted catering partner, continued operations of the Cafe and Venues functions with increased income for both businesses. The Night Parrot, the Museum's latest function space (on the ground floor of the refurbished former National School Building) launched successfully in May to a receptive events marketplace.



▲ CONSULTING SERVICES

Australian Museum Business Services (AMBS) achieved revenues of over \$2.7 million, the best financial performance in its 20-year history. AMBS provides consulting services in the fields of ecology, archaeology and heritage.

9 ENVIRONMENTALLY SUSTAINABLE

▼ SUSTAINABLE EXHIBITION DESIGN

The Museum re-uses and recycles exhibition components where possible. This year we re-used wall panels in *Wildlife Photographer of the Year* and *Deep Oceans*, a theatre structure in *Yiwarra Kuju: The Canning Stock Route* and *Deep Oceans*, and a large globe model in *Deep Oceans*.



ENERGY EFFICIENCY

The Museum reduced overall electricity consumption by approximately 203 MWh, or 4% of total consumption, through more efficient use of air-conditioning in collection storage spaces, including programmed shutdowns in periods of low use.

COMMUNICATING SUSTAINABILITY

A redesign of *Explore* magazine in 2011 specified the use of 100% recycled paper, vegetable inks and carbon-neutral production processes to certified environmental standards.

Director's report

LOOKING FORWARD

With a year of substantial achievements behind us, we have a solid base for exciting years ahead. *Alexander the Great: 2000 years of treasures* opens at the Museum in November 2012 in our new, larger gallery space. As this is the first time the State Hermitage, St Petersburg, has toured a major museum collection to Australia, it is a privilege for the Museum to be the host organisation, with support from the State government and major sponsors. Our forward planning for major touring exhibitions now stretches into 2014, largely thanks to our new gallery space.

A considerable part of early 2012 was dedicated to the Museum's master plan. In December 2011, the NSW Government Architect's Office completed an urban design study focused on the under-utilised Yurong Street (eastern) end of the site to determine development options. A project manager was then appointed to integrate Museum-wide staff input on functional and accommodation needs, to define the challenges of navigating the site as a whole and to determine the best possible uses for the new 'Gateway' development.

WORKING TOWARDS 2027 – OUR 200TH ANNIVERSARY

While fulfilling a range of critical goals in the NSW State Plan, the master plan also considers how the future physical transformation of the site will facilitate meeting the goals of our Corporate Strategic Plan. These include establishing a 'Hub of Learning', with the Australian Nature and Learning Centre, that builds on our existing, and extensive, formal and informal learning programs.



COLLECTIONS, RESEARCH AND SCIENCE

Our 'Inspiring Collections' are increasingly being unlocked for wider use through the Museum's DigiVol (volunteer collection digitisation) project, which is supported by 70 volunteers onsite and 250 web-based virtual volunteers. Since its inception in May 2011, DigiVol has increased the rate of natural history collection digitisation by around 100% (to 80,000 specimens) a year. Based on this success, the Australian Museum Foundation will continue funding DigiVol in the coming year as we meet the challenge of increasing numbers of collections queries from around the globe.

The Museum's Research and Collections staff continued vital 'Research that Makes a Difference', providing formal advice on a wide range of national and State concerns. These included 20 submissions on policies and programs around biodiversity and climate change, national research priorities, marine park and protected environment planning and, for example, the role of science in fisheries and aquaculture management. A recent staff restructure will allow the Museum to better leverage this research expertise in the future, through Australian Museum Business Services (AMBS) and elsewhere. Increasingly, our DNA facility, now called the Australian Centre for Wildlife Genomics, is industry's and government's first port of call for wildlife identification, with direct applications in border security, law enforcement and bio-security.

We also continue to recognise and reward excellence in science across Australia with the 2011 Eureka Prizes reaching a global audience estimated at 24 million.

BALANCED RESOURCES AND SUSTAINABILITY

We are increasingly aiming for 'Balanced Resources' in our support base. This includes donations through the Australian Museum and Lizard Island Reef Research foundations, as well as sales through our shop and food and beverage outlets. In addition, AMBS has achieved revenues of over \$2.7 million, the best performance in its 20-year history.

Through judicious experimentation with heat and humidity controls in our more modern and stable collection storage areas, we achieved a reduction of approximately 4% in electricity consumption – a step towards our long term goal to be 'Environmentally Sustainable'.

Having exceeded safety targets in most areas, we are working to maintain and build a positive 'Culture and Commitment' among staff. We are building a flexible and innovative workforce, ready to take up the challenges of managing and promoting a significant cultural institution in the 21st century.

My thanks go to all Museum staff and Trustees for their outstanding contributions during the year, which have given once again a strong base to build on. I also give special thanks to our supporters among Members, volunteers, sponsors and donors, without whom we would not be celebrating such a level of success. I look forward to progress in the year ahead.

Frank Howarth PSM
Director
Australian Museum

Performance 2011–12

VISITORS

At College Street, we exceeded our target of 335,000 visitors, with 335,596 viewing and interacting with our exhibitions and programs. Students, 38,286 of them, made up over 10% of visitors.

Our major special exhibitions for this period included *Rituals of Seduction: Birds of Paradise* which exceeded its visitor targets. Over 26,000 daytime visitors bought tickets to *Yiwarra Kuju: The Canning Stock Route*; although this was below the target of 30,000, a further 10,000 Jurassic Lounge visitors had free access to the exhibition.

A new special exhibition, *Deep Oceans*, attracted 7689 visitors in the last two weeks of June, on track to meet its target of 62,000 visitors over its full 16-week run.

We achieved these targets despite a fall in international visitation (from 101,835 to 71,233) in line with patterns of inbound tourism to the State. The ongoing global financial crisis and the Fukushima earthquake and tsunami in March 2011 influenced the lower than expected numbers.

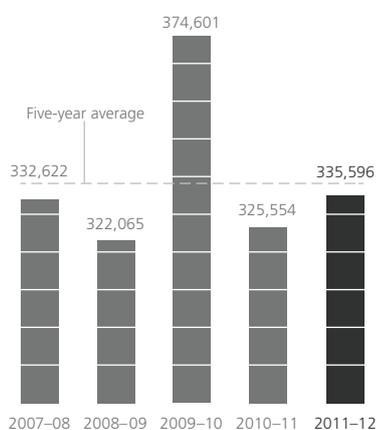


Figure 1.1 Onsite visitors to the Australian Museum, 2007–08 to 2011–12.



Photos: opposite and this page Carl Bento

Performance 2011–12

REVENUE

The Museum is principally funded by the NSW Government and strives to achieve a balance of revenue from government, philanthropic and commercial sources to achieve its goals.

Revenues in 2011–12 totalled \$43.3 million (\$41.5 million in 2010–11) (Figure 1.2), including \$28.9 million in NSW Government grants and \$1.6 million for the reimbursement of Crown costs (superannuation and long service leave).

The Museum generated around 29.5% (\$12.8 million) of its revenue (Figures 1.2 and 1.3) largely from:

- ▶ services rendered (consulting and venue hire)
- ▶ admission fees
- ▶ shop sales
- ▶ grants for scientific research and public programs
- ▶ donations received.

This increase of \$1.3 million of total revenue over the previous year (Figure 1.4) is largely due to income from consulting services and research grants.

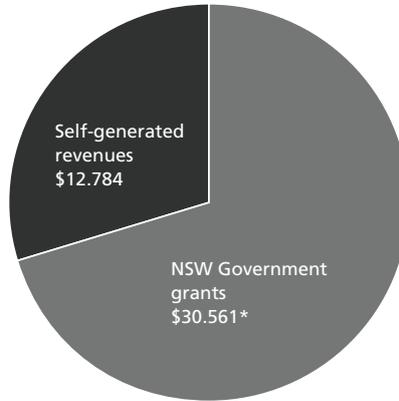


Figure 1.2 Total revenues to the Australian Museum, 2011–12 (millions)

* See text

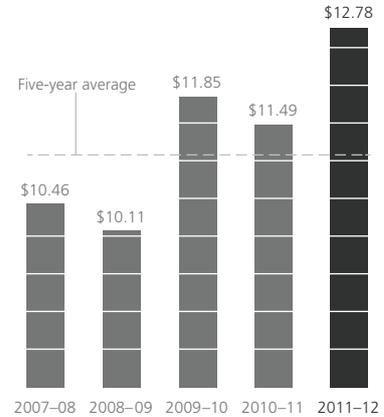


Figure 1.4 Self-generated revenue to the Australian Museum, 2007–08 to 2011–12

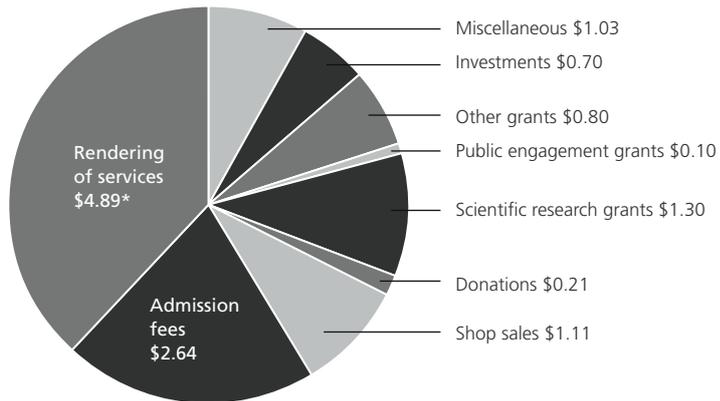


Figure 1.3 Sources of self-generated revenue for the Australian Museum, 2011–12 (millions)

* Includes venue hire and consulting revenue

About the Museum

CHARTER AND GOVERNANCE

The Australian Museum is a statutory body established under the *Australian Museum Trust Act 1975*. The objectives of the Act are to propagate knowledge about the natural environment of Australia and to increase that knowledge, particularly in the fields of biology, anthropology and geology.

The Trust's charter is fulfilled through the management structure (Appendix A) of Museum staff with the assistance of volunteers and interns. Museum Trustees are profiled in Appendix B and the Museum's executive in Appendix C. Risks are managed through the corporate governance measures certified in Appendix D. A statement certifying credit card use by staff is in Appendix E. Policies are in place for:

- ▶ management of privacy and personal information (Appendix F)
- ▶ public access to government information (Appendix G)
- ▶ accessibility for people with disabilities (Appendix H)
- ▶ people from multicultural backgrounds (Appendix I).

OUR CONTEXT

The Museum seeks to explore the tensions that characterise our Australian context. We recognise that we are:

- ▶ a modern culture of European heritage, now multicultural, imposed on one of the oldest continuous cultures in the world
- ▶ one of the most sparsely populated and most urbanised countries in the world
- ▶ geographically isolated with a unique biodiversity, now challenged by a range of human impacts
- ▶ able to access freely a wide array of knowledge while respecting the intellectual property rights of its owners.

Our mission is to inspire the exploration of nature and cultures.

Our vision is to be the most innovative and influential museum of nature and cultures in the world, working to achieve a sustainable natural world with vibrant and diverse communities.

Our purpose is guided by the *Australian Museum Trust Act 1975* and, in accord with State and federal government policy, to:

- ▶ use our custodianship of collections of tangible and intangible heritage to shape ideas, inform debates, influence policy and demonstrate cultural richness and diversity
- ▶ build a record of the natural and cultural heritage of Australia and its region
- ▶ understand, through targeted research, the biodiversity, geodiversity, cultural heritage and contemporary cultures of our region, inform policy, and enable us to be better custodians of the natural and cultural world
- ▶ provide a forum for engagement with, and debate about, nature and culture in the real and virtual worlds, locally and at a distance.

Our distinct role is to be the custodian and provider of access to the oldest and largest natural sciences and cultural collection in Australia. We combine research, exhibitions and programs about the natural world of Australia and its region, and about the indigenous and ancient cultures of our region and the world.

CORPORATE STRATEGIC PLAN 2011–14

The following section, Part 2 Performance Reports, reports on activities using the framework of the Australian Museum Corporate Strategic Plan 2011–14 (CSP). The CSP includes nine high-level strategic goals for 2027 arranged using the following headings:

- ▶ A hub of learning
- ▶ Exciting and compelling
- ▶ Engaged with the community.
- ▶ Inspiring collections
- ▶ A trusted adviser and partner
- ▶ Research that makes a difference
- ▶ Culture and commitment
- ▶ Balanced resources
- ▶ Environmentally sustainable

Within each CSP goal area, the plan sets out our priorities for the next three years and aims to inform and direct the Museum's divisional and branch business plans. Specific three-year priorities for 2011–14 are shown in italics in Part 2, Performance Reports.



2

performance

REPORTS

1 A hub of learning

By 2027, we are Australia's leading hub for learning about the natural sciences and about indigenous and world cultures.

CSP priorities 2011–14

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

All Museum learning programs include strong, culturally informed curriculum links and are connected to the Museum's collection or the temporary and permanent exhibition program.

A total of 115,350 students participated in the Museum's highly regarded education programs onsite, offsite, through Museum in a Box and video conferencing (Table 2.1.1).

Onsite student visitors totalled 38,286, with a further 3,542 students serviced offsite in educator-led sessions. Museum in a Box reached 57,244 students in schools and a further 8250 students in outreach events.

Highlights included 1100 students visiting the *Yiwarra Kuju: The Canning Stock Route* exhibition with over 200 students taking special art workshops and the annual Biota event held onsite and at Dubbo, Coffs Harbour, Mt Tomah and Mt Annan for over 3000 students.

Develop our innovative team of teachers, trainers and facilitators

The Museum ran two professional development days for teachers on Indigenous cultural awareness. The days ran in partnership with the Department of Education and Communities (Sydney Region) with which the Museum is pursuing formal accreditation for Indigenous professional development courses for teachers.

Table 2.1.1 Students accessing Australian Museum education programs, 2011–12

Method of access	Number of students
Onsite	38,286
Offsite (educator-led sessions)	3,542
Museum in a Box	65,500
Video conferencing	8,050
Total	115,350

Twelve trainee teachers from UTS undertook week-long professional development training practice onsite, and three Museum Studies interns assisted in developing the education component for the upcoming *Alexander the Great: 2000 years of treasures* exhibition.

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

The Museum has strategies in place to ensure access to the Museum is more equitable for regional and disadvantaged schools:

- ▶ reduced rates for Museum in a Box hire
- ▶ regular access to science communication activities, in partnership with The University of Sydney's Compass program
- ▶ free bus subsidy for disadvantaged schools from Western Sydney region to visit the Museum
- ▶ free Museum entry for all students from disadvantaged or priority-funded departmental schools
- ▶ free entry for regular weekend visits by students undertaking Stewart House programs.

Other free services include *Search & Discover*, the Museum's information centre, with 269,585 visitors and 2374 enquiries, the volunteer-run exhibition touch tables (32,750 visitors), highlight tours (1370) and front information desk (31,362 enquiries).

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

We received a grant to allow for hardware and software to be developed and integrated for Connected Museums. This project will provide integrated, multi-screen digital signage throughout the public spaces of the Museum. The Connected Museums signage will use rich media (text, imagery, video and interactive links) to highlight our research and collections and various program offers.

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

A number of initiatives this year addressed the need for strategic tertiary education programming involving scientists, collection managers and educators:

- ▶ A partnership between the Museum and the Department of Education and Communities (Sydney Region) is pursuing formal accreditation for Indigenous professional development courses for teachers.
- ▶ Museum staff participated in several teacher professional development sessions enabling teachers to learn about the Museum and informal learning practices.
- ▶ Gadigal Connections, a participation pilot program for Aboriginal Studies student projects, was initiated in 2011.

RELATED ACHIEVEMENTS

Outreach

Museum Outreach staff developed curriculum-linked resources for a new National Parks box for Museum in a Box, new education resources and five refurbished boxes. Indigenous educators have also developed the *Aboriginal Culture for Kids* video conference to partner the ever-popular Indigenous Art video conference.

Museum2you, a community environmental education project, was displayed at the Mulwala Public Library, Tamworth Regional Council, Port Macquarie–Hastings Council, Orange Library, Blue Mountains City Council and Hawkesbury Library Service.

Science in the City and Science in the Bush

Science in the City, the Museum's premier science festival, was held in August to celebrate National Science Week. Students and teachers took part in science curriculum-linked workshops, educational talks and interactive shows. Prominent universities and scientific organisations from across New South Wales participated in over 300 timetabled activities. The programs reached 5175 students and produced 16 videos.

Science in the Bush travelled to the Central West and New England regions to hold events at Charles Sturt University's Orange Campus and the Crossing Theatre, Narrabri, with 1400 students attending.

Connected Classrooms

The Museum received a grant that significantly expands our capacity to provide video conferencing programs to schools across the State. We took part in several video conferencing events, presenting five sessions at the Learning for Sustainability video conferencing festival (reaching 352 students from 12 schools), and the Clickfest video conferencing month linked with schools across Australia. We reached 2165 students and hosted 11 events from external content providers. *Indigenous Art* video conferences were presented to Korean students as part of the Korean Connections program.

Increased video conferencing, social media and video promotion from events broadened the involvement of students across New South Wales and Australia and allowed Museum scientists to showcase their research to a total of 8050 students.

School holidays

A total of 104,000 visitors attended our exciting and fun-filled school holiday programs. These included *Spirit Faces*, a theatre show presented by Erth Physical Theatre, the Australian Museum Winny Dinosaur Puppet show, various workshops and other activities linked to exhibitions.

Under-5s

In March 2012, we launched two new under-5s programs: *Mini Explorers* and *Tiny Tot Explorers*. These link to the preschool curriculum and 424 children and parents attended them. The Thursday Family Day program attracted 656 visitors.

Special events

Special events run throughout the year included Seniors Week, where six scientific illustration workshops were conducted; participation in the City of Sydney's *Art & About* festival; National Threatened Species day, and half-price admission on Australia Day.

2 Exciting and compelling

By 2027, we are the Pacific's highest-rated tourism destination of culture and science, known for outstanding, innovative on-site and online exhibitions and public programs.

CSP priorities 2011–14

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

The Museum is taking a new strategic approach to define, describe and prioritise its audiences. We further consider attributes such as visitor motivations and alignment with the Museum's strengths and weaknesses, the potential for growth and the likelihood of achieving that growth. Other than our core (existing) audiences, we recognise a growth and development segment, and a niche or experimental segment (potentially with new audiences). This strategy informs all stages of our exhibition and public programs.

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

A program of major exhibitions shares Destination NSW's (DNSW) goal of attracting interstate and overseas visitors to Sydney and New South Wales. This year, the Museum announced that it has secured the international exhibition *Alexander the Great: 2000 years of treasures* from the State Hermitage Museum, St Petersburg, Russia. The exhibition will open as an Australian exclusive in November 2012 with financial support from DNSW.

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

The Museum participates in tourism industry networks, groups and peak bodies including Tourism Australia, DNSW, the Aboriginal Tourism Advisory Group and the NSW Visitor Economy Taskforce.

Building professional relationships with inbound tourism operators has ensured a steady flow of enquiries and good conversion to sales. The Tourism Coordinator attended the Australian Tourism Exchange held in Perth, WA, in June 2012 and the Museum is now listed in Expedia, the world's largest online travel booking system.

Admission statistics show that the top four countries for international visitors were the UK, USA, Germany and France (Table 2.2.1), as they were last year, with significant numbers from New Zealand and China. Overall international visitation fell from 101,835 to 71,233 in line with patterns of inbound tourism to the State. Reasons include the ongoing global financial crisis and the Fukushima earthquake and tsunami in March 2011.

Visitor feedback has reaffirmed that international tourists are particularly interested in Indigenous cultural experiences and Australian natural history. The Museum continues to reshape its Indigenous cultural programs and looks forward to offering new and exciting Indigenous experiences during the summer tourist season. We are developing an updated strategy to address changing tourist visitor patterns (from larger to smaller groups, independent travellers and growing tourism from China) and new audience priorities. This strategy will extend tourism marketing knowledge to Museum staff and empower them to better host international tourists.

Table 2.2.1 International visitation to the Australian Museum by country, 2011–12

Country of origin	Number of visitors
UK	23,506
USA	10,841
Germany	6,015
France	5,852
Other	25,019
Total 2011–12	71,233
Total 2010–11	101,835

Source: Admissions data

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

The Museum completed the refurbishment of its temporary exhibition space with a flexible gallery area that can accommodate large exhibitions (up to 1000 square metres) or two smaller exhibitions. Shows such as *Yiwarra Kuju: The Canning Stock Route* and the upcoming *Alexander the Great: 2000 years of treasures* exhibition need such a space.

The Museum has also continued to plan and design refurbishments for the *Indigenous Australians* gallery, which is to be split into two wings. Implementation of the East Wing project was nearing completion as the year closed, with the West Wing project scheduled for completion in 2012. On a smaller scale, the purchase and construction of new display infrastructure has enabled us to create a new small-scale display facility, the Project Space.

The Museum submitted its Museum Revitalisation Plan as part of its overall Total Asset Management Plan in November 2011. This plan provides an interim step towards a more extensive Renewal Plan for the College Street site, which is currently in development and will be submitted to the government in the second half of 2012.

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

The new Project Space is just one enhancement to the visitor experience, and it featured two displays this year: *Spirit Faces*, a collection of 19 dramatic Melanesian masks, and *Big Cats*, taxidermied specimens from the collection.

The new Atrium Case on the grand staircase has brought an unused area to life, hosting *The Hobbit – An Unexpected Discovery* until 31 January 2013. The café has been transformed with displays of photographs from the Museum's expedition to the Kermadec Islands and artworks from Reconciliation Week 2012.

The Museum also experimented with new ways of engaging visitors, with trials of touch table technology, introduction of online pre-booking for temporary exhibitions, photo-sharing projects, and digital labels all taking place during the year.

Jurassic Lounge (Season 3) saw 12,692 people enjoying a variety of comedy acts, musical performances, presentations and demonstrations set in the Museum's permanent galleries and temporary exhibitions.

Winning costumes from *Fashion Less Waste*, a design program this year themed to the exhibition *Rituals of Seduction: Birds of Paradise*, were displayed in-house, at the Strand Arcade, Sydney, and Reverse Garbage, Darlinghurst. The Museum's website, *Peppermint* magazine and morning television programs promoted videos of the *Fashion Less Waste* parade and *Birds with a Beat* performances.

RELATED ACHIEVEMENTS

Visitation

At College Street, we achieved our target of 335,000 visitors, with 335,596 viewing and interacting with our exhibitions and programs. Our major special exhibitions for this period were also popular, with *Rituals of Seduction: Birds of Paradise* exceeding its visitor target. Over 26,000 daytime visitors bought tickets to *Yiwarra Kuju: The Canning Stock Route* (Table 2.2.2, Table 2.2.3); although this was below the target of 30,000, a further 10,000 Jurassic Lounge visitors had free access to the exhibition.

A new special exhibition, *Deep Oceans*, attracted 7689 visitors in the closing two weeks of June, on track to meet its target of 62,000 visitors over its full 16-week run.

Special exhibitions income was below budget, in part because *Wildlife Photographer of the Year* was free of admission charges during exhibition space redevelopment.

Over 50,000 visitors have enjoyed our regional and interstate tours, and we have exceeded our income target for touring exhibition rentals.

Touring exhibitions

The Museum is building a program of touring exhibitions for regional, interstate and international venues. The program will broaden access to the NSW State collections, and to Museum resources, and generate revenue for the Museum.

Four exhibitions were on tour (Table 2.2.4). Plans are in place for *Rituals of Seduction: Birds of Paradise* and *Deep Oceans* to travel interstate in 2012–13, with major seasons planned for Melbourne Museum and Questacon, Canberra.

Over 50,000 visitors have enjoyed our regional and interstate tours, and we have exceeded our income target for touring exhibition rentals.

Special exhibitions

The exhibition *Beauty from Nature: Art of the Scott Sisters* opened from 3 September to 27 November 2011. It featured never-before-seen material from the Museum Archives' extensive collections from the Scott family (1830–1900), including watercolour paintings and drawings, diaries, manuscripts, photographs and objects. The exhibition included butterfly and moth specimens from Entomology. It told the story of the remarkable Scott sisters – groundbreaking natural history illustrators, collectors and scientists. The exhibition provided a rare public view into this little-known collection and the beauty, diversity and depth of the broader Archives collections.

Table 2.2.2 Attendance at onsite special exhibitions with top-up admission fee, 2011–12

Exhibition	Display dates	Visitors
<i>Rituals of Seduction: Birds of Paradise</i>	09/04/11 – 07/08/11	52,587
<i>Yiwarra Kuju: The Canning Stock Route</i>	17/12/11 – 22/04/12	26,548
<i>Deep Oceans</i>	16/06/12 – 30/06/12	7,689

Table 2.2.3 Attendance at onsite special exhibitions with no top-up admission fee, 2011–12

Exhibition	Display dates	Visitors
<i>Beauty from Nature: Art of the Scott Sisters</i>	03/09/11 – 27/11/11	Not available
<i>Wildlife Photographer of the Year 2011</i>	10/12/11 – 18/03/12	Not available

Table 2.2.4 Australian Museum touring exhibitions, 2011–12

Exhibition title and venue	Dates	Visitors
<i>Menagerie</i>		
Cairns Regional Art Gallery	17/06/11 – 11/08/11	9,857
Gladstone Regional Art Gallery and Museum	19/11/11 – 23/10/11	2,506
Wagga Wagga Regional Art Gallery	06/01/12 – 04/03/12	n/a
Western Plains Cultural Centre, Dubbo	23/03/12 – 27/06/12	18,862
<i>Wildlife Photographer of the Year 2010</i>		
Newcastle Regional Library	29/04/11 – 30/07/11	8,340
Queen Victoria Museum and Art Gallery, Launceston	24/09/11 – 06/11/11	9,847
<i>Wildlife Photographer of the Year 2011</i>		
Newcastle Regional Library	05/04/12 – 02/06/12	7,311
<i>Climate Change – Our Future, Our Choice</i>		
Western Australian Museum, Geraldton	03/12/11 – 22/04/12	9,854

Social media

Our social media engagement, starting with a loose collection of in-house blogs and expanding via Facebook, Twitter and YouTube, is well-established with input from across the Museum (Table 2.2.5).

Mobile apps

We have developed two mobile apps: *DangerOz* (a guide to dangerous animals in Australia) and the *Frogs Field Guide*. The apps have provided valuable experience in app development and marketing. We are now developing infrastructure and templates for delivering future apps and aligning these with Museum exhibitions and displays (see Connected Museum).

Museum website

A revised design of the Museum website went live in May 2012. The 'responsive design' approach employed by the team was an innovative solution to the challenge of creating a site that works on different mobile and traditional devices. It was one of the first NSW Government sites to be built as a responsive website.

The main Museum website attracted over 3.5 million visits, with around a million of these in Sydney and over 420,000 visits using mobile devices (Table 2.2.6). A microsite (with its own URL) developed for the Deep Oceans exhibition and launched in June 2012 is providing insights into online visitor behaviour for marketing of exhibitions.

Table 2.2.5 Social media presence and followers for the Australian Museum, 2011–12

Media type)	Followers
Facebook fans	10,052
Twitter followers	3,002
YouTube videos	105
YouTube total views	288,818

Table 2.2.6 Online visitation to the Australian Museum using Google Analytics, 2011–12

Statistic	Page views	Visits	From Sydney	Using mobile
Main website	9,543,788	3,517,468	991,813	420,657
<i>Deep Oceans</i> microsite	42,010	15,338	n/a	n/a

3 Engaged with the community

By 2027, we engage Australia's culturally diverse communities, from the local to the distant, from the privileged to the marginalised, from the young to the old.

CSP priorities 2011–14

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

The Museum is exploring how to connect at-risk Pacific youth with their cultural heritage via the medium of cultural collections. In collaboration with the NSW Department of Juvenile Justice, the aim of the program is to help divert young people from criminal and anti-social behaviour. The Museum has been carrying out a major assessment of the effectiveness of the program, in collaboration with sociologists and criminologists from RMIT University.

Contribute more to national and international discourse on Indigenous peoples through on-site and online programs

With support from the Commonwealth Return of Indigenous Cultural Property program, the Museum aims to repatriate all of its collections of human ancestral remains and secret/sacred objects to the Aboriginal community. Over the last 12 months the Museum returned ancestral remains to Aboriginal communities at Yass, Grafton, the Clarence River area and Bourke. We have also been exploring the use of digital technologies to improve the effectiveness of our consultation with Aboriginal communities, and to this end have established a successful collaboration with the Pitjantjatjara-based Ara Iritja project in South Australia. The Museum's Manager of Indigenous Heritage, Phil Gordon, has taken up an appointment on the Commonwealth's National Cultural Heritage Committee through which the Museum actively contributes to national discourse on Indigenous repatriation.

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

The Museum participated in discussions about a potential indigenous cultural centre as part of the Barangaroo development. While key stakeholders have shown a majority preference for such a centre, the way forward remains unclear. The Museum will continue to be involved as the State's main holder of Indigenous material culture and knowledge. Meanwhile, the Museum is continuing

to develop its own plans for a richer program of engagement with Indigenous culture, focusing more on benefits for Indigenous people.

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

We have secured grant funding from the Vincent Fairfax Family Foundation and the Australian Museum Foundation to continue and expand the Juvenile Justice program involving at-risk Pacific youth, and in particular to explore ways to provide off-site access for the Pacific diasporic community.

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

The Australian Museum is increasingly acquiring new items for its cultural collections by engaging directly with the relevant communities. For example, in a first for the Museum, we acquired a major donation of Tongan material culture as a collaborative project with the local community. We brought together an expert in intangible heritage from Tonga and Sydney's Tongan diasporic community to document their knowledge about the objects. The results, published on the Museum website, celebrate the ongoing interest our local Tongan community maintains in its cultural heritage.

RELATED ACHIEVEMENTS

Public program initiatives

The *Yiwarra Kuju: The Canning Stock Route* exhibition, presenting contemporary art and culture from Aboriginal communities along Western Australia's Canning Stock Route, was a milestone for the Museum. It was the largest temporary exhibition the Museum has hosted, and acted as the inaugural exhibition in our newly redeveloped temporary exhibition space. Visitor feedback on both the exhibition and the Indigenous guide program associated with it has been excellent.

The Museum has hosted a number of initiatives relating to aspects of Indigenous Australian culture including:

- ▶ weekly Aboriginal dance performances
- ▶ implementation of the Gadigal Connections pilot program for Aboriginal Studies students
- ▶ *Sydney Elders* exhibition by prominent Indigenous photographer Mervyn Bishop
- ▶ launch of an exhibition by students from Eora College in the *Indigenous Australians* gallery and associated artist-in-residence activities.

The Museum hosted the launch of Reconciliation NSW Week in May 2012 in partnership with the NSW Reconciliation Council. The launch featured a display of artworks by students in a state-wide art competition on the theme of reconciliation and a display by Indigenous weavers who demonstrated their craft for visitors.

Volunteers and interns

There were 678 people actively volunteering onsite, offsite and online for the Australian Museum in 2011–12 (Appendix T) a 63% increase over the previous year thanks largely to regional NSW volunteers collecting field data and a new project utilising internet-based 'crowd sourcing', with 201 worldwide 'virtual' volunteers registered to transcribe digitised collection and archival material.

Onsite volunteers contributed over 97,000 hours of service during the year, with offsite volunteers also making a significant contribution. Most volunteers are long-term (with at least one year of service) and regular (attending at least once a week), with some serving in more than one area of the Museum. A small number volunteered on short-term, one-off projects.

4 Inspiring collections

By 2027, our diverse collections are developed, preserved, accessible and used, and their role is widely communicated and understood.

CSP priorities 2011–14

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

Requests for physical and online access to the Museum's collections are increasing. For example, staff hosted 1707 'visitor days' for scientists and students working in the natural science collections, compared to 1594 visitor days in 2010–11, an increase of 7%.

The Collection Management Advisory Committee is revising a policy to assist staff in making collections accessible within the limits of existing resources.

The Museum's Collection Integrity Index is a risk management tool for managing access to the collections. Staff have implemented a revised version and are seeking capital funding to meet its priorities.

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

NSW Treasury has provided seed funding to develop a business case for a collaborative digitisation project with other cultural institutions. A consultant has been engaged to undertake this work.

Work is underway to digitise the Cultural and Natural Science collections. A short record of all objects in the Cultural Collections will be completed by the end of 2014.

The Rapid Digitisation Project (commonly known as DigiVol), is increasing access to the collections by entering label data into computer databases. More than 70 volunteers have been trained to undertake the project with more than 8000 specimens processed to date.

The project initially received funding from the Atlas of Living Australia (ALA) until September 2012, recently receiving new funding from the Australian Museum Foundation for a further twelve months.

Increase physical and online access programs for the collection

We are exploring a number of options to improve physical access to collections, but are limited by resources and the constraints of the site.

We have improved online access to the Cultural Collections on the website with better indexing and grouping of stories. We are considering various options to add more content to other collection searches. Science staff contribute to Science Bytes and other blogs.

We have assessed the potential of EMu to deliver collection data and stories to the website where appropriate, but some technical issues remain.

Implement a clearly prioritised and targeted collection acquisition program

Collection managers are reporting on acquisitions under current collection development strategies for the Natural Sciences and Ethnographic collections, both due to expire in 2012 as a basis for new acquisition programs (Appendix U).

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

Salary savings were directed to short term appointments to assist with agreed priorities such as documenting and curating recently acquired collections, preparing study skins, imaging collections and maintaining the collection.

5 A trusted adviser and partner

By 2027, our research and opinions are key inputs to decision making and we are a partner of choice across the cultural, scientific and learning sectors.

CSP priorities 2011–14

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

Senior academic staff from the University of Technology, Sydney, visited the Museum in August 2011 to improve collaboration between the two institutions. Discussions are continuing and a draft Memorandum of Understanding prepared for joint staff appointments.

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

Partnerships for Science in the City 2011 continued with seven universities, including Charles Sturt University as Outreach Partner, University of Western Sydney as Host Partner and Macquarie University as Indigenous Partner, with 3M as major sponsor for the next three years. We are negotiating with other potential partners and sponsors to be part of the 2012 Australian Museum Science Festival.

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

The Museum has begun negotiations to partner with a number of Sydney festivals. The Museum won a grant from the City of Sydney to develop and present a public art event in Hyde Park during the *Art & About* festival in September–October 2012.

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

The Museum provides advice to the NSW and Federal governments in its areas of expertise and made 20 submissions during the year on diverse topics, from national research priorities to marine park planning, threatening processes, diving and boating standards, biodiversity and climate change, biofouling, genetic prospecting and grey nurse shark conservation.

Museum staff participate in external committees and provide comments, advice and recommendations to public enquiries and

draft government policies. For example, Dr Mark Eldridge has been appointed to the NSW Scientific Committee, taking over the Museum's representation from Dr Richard Major who had completed his six-year term. The NSW Scientific Committee advises the NSW Minister for the Environment on matters relating to threatened species, populations and communities and key threatening processes.

Staff have been nominated as Australian delegates to the Global Genome Biodiversity Network and the National Science Council, Taiwan. Staff also visited colleagues at the Australian National Insect Collection and Australian Wildlife Collection, Canberra, and gave advice to museums in South Australia and Indonesia.

The Museum's Outreach Coordinator, Karen Player, is the chair of the Video Conferencing Working Group, which is a best practice advisory group across university, primary and secondary education, and cultural sectors.

Marketing staff represented the Museum on a NSW Government tourism committee investigating joint marketing and packaging tourism products from large cultural institutions in Sydney. The Marketing Manager has been closely involved in forums and discussions with the NSW Government's Visitor Economy Taskforce.

The Museum hosted the Cultural Institutions Collaborative Workshop in March 2011 with Arts NSW. Guests represented a wide range of arts organisations, and the workshop aimed to improve collaboration in many areas, but especially in generating increased tourist visits in Sydney.

Be a key resource for media on research and cultural issues

The Museum maintains its media profile as an authority on the natural environment, environmental research and cultural issues. Media releases and our professional networks have generated stories targeted to specific media outlets that communicate with our audiences.

We send the Museum's quarterly magazine, *Explore*, to key media organisations. The Museum also maintains a social media network of Facebook and Twitter followers.

Journalists have contacted the Museum for comment on topical issues such as urban wildlife (insects, spiders and fish), minerals (amber), new species (Vampire Flying Frog) and Indigenous culture (repatriation and the sale of sacred objects).

As an interesting venue for outside broadcasts, the Museum has hosted radio (for example, 702 ABC *Evenings* live at Jurassic Lounge, featuring interviews with researchers about their work) and television shows (such as Channel 9's *Today*, which ran a series of live weather crosses featuring Museum events, displays and interviews with research and technical staff).

OTHER ACHIEVEMENTS

Public engagement partnerships

The Museum has a working relationship with the Australian Theatre for Young People, Macquarie University. The Museum provides an internship program for the group which performs at the Museum during the July school holidays.

Partnerships have continued with Sydney Wildlife World as a supplier of animals and food for our live displays, and with The Festivalists, promoters of Jurassic Lounge, and the Strand Arcade and Reverse Garbage for Fashion Less Waste.

Learning partnerships

A number of partnerships are increasing opportunities for the Museum to provide innovative learning services including:

- ▶ an iPad app and TableTop interactive unit for schools (with SMART Services CRC and The University of Sydney's Department of Computer Engineering)
- ▶ Science in the Bush at Narrabri (with the Careers Network at Narrabri and support from the local community and industries)
- ▶ the Singapore Science Centre, Australian Science Communicators conference, National Science Communication Officers Forum, Annual Youth Eco Summit, Manly Ocean Care Day Festival, and Brain Awareness Week

- ▶ Museum2you regional environmental education program (funded by the NSW Environmental Trust)
- ▶ Evolution of the Australian Biota program with the Royal Botanic Gardens and Taronga Zoo
- ▶ ReconciliationNSW competition and exhibition.

Awards

The Museum received the ICOM Australia Award for International Relations for *Rituals of Seduction: Birds of Paradise* for our work with institutions and communities in PNG.

Exhibitions

The Museum has developed the *Deep Oceans* exhibition in collaboration with Questacon and the creators of the *Octonauts* television and book characters.

We have reached in-principle agreement for a new major touring exhibition planned for 2013 with exhibition partners the Beijing Museum of Natural History and Field Museum, Chicago. A second new major exhibition planned for late 2013 has a draft Memorandum of Understanding with Melbourne Museum and Te Papa Tongarewa.

6 Research that makes a difference

By 2027, our knowledge base is expanding and leveraged, and our research results are sought after, and our research publications are influential and used.

CSP priorities 2011–14

Update our Research Strategy to reflect government priorities and explicitly link our research to current societal, scientific and environmental issues; align individual research programs with the updated Research Strategy priorities; prioritise research that makes a difference in the community, and demonstrate the community benefits of our research outcomes.

The Museum is updating its research strategy, scheduled for completion by December 2012, to reflect government priorities and explicitly link our research to current societal, scientific and environmental issues. We have:

- ▶ reviewed relevant current NSW and Australian government strategic documents and identified key areas relevant to our research
- ▶ assembled a working group to discuss the current and future 'big questions' for research
- ▶ established a Research Management Advisory Committee
- ▶ established a new Science Advisory Panel, chaired by Museum Trustee Professor Merlin Crossley.

Appendix J lists grants awarded for both research and non-research purposes.

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

DNA barcoding offers a fast, cost-effective method for identifying specimens, especially those with economic and conservation significance. The Museum is developing plans to establish a new DNA barcode centre to be known as the Australian Centre for Wildlife Genomics, building on our current expertise, capabilities and resources. A strategic plan to expand the role of the DNA laboratory has been developed, and the laboratory has applied for NATA accreditation.

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

The Eureka Prizes are a unique partnership between the Australian Museum and 19 sponsors and supporters. They reward excellence in scientific

research and innovation, science leadership, school science, and science journalism and communication. The Museum presented the 2011 Eureka Prizes dinner which was widely reported in scientific and media circles.

OTHER ACHIEVEMENTS

Biodiversity survey of Timor-Leste

In May 2012, the Museum completed the first of two planned faunal surveys in Timor-Leste. Funded by the Australian Museum Foundation, the surveys will provide essential information for biodiversity conservation planning in the emerging nation. They involve 20 Museum scientists and technical staff in the first combined terrestrial and marine expedition to the country and one of the largest scientific expeditions in the history of the Museum. We expect the surveys to result in the identification of hundreds of new animal species. The second survey, of marine coastal areas, is scheduled for September 2012.

Research publications

Museum staff, senior fellows and research associates published over 150 papers in international and national peer-reviewed scientific journals and books, largely based on the Museum's natural history collections. These publications described over 220 new species previously unknown to science; documented Australian and international biodiversity; and included novel ecological and genetics research on a broad diversity of terrestrial vertebrates and invertebrates, and marine vertebrates and invertebrates. Published works by our anthropological and archaeological researchers contributed to knowledge of indigenous cultures from Australia and overseas past and present. Australian Museum publications have contributed to our knowledge of indigenous peoples and their cultures, and our natural sciences publications to the biology and ecology of coral reefs, the deep oceans and terrestrial habitats. Appendix K highlights publications of the Museum, and Appendix L details overseas travel undertaken by staff in the course of their research.

7 Culture and commitment

By 2027, we sustain a safe, high-performing workplace culture, making the Museum an employer of choice.

CSP priorities 2011–14

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

The Museum has identified several opportunities for greater interaction and cooperation across its Divisions such as having cross-divisional representation on key Museum committees (including the Assistant Director, Public Engagement on the Cultural Collections Acquisition Committee); involving Research & Collections staff in public programs (Science in the City 2011, Jurassic Lounge, Archaeology Week, Fashion Less Waste), and jointly developing apps, exhibitions and displays of research expeditions and collections.

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

We made structural changes to a number of corporate areas. These included modifying existing staff position responsibilities and introducing additional resources for the Human Resources, Information Technology, and Building & Security units.

The Museum worked with the NSW Department of Trade and Investment, Regional Infrastructure and Services in selecting an integrated Enterprise Resource Planning system to be introduced into the Department by December 2012. We will review and, if appropriate, introduce it as the Museum's corporate support system in 2013.

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

Maintaining a strong and integrated focus on the safety of our staff, volunteers, contractors and visitors, we have integrated changes to Workplace Health and Safety legislation into our policies and procedures, and have provided training on the new legislation to staff.

The Museum exceeded state safety targets in most instances and is actively working to make improvements in the few areas where targets were not achieved.

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

The Museum delivered a corporate training program relevant to staff from all areas of the Museum. It included an e-learning option which offered a number of courses on topics such as Stress Management, EEO and Work Place Health & Safety (see Appendix R). These 'self-serve' options were complemented by a range of face-to-face courses offered to staff from both the Research & Collections and Public Engagement divisions to ensure balanced interaction during course presentation.

A review of the Museum's Personal Performance Program commenced in June 2012 and recommended improvements will be implemented in 2012–13.

Staff achievements are outlined in Appendix M, and fellowships and postgraduate awards are in Appendix N.

8 Balanced resources

By 2027, we have a diverse and robust funding base, using government, philanthropic and commercial revenue to achieve our goals.

CSP priorities 2011–14

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

The Development Branch works with staff to raise awareness of the role of the Australian Museum Foundation, through general liaison and involvement in development activities where appropriate. It encourages staff to become active in programs that generate support for the Museum, either directly or through the Foundation. Specialists, such as scientists and collection managers, give their time to take part in fundraising and bequest events such as tours, talks and functions.

The Development Branch also inducts new Trustees into the Museum Trust and Foundation, emphasising the key role they have in fundraising. Trustees receive monthly updates about donations, grants and donor relations.

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

In September 2011, the Museum reshaped the Development Branch to include the Members and Australian Museum Eureka Prizes teams. This improved communication between areas of the Museum where the primary focus is to garner support while raising the profile of the Museum and its diverse activities. Events and activities are regularly discussed within the extended Development Branch to ensure each program's viability and value to the Museum and stakeholders.

The Museum commissioned a comprehensive review of the Australian Museum Foundation's donors and fundraising programs. The results have under-pinned the development of a strategic plan for the Foundation. The first stage was the addition of a mid-level donations strategy of events, including speaker lunches and an inaugural fundraising dinner in May 2012.

The Foundation's strategic plan is in development and will include annual targets for donations, total funds, retention of donors, average donation, and conversion of, for example, Australian Museum

Members and event guests to donors. One priority is a Member acquisition and retention strategy around special events and exhibitions such as *Alexander the Great: 2000 years of Treasures*. Past experience confirms that Members are the most likely group to become donors.

Review and strengthen our corporate sponsorship programs

Bringing the Australian Museum Eureka Prizes into the Development Branch has enabled a more integrated approach to sponsor relationships. Additional resources dedicated to corporate sponsorship planned for 2012–13 will further help the Museum to develop fruitful partnerships.

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

Shop

The Museum shop had a profitable year, with turnover exceeding \$1.1 million and an average income per visitor of \$3.12. The *2011 Wildlife Photographer of the Year* and *Yiwarra Kuju: The Canning Stock Route* exhibitions, in conjunction with wide distribution of a Christmas brochure in *The Sydney Morning Herald*, provided income streams from higher sales of merchandise.

Catering

Restaurant Associates, the Museum's contracted caterer, continued operation of the cafe and function business with increased income for both businesses over the year. We launched the Night Parrot, the Museum's newest function space (in the former National School building on William St) in May. The Sydney event marketplace has received it well and it has already hosted a number of high profile events.

Licensing

We are exploring commercial licensing and product development opportunities as part of a comprehensive licensing strategy. However, although potential licensees are enthusiastic about the proposed Museum-based licensing product, the current retail climate is depressed and progress is slow.

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

The Marketing Branch develops marketing plans for major exhibitions and products to generate creative ideas for effectively communicating messages to our audiences. It allocates priorities and budgets for diverse promotional communication channels, including digital and traditional media. The Marketing Branch works closely with the Web team to coordinate and maximise the impact of these messages.

In a highly competitive media landscape, the Museum has identified the need to create a new brand campaign to establish a stronger impact. We have partnered with an external branding agency to achieve this goal.

We have identified audience priorities in preparation for the development of a draft communication strategy.

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

Australian Museum Business Services (AMBS) achieved revenues of over \$2.7 million, the best financial performance in its 20-year history. AMBS is now better placed to utilise the skills and expertise of staff in providing consultancy services for government and private sector clients in the fields of ecology and heritage following a significant re-alignment of the Museum's Research & Collections Division.

9 Environmentally sustainable

By 2027, we are carbon neutral with energy and water needs met from sustainable sources.

CSP priorities 2011–14

Complete full energy and water audits of the Museum

The Museum reduced overall electricity consumption by approximately 203,000 kWh, or 4% of total consumption, through more efficient use of air-conditioning in collection storage spaces, including programmed shut-downs in periods of low use. An independent water audit was also completed, identifying potential areas of water use efficiency throughout the Museum. Energy management is outlined in Appendix O.

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

The Museum engaged a company to assess our energy usage and develop a Carbon Abatement Strategy, aimed at identifying actions that would reduce energy and costs, as well as reducing greenhouse gas emissions. To target the Museum's high energy costs (air conditioning to maintain a stable environment for valuable collections, and lighting of public spaces), the strategy made three main recommendations:

- ▶ install an energy-efficient desiccant dehumidification system
- ▶ install a 350 kW peak co-gen system
- ▶ replace current lighting progressively with LED and high-efficiency fluorescent technology.

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

Fairtrade coffee in the café, public activities with environmental sustainable messaging such as Museum2You and Fashion Less Waste, and water-saving devices with participation messages in public amenities – all these initiatives help the Museum to communicate our sustainable practices. In addition, Lizard Island Research Station has switched to solar power, and events for the Eureka Prizes, including the awards dinner, follow a carbon-neutral, environmental sustainability policy.

The Museum continues to communicate our environmental responsibility to visitors and stakeholders (Appendix P). Our print communications, including *Explore*, the Australian Museum magazine,

use carbon-neutral processes, recycled paper and vegetable inks made from renewable sources to meet certified environmental standards. In producing *Explore*, these saved over 7000 kg of CO₂ compared to conventional materials and processes. Printed materials carry messages about these environmental standards. There is also a page about the Museum's environmental sustainability policies on our website.

The Museum also obtains and responds to visitor feedback through face-to-face communication, social media, letters and the visitor comments book. We are starting a new system to capture this data centrally and analyse visitor feedback trends from 2012 onwards.

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

Staff engage periodically with key contacts in the NSW Government and City of Sydney to identify opportunities for enhancing environmental sustainability at the Museum. One option being assessed is a tri-generation plant to be constructed at Cook and Phillip Park; discussions are continuing though preliminary advice from the City of Sydney indicates it is no longer a preferred option.

The Museum worked closely with the Office of Environment and Heritage, resulting in a grant to the Museum of \$450,000 to upgrade and improve air conditioning plant and equipment.

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

The Museum's exhibition development teams are continually working to improve our practices in sustainable exhibition and spatial design. The new gallery for temporary exhibitions incorporates sustainably sourced flooring material (bamboo instead of hardwoods) and energy-efficient lighting (LED instead of halogens). The design of the spaces provides greater stability for temperature and humidity, thus lowering air-conditioning energy usage. The teams also re-use and recycle exhibition components where possible, such as wall panels, theatre structures and models.



3
financial
STATEMENTS

Dr Andrew Mitchell shows specimens collected during the Timor-Leste Expedition to a local conservation officer in Valu-Sere, Tmor-Leste. Photo by Vince Kessner.

Financial commentary

OVERVIEW

The Australian Museum's financial operations for 2011–12 resulted in a deficit of \$167,000. Taking into account \$5.386 million in Capital Grants income to fund a range of capital works undertaken by the Museum, and \$4.409 million in depreciation expenses, the Museum's trading position for 2011–12 was an operating deficit of \$1.144 million.

Of the capital provided to the Museum, \$86,000 was provided by way of external funds to support capital works at the Lizard Island Reef Research station and an amount of \$5.300 million was provided by way of Government Capital Grants to support capital improvements at the College Street site.

Admissions to the Museum were 9,146 higher than in 2010–11, with some 335,596 visitors admitted. The number of visitors was marginally higher than the average number for the previous five years of 334,661. There were two exhibitions during the year for which a supplementary admission fee was charged: *Rituals of Seduction: Birds of Paradise* and *Yiwarra Kuju: The Canning Stock Route*. The Museum also operated a program of late night openings, Jurassic Lounge, for which a supplementary fee was paid. Revenue from admissions was \$2.64 million, which was consistent with the 2010–11 return of \$2.6 million.

The Museum's sales of goods and services (net of GST) were \$8.855 million, compared to \$7.412 million in 2010–11, an increase of 19.5%.

Australian Museum Business Services, which offers archaeological and environmental consulting services and projects, achieved revenue of \$2.710 million, an increase of 92% on the previous year's income of \$1.409 million.

The Museum is responsible for the maintenance of heritage-classified buildings. As these buildings' heritage status requires specialised treatment and trades skills, maintenance costs and administrative oversight are often higher than would be incurred in contemporary buildings.

ECONOMIC AND OTHER FACTORS AFFECTING THE ACHIEVEMENT OF OPERATIONAL OBJECTIVES

The residual effects of the global financial crisis and other economic factors on Museum operations are unclear. To counteract any possible impacts and increase visitation, the Museum offered a diverse range of programs including two exhibitions for which a supplementary charge was levied.

OUTLINE OF BUDGET FOR 2012–13

The Department of Trade and Investment will provide grant funding that, when combined with the Museum's own revenues, will allow the Museum to operate at a level which is comparable to the 2011–12 level. The Museum has been able to plan a program of exhibitions and activities for 2012–13 which will include *Deep Oceans*, *Alexander the Great* and *Wildlife Photographer of the Year*, as well as continuing to offer the Jurassic Lounge program.

Anticipated funding for 2012–13 includes:

- ▶ \$23.2 million as a Recurrent grant
- ▶ \$3.3 million as a Capital grant
- ▶ \$3.5 million in funded project grants, contributions and sponsorships
- ▶ \$10.2 million from other self-generated revenues.

The Museum has an approved budget that provides for:

- ▶ \$25 million for personnel services expenses
- ▶ \$4.8 million in depreciation
- ▶ \$11.8 million for other operating and maintenance expenses.

The Museum estimates its staffing structure at 236 equivalent full-time positions, a similar level as in 2011–12.

ACCOUNTS PAYABLE PERFORMANCE

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

Table 3.1 Accounts payable performance by quarter, 2011–12

Measure	Sep 2011	Dec 2011	Mar 2012	Jun 2012	Total
Invoices due for payment	1,810	1,888	1,539	1,992	7,229
Invoices paid on time	1,807	1,883	1,537	1,987	7,214
Invoices due for payment received from small businesses	2	3	2	2	9
Invoices from small businesses paid on time	2	3	2	2	9
Amount due for payment (\$'000)	8,055	7,168	5,375	6,322	26,920
Amount paid on time (\$'000)	8,054	7,167	5,373	6,313	26,906
Amount due for payment to small businesses (\$'000)	4	42	70	3	119
Amount due to small businesses paid on time (\$'000)	4	42	70	3	119



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 2012, 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 Trust as at 30 June 2012, 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* (the PF&A Act) and the Public Finance and Audit Regulation 2010.

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

The Trustees' Responsibility for the Financial Statements

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

Auditor's Responsibility

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

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Trust'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 Trust's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Trustees, as well as evaluating the overall presentation of the financial statements.

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

My opinion does *not* provide assurance:

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



Heather Watson
Director, Financial Audit Services

27 September 2012
SYDNEY

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 2012, and financial performance for the year then ended.
2. The financial statements have been prepared in accordance with applicable Australian Accounting Standards and other mandatory professional reporting requirements of the Public Finance & Audit Act 1983, Public Finance and Audit Regulation 2010, and the Treasurer's Directions or 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
President of the Trust


Steven Alderton
Acting Secretary of the Trust

Date: 26/9/12

Financial statements

Statement of comprehensive income for the year ended 30 June 2012

	Notes	Actual 2012 \$'000	Budget 2012 \$'000	Actual 2011 \$'000
Expenses Excluding Losses				
Operating expenses				
Personnel services expenses	2 (a)	25,732	23,980	23,393
Other operating expenses	2 (b)	13,137	11,050	11,462
Depreciation and amortisation	2 (c)	4,409	4,800	4,779
Grants and subsidies	2 (d)	125	87	136
Finance costs	2 (e)	25	-	24
Total Expenses Excluding Losses		43,428	39,917	39,794
Revenue				
Sale of goods and services	3 (a)	8,855	7,060	7,412
Investment revenue	3 (b)	702	650	764
Grants and contributions	5	33,788	32,707	33,326
Total Revenue		43,345	40,417	41,502
Gain/ (loss) on disposal	4	(84)	-	(20)
Net Result		(167)	500	1,688
Other Comprehensive Income				
Net increases in property, plant and equipment asset revaluation surplus	10	-	-	92,815
Other net increases/ (decreases) in equity		-	-	-
Total Other Comprehensive Income for the Year		-	-	92,815
Total Comprehensive Income for the year		(167)	500	94,503

The accompanying notes form part of these financial statements.

Statement of financial position as at 30 June 2012

	Notes	Actual 2012 \$'000	Budget 2012 \$'000	Actual 2011 \$'000
ASSETS				
Current Assets				
Cash and cash equivalents	6	11,165	9,630	10,796
Receivables	7	1,783	1,731	1,472
Inventories	8	257	205	219
Other financial assets	16(g)	10	–	0
Total Current Assets		13,215	11,566	12,487
Non-Current Assets				
Other financial assets	7 (a)	415	366	390
Property, plant and equipment	10			
- Land and buildings		220,484	214,926	219,108
- Plant and equipment		39,461	42,785	41,297
- Collections		860,119	1,176,480	860,114
Total property, plant and equipment		1,120,064	1,434,191	1,120,519
Intangible assets	10 (a)	110	76	75
Total Non-Current Assets		1,120,589	1,434,633	1,120,984
Total Assets		1,133,804	1,446,199	1,133,471
LIABILITIES				
Current Liabilities				
Payables	11	2,715	1,720	2,622
Provisions	12	2,742	2,314	2,360
Total Current Liabilities		5,457	4,034	4,982
Non-Current Liabilities				
Borrowings	13	415	392	390
Total Non-Current Liabilities		415	392	390
Total Liabilities		5,872	4,426	5,372
Net Assets		1,127,932	1,441,773	1,128,099
EQUITY				
Accumulated funds		594,369	595,036	594,536
Reserves		533,563	846,737	533,563
Total Equity		1,127,932	1,441,773	1,128,099

The accompanying notes form part of these financial statements.

Statement of changes in equity for the year ended 30 June 2012

	Accumulated Funds	Asset Revaluation Surplus	Total
Notes	\$'000	\$'000	\$'000
Balance at 1 July 2011	594,536	533,563	1,128,099
Net result for the year	(167)	-	(167)
Other comprehensive income:			
Net increase / (decrease) in			
Property, plant and equipment	-	-	-
Total other comprehensive income	-	-	-
Total comprehensive income for the year	(167)	-	(167)
Balance at 30 June 2012	594,369	533,563	1,127,932
Balance at 1 July 2010	592,848	440,748	1,033,596
Net result for the year	1,688	-	1,688
Other comprehensive income:			
Net increase / (decrease) in			
Property, plant and equipment	-	92,815	92,815
Total other comprehensive income	-	92,815	92,815
Total comprehensive income for the year	1,688	92,815	94,503
Balance at 30 June 2011	594,536	533,563	1,128,099

The accompanying notes form part of these financial statements.

Statement of cash flows for the year ended 30 June 2012

	Notes	Actual 2012 \$'000	Budget 2012 \$'000	Actual 2011 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Payments				
Personnel services		(23,750)	(22,940)	(21,541)
Grants and subsidies		(124)	(87)	(136)
Other payments		(17,463)	(11,438)	(15,071)
Total Payments		(41,337)	(34,465)	(36,748)
Receipts				
Sale of goods and services		8,767	6,697	8,120
Interest received		679	652	738
Grants and contributions		36,365	31,323	35,556
Other receipts		(32)	0	(12)
Total Receipts		45,779	38,672	44,402
NET CASH FLOWS FROM OPERATING ACTIVITIES	15	4,442	4,207	7,654
CASH FLOWS FROM INVESTING ACTIVITIES				
Purchases of land and buildings, plant and equipment and collections		(4073)	(5,374)	(5,489)
Purchases of intangible assets		0	0	0
Proceeds from sale of plant and equipment		0	0	5
NET CASH FLOWS FROM INVESTING ACTIVITIES		(4,073)	(5,374)	(5,484)
NET INCREASE/ (DECREASE) IN CASH		369	(1,167)	2,170
Opening cash and cash equivalents		10,796	10,797	8,626
CLOSING CASH AND CASH EQUIVALENTS	6	11,165	9,630	10,796

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.

These financial statements have been authorised for issue by the Director and Trust President on 26 September 2012.

(b) Basis of Preparation

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

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

The financial statements have also been prepared on a historical cost basis, except for property, plant and equipment and derivative financial instruments which have been 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.

The Trust has adopted all of the new and revised standards and interpretations issued by the Australian Accounting Standards Board (AASB) that are relevant to its operations and effective from the current annual reporting period.

(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) and Communities NSW (CNSW) (2011). 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 and Services

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

(iii) Rendering of Services

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

(iv) Investment Revenue

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

(e) Personnel Services and other provisions

(i) Personnel Services Arrangements

Communities NSW (CNSW) has assumed responsibility for a Memorandum of Understanding (MoU) entered into by the Trust and the Department of Arts, Sport and Recreation effective from 1 July 2006. The MoU sets out the arrangements for employment and payment of staff working at the Australian Museum which are considered employees of CNSW. All payments to personnel and for related obligations are done in CNSW name and ABN and are classified as "Personnel Services" expenses in these financial statements. Under the restructure from April 2011, CNSW has been abolished by the Order (TC 11/09) and responsibility transferred to the Department of Trade & Investment, Regional Infrastructure & Services (DTIRIS).

(ii) Personnel Services – Salaries and Wages, Annual Leave, Sick Leave and On-costs.

Based on the memorandum of understanding with DTIRIS, liabilities for personnel services are stated as liabilities to the service provider DTIRIS.

Salaries and wages (including non-monetary benefits), annual leave and paid sick leave that fall due wholly within 12 months of the reporting date are recognised and measured in respect of employees' services up to the reporting date at undiscounted amounts based on amounts expected to be paid when the liabilities are settled.

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 extended 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 by DTIRIS, are recognised as liabilities and expenses where the personnel services to which they relate have been recognised.

(iii) Long Service Leave and Superannuation

In the financial statements of DTIRIS, the Trust's liabilities for long service leave and defined benefit superannuation are assumed by the Crown Entity. Consequently, the Trust accounts for the equivalent expense and income in its financial statements to reflect this provision of personnel services.

Long service leave is measured at present value in accordance with AASB 119 *Employee Benefits*. This is based on the application of certain factors, (specified in NSW TC11/06), to 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 11/04. 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*.

(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)

Revenues, 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

The cost method of accounting is used for the initial recording of all acquisitions of assets controlled by the Trust. 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 specific 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 amount for which an asset could be exchanged between knowledgeable, willing parties, in an arm's length transaction.

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

(i) Capitalisation Thresholds

Property, plant and equipment and intangible assets costing \$3,000 or above individually are capitalised. Computer related assets costing individually \$3,000 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 (TPP 07-01). This policy adopts fair value in accordance with AASB 116 *Property, Plant and Equipment*.

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 determined based on the best available market evidence, including current market selling prices for the same or similar assets. Where there is no available market evidence, the asset's fair value is measured at its market buying price, the best indicator of which is depreciated replacement cost.

The Trust revalues each class of property, plant and equipment at least every five years or with sufficient regularity to ensure that the carrying amount of each asset in the class does not differ materially from its fair value at reporting date. The last revaluation was completed on 30 June 2008 and was based on an independent assessment.

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

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

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. Labour costs for permanent staff inputs to the development of exhibitions are reflected in employee related expenses and are not included in the capitalisation of exhibitions.

(ii) Collections

An external valuation of Collections was undertaken at 30 June 2008. Increases in the value of assets are transferred to the asset revaluation surplus for that class of assets. The Museum's Capitalisation Policy specifies a five year valuation cycle, but allows for the timely capitalisation of items where a direct purchase is involved, 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, 'recollection cost' is used. This latter method uses the specialised expertise of Museum collection management staff. The 'recollection 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. Recollection 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.

Where there is an indication that the fair value of Collections has varied materially from the date of the last revaluation, Collections are revalued. Movements in the relevant consumer price index are considered by management to be the most relevant indication of movement in the fair value of Collections. Movements in the index since the last external revaluation have been applied in determining the fair value of Collections at 30 June 2011. No recognition of the movement in the consumer price index for the period ending 30 June 2012 was included as the movement was considered immaterial in the context of the total value of the collections. The next external valuation of Collections is due to be undertaken as at 30 June 2013.

(k) Impairment of Property, Plant and Equipment

As a not-for-profit entity with no cash generating units, the Trust is effectively exempted from AASB 136 *Impairment of Assets* and impairment testing. This is because AASB 136 modifies the recoverable amount test to the higher of fair value less costs to sell and depreciated replacement cost. This means that, for an asset already measured at fair value, impairment can only arise if selling costs are material. Selling costs are regarded as immaterial.

(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 net cost or revalued 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 separately identifiable component assets are depreciated over their shorter 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 Museum'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	15–80 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 9 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 effectively retains all such risks and benefits.

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

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

(q) Intangible Assets

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

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

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

(r) Financial Instruments

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

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

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

(i) Cash and Cash Equivalent

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

(ii) Investments

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

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

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

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

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

(s) Loans and Receivables

Loans and other receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. These financial assets are recognised initially at fair value, usually based on the transaction cost or face value and are subsequently measured at amortised cost using the effective interest method, less an allowance for impairment. Collectability of trade debtors is reviewed on an ongoing basis at an operating unit level. Debts that are known to be uncollectible are written-off. Any changes are accounted for 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 Museum 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 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 2012 and at 30 June 2011.

(y) New Australian Accounting Standards issued but not yet operative

NSW Treasury has mandated that early adoption of standards is not permitted.

Australian Accounting Standards and Interpretations that have recently been issued or amended but are not yet effective have not been adopted for the annual reporting period ended 30 June 2012. These are listed as follows:

- AASB 9 regarding financial instruments classification and measurement of financial assets
- AASB 1054 regarding additional disclosure
- AASB 2010-6 regarding disclosure on transfer of financial assets
- AASB 2011-9 regarding presentation of other comprehensive income
- AASB 13 regarding fair value measurement guidance
- AASB 119 regarding employee benefits – requires actuarial gain and losses recognised in other comprehensive income.
- AASB 10 regarding consolidated Financial Statements
- AASB 12 regarding disclosure of interest in other entities
- AASB 2010-9 and 2010-10 regarding Severe Hyperinflation and Removal of Fixed Dates for First-time Adopters

It is considered that the adoption of these new Standards and Interpretations in future periods will have no material impact on the financial statements of the Australian Museum Trust.

(z) 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.

(aa) 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.

(bb) 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 Museum and is offset by an equivalent revenue entry. Material assistance provided to the Museum by the volunteers for whom payment was not made is not included in the net result for the year (refer Note 17).

(cc) 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.

(dd) 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.

(ee) 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.

(ff) 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

	2012	2011
	\$'000	\$'000
(a) Personnel Services Expenses ¹		
Salaries and wages (including recreation leave)	20,673	18,970
Superannuation – defined benefits plans	607	540
Superannuation – defined contribution plans	1,453	1,307
Payroll Tax and Fringe Benefit Tax	1,329	1,131
Long service Leave	961	1,016
Workers' compensation insurance	462	409
Other	247	20
	25,732	23,393

Personnel services costs that have been capitalised in fixed asset accounts and therefore excluded from the above: \$142,000 (2011: \$432,000).

1. Including services provided free of charge by CNSWIDTIRIS valued at \$1.6 million (2011: \$1.59 million) Refer to Note 5.

(b) Other Operating Expenses Include the Following:

Auditor's remuneration		
- audit and review of the financial statements	78	69
- other audit expenses	122	7
Operating lease rental expense:		
- minimum lease payments	484	467
- rental outgoings	187	181
Freight	90	59
Motor vehicles expenses	192	203
Advertising and promotional	633	553
Electricity	784	725
Gas	85	134
Cleaning and waste removal	677	631
Water	74	63
Contractors	2,508	1,633
Travel and accommodation	491	406
Cost of sales	720	620
Insurance	383	426
Postal and telephone	281	305
Working expenses	1,503	1,347
Security services	0	22
Donations and contributions	3	9
Hiring costs	73	51

2 EXPENSES EXCLUDING LOSSES (continued)**(b) Other Operating Expenses**

	2012	2011
	\$'000	\$'000
Books, journals & subscriptions	147	158
Consultants	30	23
Licences	164	149
Exhibition costs	772	436
Minor plant & equipment	149	106
Promotion costs	62	88
Staff training	136	120
Filming & photography	20	35
Graphics & design	87	84
Legal & professional	45	146
Printing	206	252
Maintenance ¹	1,951	1,954
	13,137	11,462

1. Reconciliation:

Maintenance expense, as above	1,951	1,954
Maintenance related employee expenses included in Note 2 (a)	380	288
Total Maintenance Expenses Included in Note 2(a)+2(b)	2,331	2,242

(c) Depreciation and amortisation

Buildings	757	723
Plant and equipment	3,639	4,045
Intangible assets	13	11
	4,409	4,779

(d) Grants and subsidies

Visiting fellowships	125	114
Other grants	0	22
	125	136

(e) Finance costs

Unwinding of discount	25	24
	25	24

3	REVENUE	2012	2011
		\$'000	\$'000
(a)	Sale of Goods and Services		
	Shop sales	1,113	1,012
	Rendering of services	4,887	3,601
	Admission fees	2,638	2,600
	Other	217	199
		8,855	7,412
(b)	Investment Revenue		
	TCorp Hour-Glass investment facility	580	657
	Interest	122	107
		702	764
4	GAIN/ (LOSS) ON DISPOSAL OF NON-CURRENT ASSETS		
	Proceeds from disposal of plant and equipment	0	5
	Written down value of assets disposed	(84)	(25)
		(84)	(20)

5 GRANTS AND CONTRIBUTIONS

	2012	2011
	\$'000	\$'000
For conditions on Grants and Contributions see Note 9.		
Recurrent grants from the Government (DTIRIS)	23,660	23,211
Capital grants from the Government (DTIRIS)	5,300	5,217
Scientific Research - Federal Government Grants	834	620
Scientific Research - State Government Grants	468	82
Other grants	904	757
Donations	211	1,008
Other	810	842
Acceptance of employee benefits and other liabilities by the Government (DTIRIS):		
- Superannuation-defined benefits	607	540
- Long service leave	961	1,016
- Payroll tax	33	33
	<hr/> 1,601	<hr/> 1,589
	<hr/> 33,788	<hr/> 33,326

6 CURRENT ASSETS – CASH AND CASH EQUIVALENTS

Cash at bank and on hand	756	882
Short term deposits	0	435
TCorp Hour-Glass cash facility	10,409	9,479
Closing Cash and Cash Equivalents (per statement of cash flows))	<hr/> 11,165	<hr/> 10,796

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

The trust has the following banking facilities

MasterCard facility (Total credit limit)	150	150
Tape negotiation authority ¹ .	4,800	4,800

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

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

7 CURRENT/ NON-CURRENT ASSETS- RECEIVABLES

	2012	2011
	\$'000	\$'000
Sale of goods & services	1,348	1,174
Less: Allowance for Impairment	(1)	(82)
Accrued income	56	188
Prepayments	342	190
Other debtors	38	2
Total Current Receivables	1,783	1,472
Movement in the allowance for impairment		
Balance at 1 July	(82)	(157)
Amounts written off during the year	7	7
Amounts recovered during the year	74	68
(Increase)/ decrease in allowance recognised in profit or loss	-	-
Balance at 30 June	(1)	(82)

7 (a) OTHER FINANCIAL ASSETS

LIRRF funding for QLD loan ¹	415	390
Total	415	390

¹ As per the Funding Deed signed between the Lizard Island Research Foundation (LIRRF) and the Trust, LIRRF has underwritten to pay \$1 million in 20 annual installments of \$50,000 each beginning from the year 2018. The fair value of this commitment is calculated as per the Accounting Standards.

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

8 CURRENT ASSETS – INVENTORIES

	2012	2011
	\$'000	\$'000
Held for resale:		
Stock on hand – at cost	257	219
	257	219

9 RESTRICTED ASSETS

The Museum 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	730	838
Scientific Research – State Government Grants	1,631	142
Other grants	604	886
	2,965	1,866

10 NON-CURRENT ASSETS – PROPERTY, PLANT AND EQUIPMENT

	Land \$'000	Buildings \$'000	Plant & Equipment \$'000	Collections \$'000	Total \$'000
At 30 June 2012					
At Fair Value					
Gross carrying amount	35,500	193,144	96,121	860,119	1,184,884
Accumulated depreciation and impairment	0	(8,160)	(56,660)	0	(64,820)
Net Carrying Amount	35,500	184,984	39,461	860,119	1,120,064
At 30 June 2011					
At Fair Value					
Gross carrying amount	35,500	191,012	94,431	860,114	1,181,057
Accumulated depreciation and impairment	0	(7,404)	(53,134)	0	(60,538)
Net Carrying Amount	35,500	183,608	41,297	860,114	1,120,519

Collection Revaluation

Museum Collections are valued externally every five years based on market value or, where there is a lack of market based evidence, recollection cost (see Note 1 (j)(ii)). The last valuation was undertaken at 30 June 2008. Interim revaluations are carried out where there is an indication that the fair value has changed materially since the last valuation.

A revaluation of Collections was carried out as at 30 June 2011, recognising increases in Consumer Price Index (CPI) of 12.1%. The increase in CPI resulted in an increment in the Asset Revaluation Surplus of \$92,815,000 being recognised.

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

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

Year Ended 30 June 2012	Land \$'000	Buildings \$'000	Plant & Equipment \$'000	Collections \$'000	Total \$'000
Net carrying amount at start of the year	35,500	183,608	41,297	860,114	1,120,519
Net revaluation increment	0	0	0	0	0
Additions	0	2,133	1,887	5	4,025
Disposals	0	0	(84)	0	(84)
Depreciation expenses	0	(757)	(3,639)	0	(4,396)
Net Carrying Amount at End of Year	35,500	184,984	39,461	860,119	1,120,064
Year Ended 30 June 2011	Land \$'000	Buildings \$'000	Plant & Equipment \$'000	Collections \$'000	Total \$'000
Net carrying amount at start of the year	35,500	181,043	43,267	767,198	1,027,008
Net revaluation increment	0	0	0	92,815	92,815
Additions	0	3,288	2,100	101	5,489
Disposals	0	0	(25)	0	(25)
Depreciation expenses	0	(723)	(4,045)	0	(4,768)
Net Carrying Amount at End of Year	35,500	183,608	41,297	860,114	1,120,519

10 (a) NON-CURRENT ASSETS – INTANGIBLE ASSETS

At 30 June 2012	Software \$'000
Cost (gross carrying amount)	135
Accumulated amortisation and impairment	(25)
Net Carrying Amount	110

At 30 June 2011	Software \$'000
Cost (gross carrying amount)	88
Accumulated amortisation and impairment	(13)
Net Carrying Amount	75

Reconciliation

Year ended 30 June	2012 \$'000
Net carrying amount at start of year	75
Additions (acquired)	48
Amortisation	(13)
Net Carrying Amount	110

Year ended 30 June	2011 \$'000
Net carrying amount at start of year	86
Additions (acquired)	0
Amortisation	(11)
Net Carrying Amount	75

11 CURRENT LIABILITIES – PAYABLES

	2012 \$'000	2011 \$'000
Creditors	1,322	1,241
Sundry accruals	317	339
Unearned revenue	564	519
Payable to personnel services providers:		
- Accrued salaries, wages and on-costs	512	523
	2,715	2,622

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

	2012	2011
Current:	\$'000	\$'000
Employee benefits and related on-costs		
Recreation leave	1,957	1,841
Long service leave on-costs	785	519
	2,742	2,360
Aggregate employee benefits and related on-costs		
Provisions-current	2,742	2,360
Accrued salaries, wages and on-costs (Note11)	512	523
	3,254	2,883

13 CURRENT/ NON-CURRENT LIABILITIES – BORROWINGS

Queensland Government loan at net present value ¹	415	390
	415	390

¹ Loan is for Lizard Island facility. Repayments commence from 2018.

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

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

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

	2012	2011
	\$'000	\$'000
Not later than 1 year	1,087	801
Total (Including GST)	1,087	801

(b) Other Expenditure Commitments

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

Not later than 1 year	417	1,068
Total (Including GST)	417	1,068

(c) Operating Lease Commitments

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

Not later than 1 year	587	558
Later than 1 year & not later than 5 years	385	824
Later than 5 years	15	5
Total (Including GST)	987	1,387

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 \$226,000 (2011: \$296,000) that are expected to be recoverable from the Australian Taxation Office.

15 RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO NET RESULT

	2012	2011
	\$'000	\$'000
Reconciliation		
Net Cash Flows from operating activities	4,442	7,654
Depreciation and amortisation	(4,409)	(4,779)
Allowance for impairment	81	75
(Increase)/ decrease in provisions	(382)	(20)
(Increase)/ decrease in payables	(93)	(888)
(Decrease)/ increase in receivables and other assets	240	(347)
Gain/ (loss) on disposal of plant & equipment	(84)	(20)
(Decrease)/ increase in inventory	38	13
Net result	(167)	1,688

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) 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 Trust, to set risk limits and controls and to monitor risks. Compliance with policies is reviewed by the IARC on a continuous basis.

16 FINANCIAL INSTRUMENTS (continued)**(a) Financial Instrument Categories**

	Notes	Category	Carrying Amount	Carrying Amount
			2012 \$'000	2011 \$'000
Financial Assets				
Class:				
Cash and cash equivalents	6	N/A	11,165	10,796
Receivables ¹	7	Loans and receivables (at amortised cost)	942	705
Other financial assets	7(a) & 16(g)	At fair value through profit or loss	425	390
Financial Liabilities				
Class:				
Payables ²	11	Financial liabilities measured at amortised cost	1,916	1,846
Borrowings	13	Financial liabilities measured at amortised cost	415	390

Notes

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

2. Excludes 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 quarterly. 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 99% (86% 2011) 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
2012			
< 3 months overdue	492	492	0
3 months-6 months overdue	0	0	0
>6 months overdue	225	224	1
2011			
< 3 months overdue	474	105	0
3 months-6 months overdue	2	2	0
>6 months overdue	115	33	82

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 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 4% p.a. (2011 – 5.37%), while over the year the weighted average interest rate was 4.9%p.a. (2011 – 4.98%). 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 years, there were no defaults or breaches on any 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			Maturity Dates		
			Fixed Interest Rate \$'000	Variable Interest Rate \$'000	Non- interest bearing \$'000	< 1 yr \$'000	1-5 yrs \$'000	> 5 yrs \$'000
2012								
<i>Payables:</i>								
Accrued salaries, wages and on-costs	0%	512	0	0	512	512	0	0
Creditors	0%	1,404	0	0	1,404	1,404	0	0
<i>Borrowings:</i>								
Lizard Island loan	6.5%	1,000	1,000	0	0	0	0	1,000
		2,916	1,000	0	1,916	1,916	0	1,000
2011								
<i>Payables:</i>								
Accrued salaries, wages and on-costs	0%	523	0	0	523	523	0	0
Creditors	0%	1,322	0	0	1,322	1,322	0	0
<i>Borrowings:</i>								
Lizard Island loan	6.5%	1,000	1,000	0	0	0	0	1,000
		2,845	1,000	0	1,845	1,845	0	1,000

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.

	Carrying Amount \$'000	-1% Profit \$'000	Equity \$'000	1% Profit \$'000	Equity \$'000
2012					
Financial Assets					
Cash and cash equivalents	11,165	(112)	(112)	112	112
Receivables	942	-	-	-	-
Other financial assets	425	-	-	-	-
Financial Liabilities					
Payables	1,916	-	-	-	-
Borrowings	415	-	-	-	-
<hr/>					
2011					
Financial Assets					
Cash and cash equivalents	10,796	(108)	(108)	108	108
Receivables	705	-	-	-	-
Other financial assets	390	-	-	-	-
Financial Liabilities					
Payables	1,846	-	-	-	-
Borrowings	390	-	-	-	-
<hr/>					

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:

Facility	Investment Sectors	Investment Horizon	2012 \$'000	2011 \$'000
Cash facility	Cash, money market instruments	Up to 2 years	10,409	9,479

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 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).

	Impact on profit/loss Changes in unit price	2012 \$'000	2011 \$'000
Hour Glass Investment-cash facility	+/- 1%	104	95

(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.

16 FINANCIAL INSTRUMENTS (continued)**(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 includes inputs for the asset/ liability not based on observable market data (unobservable inputs).

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	2012 Total \$'000
Financial assets at fair value				
TCorp Hour-Glass Invt. Facility	-	10,409	-	10,409
	-	10,409	-	10,409

(g) Other Financial Assets

Derivative financial assets:

The Museum has entered into forward exchange contracts which are an economic hedge but do not satisfy the requirements for hedge accounting. All movements in fair value are recognised in the statement of comprehensive income in the period in which they occur. The net fair value gain on foreign currency derivatives during the year was \$10,000.

	2012 \$'000	2011 \$'000
Current Assets		
Forward currency contracts (net)		
- held for hedges	10	0

	Notional Amount \$'000	Exchange Rate	Rate Sensitivity +10% \$'000	-10% \$'000	Rating
Buy USD/sell Australian \$					
Maturity 3-12 months	250	1.0030	-23	28	AA-

17 NON-CASH FINANCING AND INVESTING ACTIVITIES

Non-cash financing and investing activities represented the acceptance of personnel services cost of \$1.6 million (2011: \$1.59 million) by the NSW Government.

Material assistance provided to the Museum 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, ETC.

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

20 CONTINGENT ASSETS AND LIABILITIES

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

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

21 BUDGET REVIEW

Net Result

The actual net result was \$667,000 below the budgeted surplus of \$500,000, which is considered an immaterial variation. Both operating expenses and offsetting operating revenues increased above budget during the year across a range of items.

Assets and Liabilities

The reported variation to budget is attributable to the value of the Collections, which was lower than budget by \$316 million. The variation was due to the budget being determined and reported before the valuation methodology was finalised.

Cash Flows

Net cash flows from investing activities are \$1.3 million below budget and relate to delays in completion of a range of minor works projects associated with environmental sustainability improvements at the Australian Museum.

22 SERVICE GROUP INFORMATION

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

23 RESULTS OF FUNDRAISING APPEALS

The Trust conducted a number of fundraising activities during the year and the results are as follows:

	2012 \$'000	2011 \$'000
Gross proceeds from fundraising appeals	199	238

24 AFTER BALANCE DATE EVENTS

There are no material subsequent events after the balance date.

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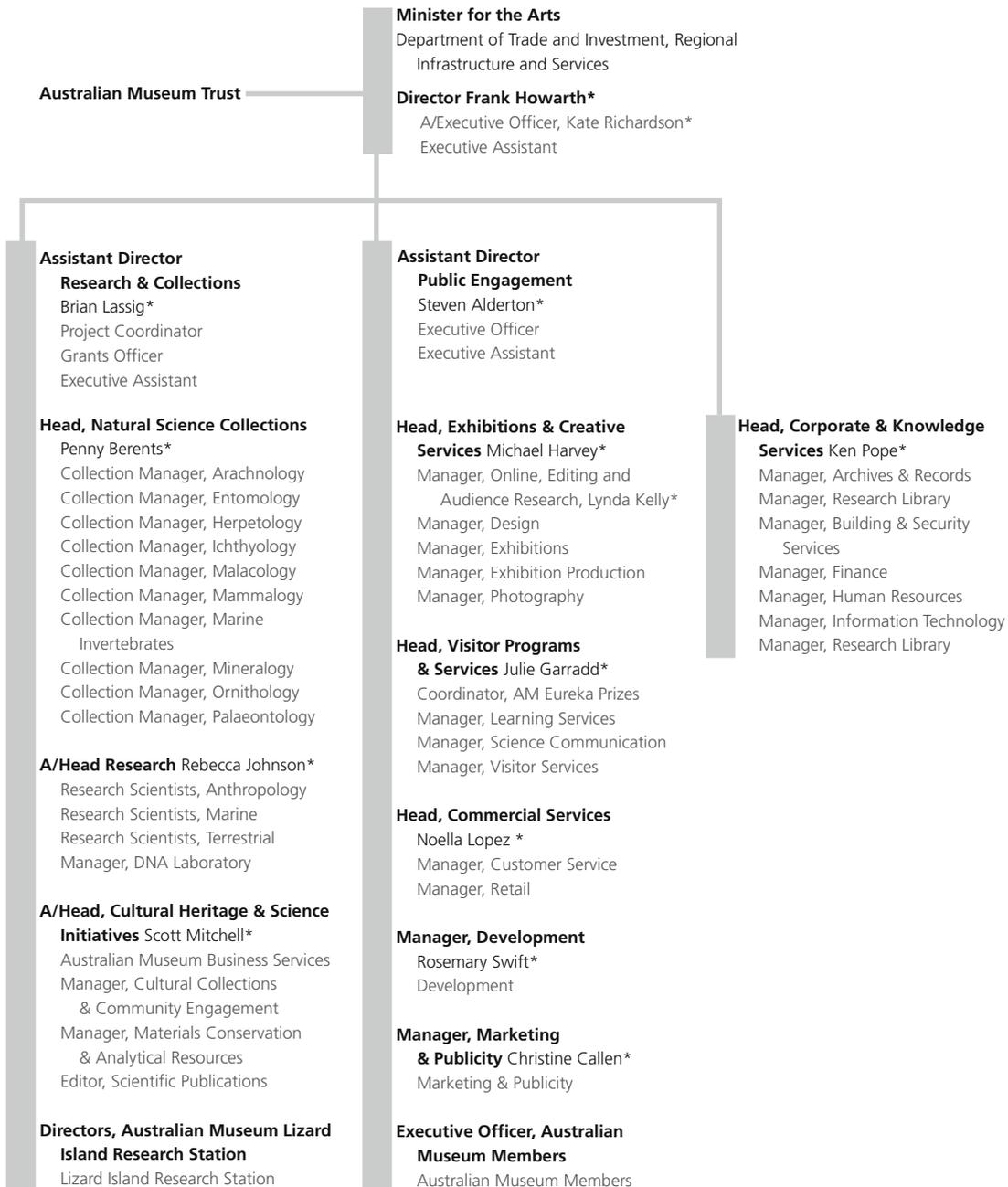


4 APPENDICES

Appendix A

Organisation chart for the Australian Museum

June 2012



* Member of the Museum's Executive

Appendix B

Trustee profiles and activities

PROFILES OF TRUSTEES

Catherine Livingstone, AO (President)

Catherine Livingstone has been Chairman of Telstra Corporation (since 2009) and a Director of Telstra Corporation (since 2000). She is also a Director of Macquarie Group Ltd (since 2003) and WorleyParsons Ltd (since 2007). She is currently a Member of the NSW Innovation Council and the former Chair of CSIRO (2001–06) and the Australian Business Foundation (2002–05). She is a former Director of Rural Press Ltd (2000–03) and Goodman Fielder Ltd (2000–03) and a former Managing Director of Cochlear Ltd (1994–2000). She has received a number of awards and was the recipient of a NSW Distinguished Fellows Award AICD 2011. She received the Alumni Award for Distinguished Service (Professional Category) from Macquarie University in 2006. Catherine was made an Officer of the Order of Australia in 2008 for services to the development of science, technology and innovation policies, business and management. She was appointed President of the Australian Museum Trustees in January 2012.

Sam Mostyn, BA, LLB

Sam Mostyn is a company director and sustainability adviser. She sits on the boards of Virgin Australia, Transurban and Citibank Australia. Until September 2008, Sam was Group Executive, Culture & Reputation at Insurance Australia Group (IAG) where she was responsible for the Human Resources, Corporate & Government Affairs, Internal Communications and Corporate Sustainability functions. Prior to joining IAG, Sam held senior executive positions with Optus Communications in Sydney and Cable & Wireless Plc in London, and between 1994 and 1996 she was a policy adviser to two federal communications ministers before joining the office of Prime Minister Paul Keating as a senior communications policy adviser. In 2005, Sam was appointed a Commissioner with the Australian Football League, the first woman to hold such a position. Sam's other board and advisory roles include being a member of Australian Volunteers International and the Sydney Theatre Company, Chair of the Stakeholder Advisory Council of the

CSIRO's Climate Adaptation Flagship, a member of the NSW Climate Change Council and serving on the advisory board of ClimateWorks Australia. She also serves on the Coasts and Climate Change Council of the Minister for Climate Change. Sam was appointed to the Trust in January 2003 and became President in January 2010. She reached her maximum term of office in December 2011.

Michael Alscher, BComm

Michael Alscher is a founding partner and Managing Director of Crescent Capital Partners, which is a leading private equity fund in Australia. Michael is a non-Executive Director and Chairman of a number of portfolio companies and has an extensive background in investment, business management and strategy consulting. He resigned to travel overseas in October 2011. At the time of his resignation (December 2011) he was Chairman of the Trust's Internal Audit and Risk Committee.

Michael Chaaya, BEc (Hons), LLB (Hons)

Michael Chaaya is a partner of Corrs Chambers Westgarth and a member of the firm's Financial Services Industry Sector Leadership Team. Michael's practice focuses on superannuation, life insurance, funds management, financial services reform and tax. He has more than 14 years' experience in advising some of Australia's leading product providers and financial services entities. His clients include trustee companies for superannuation funds, fund managers, banks and other financial service providers, and life insurance companies, administrators and custodians. He has a strong involvement in the community, providing access to justice and pro bono activities. Michael was a finalist for the Law and Justice Foundation of NSW Justice Medal in 2007 and was awarded the Australian Centenary Medal for service to the law, youth and community in 2003. Michael is currently a director of the National Children's & Youth Law Centre. He was appointed to the Trust in January 2009 and the term of his appointment expired on 31 December 2011. He subsequently became a Director on the Trustee Board of the Australian Museum Foundation.

Paul Connor, BArch (Hons), MA

Paul Connor is an architect, artist and founding director of the NSW Parliament Plein Air Painting Prize. Paul completed his architectural degree with honours at The University of Sydney in 1985. He spent his early professional life with internationally renowned architect John Andrews. In 1996, having developed a lasting interest in the arid zone of far western New South Wales, he was awarded first class honours in a Masters of Fine Arts at the College of Fine Art, UNSW, for research in the area, and co-founded Connor & Solomon Architects which later built for the Mutawintji Local Aboriginal Land Council. Since then, the partnership has enjoyed much public acknowledgement of its many completed buildings. Paul has had many solo and joint art exhibitions, and is represented in government and private collections. Paul is the Trust representative for the Lizard Island Reef Research Foundation Board.

Stephen Crittenden, BA (Hons)

Stephen Crittenden, a journalist and broadcaster, joined the ABC in 1989 after working as a policy officer in the NSW Cabinet Office. He worked as a reporter in ABC Radio's Current Affairs Department before joining the *7.30 Report* in 1995 as national arts reporter, later becoming one of the presenters of the weekly ABC TV arts program *Express*. In 1998 Stephen returned to ABC Radio to become Executive Producer of the Religion Department, and from 2002 to 2008 he presented *The Religion Report*. He produced ABC Radio National's acclaimed marathon radio history of the second millennium, *A Thousand Years in a Day*, and as artistic associate of the Melbourne International Arts Festival he curated another highly acclaimed large scale project, *The Alfred Deakin Lectures*, which celebrated the Centenary of Federation in 2001. Stephen left ABC Radio in December 2011 to take up the role of Arts, Culture and Religion correspondent for *The Global Mail*.

Professor Merlin Crossley, BSc (Hons), DPhil

Merlin Crossley has been Dean, Faculty of Science at UNSW since early 2010. A molecular biologist by training, he studied at the University of Melbourne and was a Rhodes Scholar at Oxford University.

Merlin has researched gene regulation and genetic disease at Oxford, Harvard, Sydney and UNSW. His work has been recognised by several awards including the Australian Academy of Science's Gottschalk Medal, the Royal Society of NSW's Edgeworth David Medal, the Australian Society for Biochemistry and Molecular Biology's Roche Medal, and the Lorne Genome Conference's Julian Wells Medal. He is dedicated to undergraduate and post-graduate teaching and received a Vice-Chancellor's Award for Higher Research Degree Supervision.

Jason Glanville

Jason Glanville is a member of the Wiradjuri peoples from south-western New South Wales and is the inaugural CEO of the National Centre of Indigenous Excellence. He is on the board of the Australian Indigenous Leadership Centre; co-Director of the Ngija Institute of Indigenous Policy, Law and Practice; a member of the National NAIDOC Committee, and was a member of the steering committee to establish the National Aboriginal and Torres Strait Islander Representative Body. He is co-Chair of the Australian Indigenous Governance Institute, a member of the board of Carriageworks, and a member of the editorial board of the *Journal of Indigenous Policy*. In 2010 Jason was named one of Sydney's 100 Most Influential People and was listed as one of *Boss Magazine's* True Leaders of 2011.

Dr Ronnie Harding, BA, BSc (Hons), PhD

Ronnie Harding has had a lengthy career as an academic in the field of environmental studies. She retired in late 2004 from her role as Director of the Institute of Environmental Studies at UNSW. Ronnie is a member of the Wentworth Group of Concerned Scientists and of the NSW National Parks and Wildlife Advisory Council. Other appointments include Assistant Commissioner of the NSW Natural Resources Commission (2004–09) and membership of the Metropolitan Water Independent Review Panel (2006–11). Ronnie is a Senior Visiting Fellow in the Institute of Environmental Studies at UNSW. She was appointed to the Trust in January 2003 and to the Lizard Island Reef Research Foundation in 2004, and completed her maximum term of office for the Trust in December 2011.

Karina Kelly, BA (Hons)

Karina Kelly is a former news presenter for SBS (1982–83) and Seven Network (1984–85). She was a *Quantum* and *Catalyst* reporter and presenter for ABC TV (1986–96 and 2001–05). The subjects of her reports have varied widely, from particle physics and the hunt for the 'truth' quark, to Aboriginal archaeology and the debate surrounding childhood leukaemia and plutonium pre-processing. She was awarded an Honorary Doctor of Letters by the University of Wollongong in December 2007. She won numerous international awards for her television work, including a World Gold Medal at the New York Festivals Film and Television Awards. Karina was President of the Royal Society of New South Wales between 2003 and 2005 and is a former board member of the National Museum of Australia.

Professor Amanda Lawson, BA (Hons), PhD

Amanda Lawson was appointed Professor and Head of the School of Art & Design at the University of Wollongong in 2004, and Dean in June 2008. She has more than 20 years' experience in the arts in Australia, including directorships of the Meat Market Craft Centre (Melbourne), the Crafts Council of NSW and Bathurst Regional Art Gallery. She has also worked at the Australian Council for the Arts, NSW State and Regional Development and AusIndustry, and as an independent arts consultant. Her current research projects include an Australian Research Council (ARC) Linkage Project with Museums and Galleries NSW and Object: Australian Centre for Craft and Design exploring exhibition interpretation and audience development in contemporary art and craft. She is also leading a collaborative project with colleagues from the Faculties of Creative Arts and Informatics, trialling new approaches to collections documentation and access in partnership with the Australian Museum, and is a member of the Social Innovations Network at the University of Wollongong. She has held several board appointments in the arts and was Chair of Arts NSW Visual Arts/Craft Committee during 2004–07. Her teaching specialisations are curatorial practice and art history and theory.

Kim McKay, AO, BA

Kim McKay is an environmentalist, author, and international marketing and communications consultant. She is a regular media commentator on positive environmental action and sustainability. She has worked with the National Geographic Society since 2000 and is managing director of Momentum2 Pty Ltd. Kim was Senior Vice-President of Global Marketing and Communications National Geographic Channels International (USA), Executive Director, Discovery Communications Inc. (USA) and Principal of Profile Communications Pty Ltd (Sydney). She was the co-founder and Deputy Chair of Clean Up Australia (1989–2009) and Clean Up the World (1992–2009). She is Chair of the Advisory Board of CSIRO's *Ecos* magazine since 2009, a Foundation Board Member of the Sydney Institute of Marine Science since 2008, a board member of the RANZCO Eye Foundation since 2010 and a member of the Steering Committee of the National Business Leaders Forum for Sustainable Development. She is also on the Advisory Board of the 1 Million Women campaign. Kim was awarded the UTS Alumni Chancellor's Award for Excellence in 2010 and was made an Officer of the Order of Australia in 2008 for service to the environment and the community.

Dr James Bradfield Moody, BEng, BITech, PhD, GradDipAcc

James Moody is on sabbatical from his role as Executive Director, Development, at CSIRO. He sits on the Advisory Council of the Australian Bureau of Statistics, and is an Australian National Commissioner for UNESCO and a past member of the Australian Bureau of Meteorology Advisory Board. He is vice-Chair of the World Economic Forum's Global Agenda Council on the Intellectual Property System and co-Chair of Global Access in Action, an international NGO focused on unlocking existing intellectual property for humanitarian use. He was previously co-Chair of the UN Environment Program Youth Advisory Council and Executive Secretary of the taskforce on Science and Technology for the UN Millennium Development Goals. The World Economic Forum chose him to be a Global Leader of Tomorrow and a Young Global Leader. James has been named Australia's

Young Engineer of the Year, Young Australian of the Year in Science and Technology and one of the *Australian Financial Review's* Young Executives of the Year. He was Chief Systems Engineer for the Australian Satellite FedSat, the first Australian satellite to be launched in 30 years, and is co-author of *The Sixth Wave: How to Succeed in a Resource-Limited World*. From 2004 to 2011 James was a panellist on *The New Inventors* on ABC TV.

David Sherley, BEc, GradCertMusStud, MBus

David Sherley is the General Manager of Bathurst Regional Council and a board member of Central West Regional Development Australia and of Museums & Galleries NSW. He was an integral member of the team which coordinated Band Town in Bathurst during the 2000 Sydney Olympics, and has been involved with the establishment and running of the Australian Fossil and Mineral Museum. As General Manager of the Bathurst Regional Council, he has been involved with the operation of the Chifley House Museum, Mt Panorama Racing Circuit and the National Motor Racing Museum.

Helen Wellings, BA TSTC

As reporter and presenter for the Seven Network, Helen Wellings is recognised as Australia's foremost consumer affairs expert and has been Seven's senior reporter on trade practices since 1996. She became a household name as a consumer advocate during the 1970s, with appearances on news, current affairs and variety programs and talk-back radio. She wrote columns for daily newspapers and exposed malpractice in many areas of industry and commerce. From 1986 Helen was a presenter and reporter for the ABC's consumer watchdog program, *The Investigators*. In 1996 she moved to Seven's current affairs program *Today Tonight*. She has written two top-selling consumer books. Her awards include a Logie for most outstanding current affairs story (The Homefund Scheme scandal, 1992), a Penguin Award for Best Female Presenter (1987), and a Better Hearing Award (1990). She is a five times winner of a NSW Department of Fair Trading Consumer Protection Award. Helen is an Ambassador for the Northcott Society and has been a jury member several times for the Royal Australian Institute of Architects awards.

Table A.1 provides appointment dates and the attendance record for all Trustees.

Table A.1 Trustees of the Australian Museum and their attendance at Trust meetings, 2011–12

Trustee	Date appointed	Date departed	Meetings attended
Catherine Livingstone (President)	January 2012		3 of 3
Sam Mostyn	January 2003	December 2011	3 of 3
Michael Alscher	January 2008	December 2011	1 of 2
Michael Chaaya	January 2009	December 2011	2 of 3
Paul Connor	May 2010		6 of 6
Stephen Crittenden	February 2011		5 of 6
Merlin Crossley	January 2012		2 of 3
Jason Glanville	January 2012		2 of 3
Ronnie Harding	January 2003	December 2011	3 of 3
Karina Kelly	January 2012		3 of 3
Amanda Lawson	March 2010		5 of 6
Kim Mackay	January 2012		3 of 3
James Moody	February 2011		2 of 3
David Sherley	January 2009		4 of 6
Helen Wellings	February 2011		4 of 6

TRUST COMMITTEES

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 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 2012 were David Sherley (Chair), Catherine Livingstone and Karina Kelly.

Science Strategy Panel

The Research & Collections Advisory Committee was disbanded in December 2011. In its place the Science Strategy Panel was established in March 2012, and members at 30 June 2012 were:

- ▶ Professor Merlin Crossley (Chair, Museum Trustee, Dean of the Faculty of Science, UNSW)
- ▶ Catherine Livingstone (Ex officio, President, Australian Museum Trust)
- ▶ Dr James Moody (Museum Trustee, Executive Director, Development, CSIRO)
- ▶ Professor Amanda Lawson (Museum Trustee, Dean, Faculty of Creative Arts, University of Wollongong)
- ▶ Karina Kelly (Museum Trustee)
- ▶ Frank Howarth (Director, Australian Museum)
- ▶ Dr Brian Lassig (Assistant Director, Research & Collections, Australian Museum)
- ▶ Dr Joanne Daly (Strategic Advisor, Science, Strategy and People, CSIRO)
- ▶ Dr Kate Wilson (Executive Director, Scientific Services Division, Office of Environment and Heritage)
- ▶ Dr Jim Peacock (CSIRO Fellow and Strategic Advisor Science)
- ▶ Dr John Mattick (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 'pillars' of the Museum's Corporate Strategic Plan 2011–14 relating to the theme Globally Significant Knowledge Base of Collections and Research:
 - ▶ Inspiring Collections
 - ▶ A Trusted Adviser and Partner
 - ▶ Research that Makes a Difference.
- 2 facilitate integration between these three pillars of the strategy, and between the science pillars and other related elements of the Corporate Strategic Plan
- 3 raise the profile and public understanding of the Museum's science capacity and outputs.

Appendix C

Executive profiles and management activities

PROFILES OF EXECUTIVES

Frank Howarth, Director

Frank Howarth trained as a geologist, completing a BSc in Geology at Macquarie University, followed by a Master of Science and Society from UNSW, focusing on science and biotechnology policy. Frank joined the NSW Government in 1981 and has held positions with the Department of Industrial Development and Decentralisation, NSW Science and Technology Council, the Public Service Board and the Roads and Traffic Authority. In 1996 he became Director and Chief Executive of the Royal Botanic Gardens and Domain Trust. In September 2003 Frank spent six months as Executive Director, Policy and Science, at the NSW Department of Environment and Conservation, before taking up his current role in February 2004 as Director of the Australian Museum. Frank is the Chairperson of International Council of Museums (ICOM) Australia. Frank is also a director of Museums & Galleries NSW, the Somerville Collection Board, the Australian Museum Foundation and the Lizard Island Reef Research Foundation, and is a member of the Executive of the Council of Australasian Museum Directors. He was awarded the Public Service Medal in June 2012.

Dr Brian Lassig, Assistant Director, Research & Collections

Brian Lassig was appointed Assistant Director, Research & Collections in January 2010. He has a research background in coral reef fish with extensive field experience on the Great Barrier Reef through his postgraduate 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. While based in Townsville Brian was a member of the team responsible for the establishment of the Cooperative Research Centre for Ecologically Sustainable Development of the Great Barrier Reef. Before joining the Museum in 2005 Brian held a variety of positions in the Department of the Environment and Heritage in Canberra with responsibilities including the

development of coastal monitoring programs, coordination of scientific input into Australia's oceans policy, leadership of environmental decision support system teams and management of workforce performance across his department. Brian has been a member of national and state committees and advisory groups in the areas of marine science, environmental management and climate change.

Steven Alderton, Assistant Director, Public Engagement

Steven Alderton's background is in developing audiences and producing innovative exhibitions, programs and events with extensive community engagement. He has worked closely with western Sydney and regional communities as Director of Casula Powerhouse Arts Centre, Lismore Regional Gallery, Bundaberg Arts Centre and Redland Art Gallery. He led the strategic planning and programming for these organisations and has a strong understanding of working with young people from his role as Executive Officer of Hands On Art Children's Arts Centre, Brisbane. In 2010 Steven developed Body Pacifica, an exhibition with a festival and other public events focused on Pacific communities. He has curated many exhibitions by artists including Tracey Moffatt, Tommy and Judy Napangardi Watson, Patricia Piccinini, Ricky Swallow and Ian Fairweather. In 2008 Steven developed the Splendid cross-artform project in partnership with the Splendour in the Grass music festival, supporting young and emerging artists interested in merging disciplines. In 2002 he initiated the Riverkids Festival (Brisbane), concerned with water sustainability and river ecology. Steven has a BA from Queensland College of Art, Griffith University, and has served on many boards, including the Visual Arts Board of the Australia Council. Steven was appointed in February 2011.

Dr Penny Berents, Head, Natural Sciences

Penny Berents has been Head of Natural Sciences since 2011 (previously Head of Natural Science Collections) and has extensive experience in collections management and research at the Australian Museum. Penny's museum career of

more than 40 years has included all aspects of collections management, including database development, commercial projects, public programs, field work, teaching and collections development and maintenance. Penny is immediate past Chair of the Council of Heads of Australian Faunal Collections (CHAFC) and sits on the Executive of CHAFC. She is a CHAFC representative to the Council of Australian Biological Collections (CABC) and represents CABC on the International Steering Committee of the Global Genome Biodiversity Network. Penny has a research interest in crustacean systematics and is working on the systematics of cerapodine amphipods.

Christine Callen, Head, Marketing

Christine Callen was appointed as Marketing Manager in October 2004 and is responsible for the Museum's media, tourism and marketing activities. Christine has more than 20 years' experience in cultural and academic environments, including work with publications, graphic design, publicity, tourism and marketing. Before joining the Australian Museum, Christine was Marketing Manager at the Historic Houses Trust of NSW. Her academic qualifications include a Bachelor of Graphic Design and a Graduate Diploma in Art History and Curatorship from the Australian National University. Christine is a member of the Marketing Association of Australia and New Zealand.

Julie Garradd, Head, Visitor Programs & Services

Julie Garradd has an extensive background in visitor programs and services in a number of areas, including sport and recreation, tourism, local council and the arts sector. Before joining the Museum, Julie was Head of Visitor Programs and Services at the Powerhouse Museum, where she was responsible for introducing highly successful and innovative public programs for children, families and adults. Other management positions Julie has held include Manager, Regional Programs; Manager, Student and Volunteer Programs; Head, Exhibitions and Creative Services. She has worked on special projects including the redevelopment of the Museum's learning and programming

facilities into a new multi-purpose creative hub. Julie's background also includes outreach programs and services, staff training and development, and community development at a number of government departments including Sport and Recreation, Tourism, Education and Energy. She has a degree in Applied Social Sciences and a diploma in Leisure Studies. Julie joined the Australian Museum in January 2006.

Michael Harvey, Head, Exhibitions & Creative Services

Michael Harvey has worked in the science communication field for over 15 years, primarily in museums and science centres. He has worked as coordinator of the Questacon Science Circus and as manager of science programs for the British Council in Australia. Most recently, Michael spent six years in the UK, working at the Natural History Museum, London, where he held two posts: establishing and running the Darwin Centre Live program of scientist talks and webcasts, and carrying out strategic planning and concept development for new permanent galleries at the Natural History Museum. He also worked as a distance learning tutor and occasional guest lecturer at the departments of Museum Studies at the University of Leicester and The University of Sydney, teaching units in Communication, Exhibition Development, Project Management and Museum and Gallery Administration. Michael is a former staff member at the Australian Museum, working as an Information Officer in Search & Discover. He returned to the Museum after a nine-year absence to take up his current post in February 2009.

Dr Rebecca Johnson, Head, Australian Centre for Wildlife Genomics

Rebecca Johnson has a Bachelor of Science with honours in genetics from The University of Sydney and a PhD in molecular evolutionary genetics from La Trobe University. She joined the Australian Museum in 2003 as Manager of the DNA Laboratory and then as Head of Research from June 2010 to December 2011. Rebecca is now Head of the Australian Centre for Wildlife Genomics. She has over 16 years' experience as a molecular

geneticist, including as a Postdoctoral Research Fellow at The University of Sydney, James Cook University, Townsville, and Tufts University, Boston. Rebecca's major interest is in the field of wildlife forensics and she has established the Museum as one of the leaders in this field. She represents the Museum on a number of government and industry committees in her area of expertise.

**Dr Lynda Kelly, Manager,
Web, Editing and Audience Research**

Lynda Kelly oversees the management of the Museum's website and other programs such as social media, external websites and online content for exhibitions. Lynda also looks after the Museum's mobile strategy and projects, and generates digital content throughout the Museum's public spaces and online. She oversees the Museum's audience research, including market research, visitor studies and exhibition evaluation. Lynda also directs Museum3, a not-for-profit social network site for museum professionals, with an active global membership of over 3000. She is collaborating with Dr Angelina Russo on a book, *Museums, Social Inclusion and Online Networks*, due for release at the end of 2012. Lynda also teaches Museums and the Digital Age at The University of Sydney.

Noella Lopez, Head, Commercial Services

Noella Lopez has a background in the commercial sector in Europe and Australia, with extensive experience in the management of small and large teams and growing businesses in hospitality and retail. She trained as a manager specialising in hospitality, completing a Diploma of Management at the Lycée Hotelier de Bordeaux in France. She completed a Master of Business Administration majoring in Arts Management at the University of Technology, Sydney, and the College of Fine Arts in 2006. Before joining the Museum, Noella was Marketing and Development Manager with a large retail chain where she was responsible for all marketing and development aspects of the company. She was on the board of directors of the National Association for the Visual Arts between 2006 and 2008. Noella joined the Museum in November 2005.

Dr Scott Mitchell, Head, Culture, Conservation and Business Services

With qualifications in anthropology and accounting, Scott Mitchell has enjoyed a varied career as a heritage consultant and as an auditor in East Timor. He has held management roles in a number of Northern Territory cultural institutions, including as Director of the Strehlow Research Centre in Alice Springs during 2004–08, in which he was responsible for the culturally sensitive Strehlow collection of secret sacred Aboriginal artefacts. In 2008 Scott was appointed as the Director's Executive Officer at the Australian Museum, and in 2012 he was appointed to the Branch Head position. He brings to this position particular interests in cultural repatriation, energy efficient collection storage and the commercialisation of the Museum's unique scientific research and collection capabilities. Scott is the National Secretary of ICOM Australia.

Ken Pope, Head, Corporate and Knowledge Services

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

Kate Richardson, Executive Officer, Directorate

Kate Richardson joined the Museum as Bequest Officer in June 2009 to establish and promote individual philanthropy through bequests to the Museum's Foundation. Kate has more than 20 years' experience in marketing and community

relations, including 10 years in philanthropy and fundraising in education. As Executive Director of the Foundation at two of Sydney's leading girls schools, Wenona and SCEGGS Darlinghurst, Kate established comprehensive fund-raising programs, including a bequest program, at each school. Previously, Kate worked at UNSW (managing the Graduate & Alumni Office), the Powerhouse Museum and the Australian Bicentennial Authority. Her roles were in marketing, communications, community liaison and public affairs. Kate has a BA (Hons) and MComm (Marketing), both from UNSW, and is a member of the Fundraising Institute of Australia. Kate has been acting Executive Officer to the Director since January 2011.

Rosemary Swift, Head of Development

Rosemary Swift has had an extensive career in communications, marketing and fundraising. Before joining the Australian Museum in 2008 she was Public Appeals Manager at the Taronga Foundation, which raises funds to support Taronga and Taronga Western Plains zoos. Her background includes marketing positions with ABC Local Radio and ABC Classic FM, and senior client service positions at marketing and promotional agencies. Rosemary has also worked as a freelance communications consultant with education, environmental, arts and corporate clients. She is a Member of the Fundraising Institute of Australia and a Board Member of East Coast Theatre Company.

MANAGEMENT ACTIVITIES

The following contains information on management activities, significant corporate committees, internal management audits and risk management.

Museum Executive

The Museum's Executive met monthly to plan and monitor the Museum's service delivery and performance.

During 2011–12, the Executive dealt with a range of matters aimed at boosting income, improving cost recovery, reducing operating expenses and staff stewardship, including:

- ▶ endorsing a program of activities aimed at improving the health and wellbeing of staff in the workplace
- ▶ developing a digital strategy for the Museum
- ▶ launching a fully responsive website, the first in NSW
- ▶ finalising the Corporate Strategic Plan for approval by the Trust
- ▶ monitoring management responses to the staff climate survey
- ▶ reviewing strategies for reducing energy use in collection storage areas
- ▶ establishing a new audience strategy prioritising audiences in accordance with visitor motivations rather than demographics
- ▶ reviewing the Museum's:
 - Gifts and Benefits Policy
 - Staff Code of Conduct
 - Archaeological Collection Lodgement Policy and protocols
 - IT Procurement Policy
 - Records Management Policy
 - Electronic Storage Policy.

The Museum provided administrative support to the Australian Museum Trust and its sub-committees. Management communicated with staff via general staff meetings and access to minutes of Executive meetings, and with the Public Sector Association via the Joint Consultative Committee.

MUSEUM COMMITTEES

Animal Care and Ethics Committee

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

In accord with the requirements of the Act and the Code, the Museum has established the Australian Museum Animal Care and Ethics Committee to apply principles that govern the ethical conduct

of persons whose work on behalf of the Museum involves the use of animals for scientific purposes. The committee must ensure that the use of animals is justified, provides for the welfare of those animals and incorporates the principles of replacement reduction and refinement.

The committee members at 30 June 2012 were Glenn Shea, Damien Higgins and David Vella (veterinary representatives), Mark Eldridge, Fara Pelarek, Sally Reader and Liz Romer (research representatives), Daniel Large and Storm Stanford (welfare representatives), Val Hutt and Karen Lambert (community representatives) and Anja Divljan (Executive Officer).

Program Advisory Group

The Program Advisory Group is responsible for developing and initiating the Museum's program of exhibitions and public programs in alignment with the Corporate Strategic Plan. This work includes identifying and evaluating concepts and proposals, setting the program schedule and developing briefs for exhibition and program development.

At 30 June 2012, its members were Frank Howarth (Director), Dr Brian Lassig (Assistant Director, Research & Collections), Steven Alderton (Chair, Assistant Director, Public Engagement), Julie Garrard (Head, Visitor & Learning Services), Michael Harvey (Head, Exhibitions & Creative Services) and Shelley Truskett (minutes secretary).

Work, Health and Safety Committee

The Australian Museum recognises the valuable contribution employees make to ensuring that the workplace is safe and healthy, and is committed to the principle of consultation on health and safety matters. With the rollout of the new *Work Health and Safety Act 2011*, and after Museum-wide consultation, it was decided to retain an elected committee and establish further consultation mechanisms in accordance with current legislation.

The role of the Work, Health and Safety (WHS) Committee is to assist in and provide a proactive environment for the development of safe work environments and systems of work for all employees, contractors, visitors and volunteers. The committee is responsible for:

- ▶ conducting workplace inspections
- ▶ assisting with establishment, monitoring and review of WHS policies and procedures
- ▶ facilitating the dissemination of WHS information, policies and procedures
- ▶ monitoring workplace incidents and control measures
- ▶ participating in incident investigation as required
- ▶ identifying specific hazards and developing strategies to address them
- ▶ monitoring statistical data.

The WHS Committee meets monthly and comprises nine staff and two management representatives. A WHS Report goes to the Museum's Executive every month and to the Board of Trustees bi-monthly.

At 30 June 2012, the WHS Committee members were Sue Lindsay (Chair), Andrew Cutbush (WHS Coordinator, observer), Max Beatson (Science), Tim Ralph (Alexandria), George Notman (Human Resources employer representative), Shelley Truskett (Public Engagement), Richard Samson (Stores), Chris Hosking (Visitor Services), Sukvinder Bagga (Security/Control), Chanele Moss (Australian Museum Members), Cass Nutt (Customer Services) and Ken Pope (Corporate Services employer representative).

INTERNAL MANAGEMENT AUDITS

The Museum undertakes an internal audit program to improve its management practice. Audits undertaken in the year in review were:

- ▶ monitoring customer satisfaction
- ▶ IT security
- ▶ records management.

Appendix D

Internal audit and risk management

RISK MANAGEMENT

The Executive actively monitors the Museum's programs to identify and manage risks consistent with NSW Government guidelines and policy. Risk management aims to safeguard the public, staff, collections, buildings and related assets. Risk control includes:

- ▶ surveying financial record-keeping (undertaken by the Treasury Managed Fund)
- ▶ assessing corporate risk and conducting management audits (undertaken by Deloitte Touche Tohmatsu)
- ▶ managing ongoing risk, including maintaining registers for various classes of assets, and conducting fire and safety audits
- ▶ valuing the collections and building assets
- ▶ developing risk strategies for public exhibitions and spaces, and conducting fire drills
- ▶ monitoring the Museum's buildings and site by full-time security staff and security-support systems
- ▶ maintaining appropriate insurance cover with the Treasury Managed Fund that covers all classes of risk.

STATEMENT FOR THE 2011–12 FINANCIAL YEAR

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

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

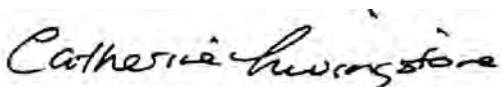
Ministerially determined departure	Reason for departure and description of practicable alternative measures implemented
Core Requirement 3 of TPP09-05 regarding the Pre-qualification scheme: Audit & Risk Committee Independent Chair and Members	Independent members of the Australian Museum Trust fulfil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

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

- ▶ Independent Chair, David Sherley (term of appointment 1/1/2012 – 31/12/2012)
- ▶ Independent Member 1, Catherine Livingstone (term of appointment 1/1/2012 – 31/12/2012)
- ▶ Independent Member 2, Karina Kelly (term of appointment 1/1/2012 – 31/12/2012).

These processes provide a level of assurance that enables the senior management of 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

date 27 September 2012

President, Australian Museum Trust

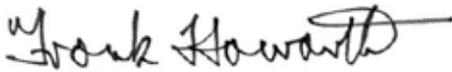
Appendix E

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. One instance of fraudulent use by a third party was detected and reported in accord with Treasury and bank requirements.

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.



Frank Howarth

Director

date 27 September 2012

Appendix F Privacy and personal information

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

The plan is available to staff on the Australian Museum website at www.australianmuseum.net.au/Privacy-Management-Plan/. Copies may be obtained by contacting the Privacy Contact Officer, Archives and Records Unit, Australian Museum, 6 College Street, Sydney NSW 2010, telephone 02 9320 6185. The Museum's Web Privacy Statement is available at www.australianmuseum.net.au/Privacy/.

One application for internal review was received during the year and responded to within prescribed time limits.

Appendix G Public access to information

The *Government Information (Public Access) Act 2009* commenced on 1 July 2010, replacing the previous freedom of information legislation. The Act promotes open, accountable and fair government in New South Wales by allowing members of the public the right to access government information.

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/.

There were no requests for information under the Act in 2011–12.

Appendix H

Disability action plan

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

Ministerial Memorandum 2009–01 *Guidelines for Disability Action Planning* requires NSW Government agencies to prepare and submit a disability action plan by November 2009. The Museum is implementing the plan within its allocated resources. The Museum has already implemented a range of actions which did not require significant funding from the plan.

The Connected Museums project (see page 11) will improve access to exhibitions for mobility impaired and visually impaired people. As well, the Museum completed a number of new disability access initiatives, including:

- ▶ staff training presented by Vision Australia to enable them to provide a more complete and appropriate service to visitors with vision impairments
- ▶ representation on Accessing the Arts Group (ATAG), a voluntary committee representing cultural and arts intuitions in Sydney encouraging institutions to improve accessibility
- ▶ ensuring all Education Resource Kits available on the Museum website are written in Accessible Web format for the vision impaired
- ▶ free entry to the Museum given to disadvantaged schools, Stewart House student attendees, Indigenous Australians
- ▶ providing cultural awareness training programs for teachers.

Improved access and resources such as dedicated exclusive spaces and tailored programs has resulted in increased numbers of physically and intellectually disadvantaged students accessing the Museum.

Appendix I

Multicultural policies and services program

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

REPATRIATION

The Museum's cultural collections are amongst the oldest in the country, with the earliest material having been collected in Torres Strait in the 1830s. The Museum recognises that in some cases the circumstances under which human skeletal remains or spiritually significant objects were collected from Indigenous communities are not ethically acceptable today. One way the Museum is attempting to redress this historical inequity is through its repatriation program.

The Museum also recognises that the return of objects from Museum collections can act as a catalyst for communities to maintain and re-invigorate traditional ceremonies and other cultural practices. For the last three decades, the Museum has been a national and international leader in the repatriation of culturally sensitive objects to Indigenous communities.

Under our repatriation policy, we are proactively contacting and negotiating with Indigenous communities around New South Wales and Australia with the aim of returning human ancestral remains and secret/sacred objects from our collections to the appropriate Aboriginal communities. This negotiation and consultation process can take many years as communities grapple with complex issues relating to the management of traditional cultural protocols around secret, sacred and even dangerous material in a modern context. We also assist other museums nationally and internationally to return ancestral remains and secret/sacred objects to communities in New South Wales, and have repatriated material internationally, in particular to Canada and countries in the Pacific.

Under the repatriation program any human ancestral remains and secret/sacred objects returned to communities become the property of

those communities, to be dealt with as they see fit. In some cases human ancestral remains are reburied, while other repatriated objects are stored in community keeping places.

The Museum's repatriation program is supported by funding from the Commonwealth Department of Regional Australia, Local Government, Arts and Sport, and enjoys a strong working relationship with the NSW Office of Environment and Heritage which actively supports many community repatriation activities.

The most recent examples of the Museum's return of skeletal remains for reburial are with NSW communities at Cobar and Bourke (both of which came after a decade-long process of negotiation). In carrying out the federally funded Return of Indigenous Cultural Property (RICP) program for 2011–12, the Museum returned ancestral remains to five Aboriginal communities across New South Wales.

JUVENILE JUSTICE

Together with RMIT University, NSW Department of Juvenile Justice, and NSW Legal Aid, the Museum is engaged in a 16-month Smart Services CRC-funded project to research the economic and social benefits deriving from young Pacific islanders being able to access their heritage through Museum collections. In particular the study aims to determine if there is a measurable reduction in reoffending rates among Pacific youth within the juvenile detention system when young people are able to interact and reconnect with culturally significant artefacts.

COLLECTION DIGITISATION PROTOCOLS

Working with researchers from RMIT University, the Museum completed a research project exploring best practice for the digitisation of ethnographic collections. The research, involving interviews with members of the Pacific diaspora community, explored issues such as copyright law, traditional knowledge and moral ownership. This work will guide the Museum's ongoing efforts in creating digital records of objects in its Pacific collection and making them available to the public.

EXHIBITIONS AND PROGRAMS

Yiwarra Kuju: The Canning Stock Route

The development of the ultimately unsuccessful Canning Stock Route in Western Australia dramatically affected the lives of Aboriginal people. This groundbreaking exhibition was developed by the National Museum of Australia in partnership with FORM, an independent arts organisation, and was supported by the federal government's National Collecting Institutions Touring and Outreach Program.

Spirit Faces

This display of 19 masks from Papua New Guinea, Vanuatu and New Caledonia opened at the Museum on 11 February 2012 in new display cases on the ground floor.

PROFESSIONAL DEVELOPMENT

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

- ▶ lesson programs tailored for multicultural classes
- ▶ Museum in a Box programs to many multicultural school populations
- ▶ education resource kits for English as a Second Language student groups and their teachers
- ▶ resources over 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 MULTICULTURAL PROGRAM

Future priorities for the Museum include refurbishing the *Indigenous Australians* gallery.

Appendix J

Grants

This appendix lists details of funded projects and programs administered by the Museum. Table J.1 lists projects for research and collections administered by the Australian Museum. Table J.2 lists research projects administered by other institutions where a Museum scientist was nominated as either a chief or principal investigator. The total value of these grants (research and

collections) was \$1,630,827 (previous year \$1,361,256) with an average value of \$60,401 (previous year \$34,031). This figure will not match the figures included in the financial statements because it does not include adjustments due to the timing of payments or previous year currency fluctuations.

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

Principal investigator(s)	Title of project	Granting body
S Ah Yong	Development of DELTA database and interactive keys for primitive crabs (Brachyura Podotremata)	Museum Victoria
P Berents	Collection digitisation inventory project	Australian Museum Foundation
P Berents	Development of a business case for collaborative digitisation project for state-significant collections	NSW Government Treasury
P Berents	Collection digitisation inventory project	Australian Museum Foundation
D Bickel	Taxonomic and nomenclatural data for major groups of Diptera	Department of Sustainability, Environment, Water, Population and Communities (ABRS)
D Bickel	Provision of taxonomic updating of the Diptera: True Fly groups, including Scenopinidae, Empididae and Heleomyzidae	Department of Sustainability, Environment, Water, Population and Communities
D Bickel	Taxonomic and nomenclatural data for major groups of Diptera	Department of Sustainability, Environment, Water, Population and Communities (ABRS)
D Bickel	Provision of taxonomic updating of the Diptera: True Fly groups, including Scenopinidae, Empididae and Heleomyzidae	Department of Sustainability, Environment, Water, Population and Communities
D Britton	Taxonomic and nomenclatural treatments of Lepidoptera	Department of Sustainability, Environment, Water, Population and Communities (ABRS)
D Britton	Databasing ant specimens in the Australian Museum's collection	Department of Sustainability, Environment, Water, Population and Communities
D Colgan	Invasive and non-invasive lineages in the mussel <i>Xenostrobus pulex</i>	NSW Environmental Trust
M Eldridge	Genetic analysis of yellow-footed rock-wallabies	South Australian Department of Environment and Natural Resources
M Eldridge	Genetic diversity, gene flow and management of the yellow-footed rock-wallaby	South Australian Department of Environment and Natural Resources

M Eldridge	Conservation genetics of tree-kangaroos	Hermon Slade Foundation
M Eldridge	Genetic analysis of yellow-footed rock-wallaby ear biopsy samples	South Australian Department of Environment and Natural Resources
P Flemons	Rapid digitisation of museum collections	Atlas of Living Australia (CSIRO)
P Flemons	ALA Geospatial Portal Scoping Workshops	Atlas of Living Australia (CSIRO)
P Flemons	ALA Online Volunteers	Atlas of Living Australia (CSIRO)
R Golding	Hidden gastropod diversity in tropical Australian estuaries: a systematic revision of Australian Stenothyridae, Iravadiidae and Calopiidae	Department of Sustainability, Environment, Water, Population and Communities (ABRS)
P Gordon	Return of Indigenous Cultural Property program (RICP)	Office for the Arts, Department of Regional Australia, Local Government, Arts and Sport
P Gordon	RICP 2009 Variation - Return of Indigenous Cultural Property (RICP) Program, Sub-program: Community Support	Office for the Arts, Department of the Prime Minister and Cabinet
D Hoese	Taxonomic and nomenclatural treatments of fishes	Department of Sustainability, Environment, Water, Population and Communities (ABRS)
L Hughes	Completing our understanding of the seven dominant Australian shallow-water amphipod families (Crustacea: Peracarida)	Department of Sustainability, Environment, Water, Population and Communities (ABRS)
P Hutchings	South Australian mudworms	Oyster Growers Association and South Australian Oyster Growers Research Council
P Hutchings	Systematics and phylogeny of Sabellida: Polychaeta	Department of Sustainability, Environment, Water, Population and Communities (ABRS)
P Hutchings	Polychaete fauna of coral reefs: morphological and molecular characterisation and keys to species	Department of Sustainability, Environment, Water, Population and Communities (ABRS)
P Hutchings	Taxonomic and nomenclatural treatments of Polychaeta	Department of Sustainability, Environment, Water, Population and Communities (ABRS)
R Johnson	DNA-based species identification of bird strikes	Consultancies from commercial airports
A Jones	Fossil acquisition (Lightning Ridge)	Lightning Ridge District Bowling Club
S Keable	Kermadec expedition	Australian Museum Foundation – Patricial Porritt Collection Acquisition Fund
S Keable, P Flemons	Development of the Australian Natural Heritage Assessment Tool	Department of Sustainability, Environment, Water, Populations and Communities
F Koehler	Unravelling an unrecognised land snail radiation in the Northern Territory: systematics, evolution and conservation status	Department of Sustainability, Environment, Water, Population and Communities (ABRS)

F Koehler	Australia's land snail hotspot: evolution and systematics of the Kimberley Camaenidae	Department of Sustainability, Environment, Water, Population and Communities (ABRS)
E Kupriyanova	A taxonomic revision of a mysterious deep-sea serpulid genus <i>Nogrobs</i> (Fauvel, 1909)	The Systematic Association
B Lassig	Eastern land snail project	Owen Griffiths
B Lassig	Timor-Leste expedition	Australian Museum Foundation
J Leis	Orientation in the pelagic environment: how do larval marine fish find their way home?	Australian Research Council (ARC)
J Leis	Larvae of coastal fishes of Malesia and the Indo-Pacific	Fauna Malesiana Foundation
J Lowry	Kimberley amphipod data – extension of the Circum Amphipoda Australia Project	Department of Sustainability, Environment, Water, Population and Communities (Caring for our Country)
J Lowry	Tasmanian amphipod data – extension of the Circum Australia Amphipoda Project	Department of Sustainability, Environment, Water, Population and Communities (Caring for our Country)
J Lowry	Description of the Australian Lysianassoid amphipod fauna (Crustacea: Malacostraca)	Department of Sustainability, Environment, Water, Population and Communities (ABRS)
J Lowry	Taxonomic and nomenclatural treatments of Crustacea: Amphipoda, Cumacea, Mysidacea	Department of Sustainability, Environment, Water, Population and Communities (ABRS)
R Major	Conservation ecology of the White-fronted Chat	Hermon Slade Foundation
R Major	The importance of Lake Macquarie to the conservation of the White-fronted Chat	Lake Macquarie Research Grants
S Mitchell	Lord Howe Island diorama restoration and public access	Australian Museum Foundation
S Mitchell, D Pieta	Muriel Snell Collection Acquisition	Australian Museum Foundation
S Mitchell, D Pieta	Pacific Youth Collection Access Project	Vincent Fairfax Family Foundation and the Australian Museum Foundation
M Moulds	A review of the cicada genus <i>Pauropsalta</i> (Hemiptera, Cicadidae)	Department of Sustainability, Environment, Water, Population and Communities (ABRS)
H Parnaby	Microbat taxonomy	WV Scott Foundation
D Pieta	Acquisition of the Muriel Snell Collection of Tongan objects	Australian Museum Foundation – Patricia Porritt Collection Acquisition Fund
R Pogson	Acquisitions	Mineralogical Society of New South Wales
W Ponder	Provision of taxonomic and nomenclatural treatments of selected Mollusca groups	Department of Sustainability, Environment, Water, Population and Communities (ABRS)

W Ponder	Provision of taxonomic and nomenclatural treatments of Lower Heterobranchia	Department of Sustainability, Environment, Water, Population and Communities– (ABRS)
W Ponder	Mangrove and saltmarsh resource	CSIRO (TRIN)
M Reid	2012 Malacology Donation – teaching microscope	Private: J Evers
C Reid	AQIS training in leaf beetle identification	Australian Quarantine and Inspection Service
C Reid	Taxonomic and nomenclatural treatments of Coleoptera: Chrysomelidae	Department of Sustainability, Environment, Water, Population and Communities (ABRS)
C Reid	Taxonomy of the Australian flea beetles (Coleoptera: Chrysomelidae: Alticini)	Department of Sustainability, Environment, Water, Population and Communities (ABRS)
M Reid	Malacology donation	Estate of Jessie Campbell Wise
Z Richards	Historic ecology and the conservation of coral biodiversity in Kosrae, Micronesia	Australian Museum Foundation
Z Richards	Rapid visual assessments at Barrow Island	Aquenol Pty Ltd
J Rowley	Accelerating amphibian conservation in Indo–Burma	ADM Capital Foundation (Hong Kong)
J Rowley	Discovering amphibian diversity and building conservation capacity in Vietnam	Ocean Park Conservation Fund (Hong Kong)
R Torrence	A community time capsule by the Longgu of Guadalcanal	Australian Museum Foundation – Patricial Porritt Collection Acquisition Fund
G Wilson	Testing taxonomic concepts with DNA in Australian Volutidae (Mollusca): status and phylogeny of species and genera, particularly reef-associated taxa	Department of Sustainability, Environment, Water, Population and Communities (ABRS)
G Wilson	<i>Colubotelson</i> species (Crustacea: Isopoda; Phreatoicidae) from Lake Pedder	Koala T Pty Ltd

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

Principal investigator(s)	Title of project	Granting body
S Ah Yong	Shear thickening impact protection system – a novel design based on the biomimicry of the mantis shrimp telson	Ministry of Defence (Singapore)
S Ah Yong	Evolution of the spider crabs (Majoidea)	Department of Education, Employment and Workplace Relations
M Ashcroft	The role of vegetation structure in dampening climate extremes	NSW Environmental Trust
V Attenbrow	Axes, exchange and social change: pioneering new techniques in south eastern Australia	ARC Discovery Project
D Bickel	Precious time-capsule: discovery of fossil-rich amber from Australia	ARC
D Britton	Box-gum grassy woodland Environmental Stewardship Program	Australian National University
M Eldridge	Altering host–parasite interactions through wildlife conservation strategies	ARC Linkage Project
P Flemons	Rapid Digitisation of Museum Collections	Council of Heads of Australian Faunal Collections
J Gollan	Innovative approaches to identify responses of biodiversity to climate change at the regional scale	ARC
P Hutchings	Diversity and taxonomy of the deep sea Australian onuphid polychaetes	Department of Education, Employment and Workplace Relations
J Leis	Do marine reserve networks work? Larval connectivity, sustainable harvesting and ecological resilience	ARC
R Major	Challenges in a changing world: protecting Sydney's parrot diversity	WV Scott Foundation
M Moulds	Systematics and biogeography of the family Cicadidae worldwide: sampling the tree of life	National Science Foundation (US)
D Pieta	The Kaoka speakers revisited: the Ian Hogbin Collection	University of Canberra
J Rowley	Amphibian and reptile biodiversity in the lower Mekong: synthesising knowledge and building capacity	John D and Catherine T MacArthur Foundation
J Specht	Distribution, abundance and diversity of the Lapita Cultural Complex along the Great Barrier Reef coastline in the third millennium	The Australia & Pacific Science Foundation
R Torrence	Reconstructing prehistoric exchange of volcanic glasses in far east Russia	ARC – DP 2009

R Torrence	Valuing stones: obsidian-stemmed tools in the creation of social complexity in PNG	ARC – DP 2009
N Wilson	Seadragon conservation: connectivity and human impacts	Philanthropic donation to Scripps Institute
N Wilson	Using molecular data to test connectivity and the circumpolar paradigm for Antarctic marine invertebrates	National Science Foundation (US)

Appendix K

Publications

PUBLICATIONS BY AUSTRALIAN MUSEUM STAFF

Museum staff, senior fellows and research associates published over 150 papers in international and national peer-reviewed scientific journals and books, largely based on the Museum's natural history collections. These publications described new species previously unknown to science, documented Australian and international biodiversity, and included novel ecological and genetics research on a broad diversity of terrestrial and marine animals. Published works by our anthropological and archaeological researchers contributed to knowledge of indigenous cultures from Australia and overseas past and present. Australian Museum publications have contributed to our knowledge of indigenous peoples and their cultures, and our natural sciences publications to the biology and ecology of coral reefs, the deep oceans and terrestrial habitats.

PUBLICATIONS OF THE AUSTRALIAN MUSEUM

The Museum published the quarterly magazine *Explore* for Members and other stakeholders:

- ▶ *Explore* 33(3) Spring, September to November 2011
- ▶ *Explore* 33(4) Summer, December 2011 to February 2012
- ▶ *Explore* 34(1) Autumn, March to May 2012
- ▶ *Explore* 34(2) Winter, June to August 2012.

The Museum no longer publishes a printed version of the *What's on* calendar of events, which is now distributed as an e-newsletter to an email list of around 11,000 subscribers.

The Museum also published the *Australian Museum Lizard Island Research Station Newsletter 2011*.

RECORDS OF THE AUSTRALIAN MUSEUM

Issues of the Museum's peer-reviewed scientific journals are published three times a year and circulated to 84 countries. In 2011–12, these were:

- ▶ *Records of the Australian Museum* 63(2), published 30 November 2011
- ▶ *Records of the Australian Museum* 63(3), published 30 November 2011
- ▶ *Records of the Australian Museum* 64(1), published 23 May 2012.

Technical Reports of the Australian Museum is published online on an ad hoc basis.

Appendix L

Overseas travel

Table L.1 Details of work-related overseas travel by staff

Officer	Travel details	Purpose
S Ah Yong	Singapore 03/12/11 – 10/12/11	To join the IUCN Red List working group to assess the conservation status of freshwater shrimp species from the Australasian region at a workshop at the National University of Singapore.
S Alderton	Korea and Japan 31/07/11 – 12/08/11	To courier the return of a historically important Japanese sword from Japan to the Museum and present to local dignitaries and a member of the Imperial Royal family of Japan.
M Ashcroft	New Zealand 04/12/11 – 07/12/11	To present research results at the 19th International Congress of Biometeorology in Auckland, New Zealand.
L Berg	Italy 24/09/11 – 02/10/11	To investigate and progress exhibition projects planned for 2014–16, specifically travelling exhibitions from the Fabbrica del San Pietro/Casa Buonarroti and the Stibbert Museum in Italy.
D Bickel	Timor-Leste 14/05/12 – 31/05/12	To undertake the terrestrial Invertebrate part of the multi-taxon biodiversity survey expedition to East Timor.
D Britton	Timor-Leste 14/05/12 – 31/05/12	To undertake the terrestrial Invertebrate part of the multi-taxon biodiversity survey expedition to East Timor.
M Eldridge	New Zealand 05/12/11 – 10/12/11	To present the results of recent research at the 25th International Congress for Conservation Biology.
M Elliott	United Kingdom 08/10/11 – 18/10/11	To present at the Global Knowledge Engineering Electronic museum (Emu) Database Users conference in London.
D Faith	Denmark 29/06/12 – 10/07/12	To attend and present at the annual scientific committee meeting of Group on Earth Observations Biodiversity Observation Network, of which Dan is a committee member, and present at the Global Biodiversity Informatics Conference.
D Faith	Brazil 13/06/12 – 25/06/12	To attend the Association for Tropical Biology and Conservation, the annual Scientific Committee meeting of SC-bioGENESIS, DIVERSITAS, and to attend a capacity building workshop 'Evolutionary Approaches to Biodiversity Sciences'.
D Faith	Germany and England 18/03/12 – 01/04/12	To present at three conferences: The Economics of Ecosystems and Biodiversity in Leipzig, the annual Scientific Committee meeting of DIVERSITAS in London, and The Planet under Pressure in London.
P Flemons	USA 08/10/11 – 24/10/11	To attend the annual Biodiversity Information Standards (BIS) conference and present a paper on digitising museum collections.
S Florek	Indonesia 10/10/11 – 27/10/11	To co-supervise fieldwork by a PhD student in Bali to monitor her research progress.

M Harvey	Canada and USA 12/09/11 – 24/09/11	To investigate, negotiate and promote in-bound and out-bound touring exhibitions.
G Hodges	New Zealand 21/08/11 – 25/08/11	To attend the Protection of Australasian Cultural Assets forum at Auckland Museum.
F Howarth	New Zealand 21/11/11 – 25/11/11	To attend the CAMD AGM which also includes a Disaster Recovery Workshop in Christchurch; to meet with the Director of Te Puia – New Zealand Maori Arts & Crafts Institute in Rotorua to look at a model for an indigenous cultural centre for Sydney and meet with the Director of the Rotorua Museum.
F Howarth	United Arab Emirates and Turkey 07/04/12 – 15/04/12	To negotiate with Etihad head office about sponsorship of the <i>Alexander the Great</i> exhibition, and to explore opportunities to export our exhibitions to museums in Abu Dhabi; to investigate opportunities in Turkey to bring a major Turkish exhibition to the Australian Museum during the WW1 commemorative celebrations.
R Johnson	USA 18/05/12 – 29/05/12	To attend and present at the second international meeting of the Society for Wildlife Forensic Science and attend a number of other meetings and workshops.
F Koehler	Timor-Leste 01/11/11 – 11/11/11	To prepare for a collaborative faunistic survey in Timor-Leste to be conducted by the Australian Museum.
F Koehler	Timor-Leste 14/05/12 – 31/05/12	To undertake the terrestrial Invertebrate part of the multi-taxon biodiversity survey expedition to Timor-Leste.
E Kupriyanova	Russia and Germany 04/09/11 – 09/10/11	To co-teach an international polychaete course at the White Sea Biological Station of Moscow State University; to present public lectures at Moscow Museum of Technology and Senckenberg Natural History Museum, Frankfurt.
J Leis	Taiwan 28/05/12 – 18/06/12	To conduct collaborative research on fish larvae with Taiwanese scientists.
H MacKay	United Kingdom 23/10/11 – 02/11/11	To present an invited paper at the conference A Pest Odyssey 2011: Ten Years Later.
C Macgregor	Portugal and Italy 18/09/11 – 29/09/11	To attend the International Council of Museums – Conservation Committee Triennial Conference in Lisbon; to provide technical conservation advice on planned international exhibition projects with the Fabricco del San Pietro and the Stibbert Museum in Rome.
A Mitchell	Timor-Leste 14/05/12 – 31/05/12	To undertake the terrestrial Invertebrate part of the multi-taxon biodiversity survey expedition to Timor-Leste.
J O'Connor	Taiwan 28/05/12 – 18/06/12	To assist Jeff Leis conduct collaborative research on fish larvae with Taiwanese scientists.

D Peita	Solomon Islands 29/06/12 – 15/07/12	To attend and present at the 11th Festival of Pacific Arts, discuss 'third party repositories', collect new contemporary material culture from identified Pacific nations, conduct interviews with over 30 Pacific artists and traditional practitioners and meet with collaborators from the Pacific Island Museums Association to discuss advancement on their 2011 project funded by UNESCO for the Virtual Pacific Museum.
J Recsei	Timor-Leste 14/05/12 – 31/05/12	To undertake the terrestrial Invertebrate part of the multi-taxon biodiversity survey expedition to Timor-Leste.
C Reid	Timor-Leste 14/05/12 – 31/05/12	To undertake the terrestrial Invertebrate part of the multi-taxon biodiversity survey expedition to Timor-Leste.
C Reid	Timor-Leste 01/11/11 – 11/11/11	To prepare for a collaborative faunistic survey in Timor-Leste to be conducted by the Australian Museum.
J Rowley	Vietnam 25/03/12 – 03/04/12	To attend a workshop on Indochinese amphibian conservation in Hanoi, Vietnam.
J Rowley	Vietnam 05/06/12 – 29/06/12	To conduct collaborative field-work in Vietnam to collect specimens, call recordings and tissue samples to identify known species, and describe new species; to sample amphibians for disease.
D Shallis	New Zealand 21/08/11 – 25/08/11	To attend the Protection of Australasian Cultural Assets forum at Auckland Museum.
R Torrence	Argentina 05/11/11 – 22/11/11	To present a series of master classes for postgraduate students and a public lecture in Olavarría at the invitation of Universidad Nacional del Centro de la Provincia de Buenos Aires; to present a lecture in Buenos Aires at the invitation of the Archaeological Association of Argentina.
R Torrence	PNG 14/07/12 – 27/07/12	To continue the innovative ARC-funded research on ancient trade in the Pacific region, focusing on a collection of rare and unusual forms of ancient stone tools now housed in the National Museum of PNG.
N Wilson	USA, Chile and Antarctica 29/08/11 – 18/11/11	To collect samples from the deep water methane seeps off Oregon; to lead a research cruise to Antarctica to investigate the connectivity of marine invertebrate populations.
N Wilson	USA, Chile and Antarctica 01/03/12 – 26/04/12	To join a team to identify marine ecosystems at risk in Antarctica as part of an international research program.

Appendix M

Recognising staff achievements

The Australian Museum received the 2011 ICOM Award for International Relations for collaboration with communities and cultural institutions in PNG in the development of the *Rituals of Seduction: Birds of Paradise* exhibition.

Frank Howarth received the Public Service Medal for outstanding public service to the Australian Museum in Sydney.

Rebecca Johnson was awarded the Australian New Zealand Forensic Science Society NSW Branch Travel scholarship to attend and present at the 2012 ANZFSS meeting in Hobart

Rebecca Johnson received the Best Paper award at the 2011 International Conference on Forensic Science and Applications in Wildlife Conservation Efforts – Global Trends, the Taiwan Experience.

Gayle Sutherland was promoted from an Observer to a Delegate of the International Gemmological Association at the 34th International Gemmological Conference in Switzerland in July 2011.

Appendix N

Fellowships and postgraduate awards

Many researchers from around the world make special visits to the Australian Museum and to Lizard Island Research Station, the Museum's research facility in the Great Barrier Reef, to study the collections, undertake research and collaborate with Museum research staff. Each year, the Museum awards a number of visiting fellowships (up to \$8000) and postgraduate awards (up to \$2500) to Australian and international researchers and students to facilitate these visits.

As a result of the generosity of Anne and Kel Geddes, the Museum secured funding for its Visiting Research and Collections Fellowships and Postgraduate Awards program for three years, commencing in 2010. In 2011–12, the Museum awarded the fellowships and postgraduate awards shown in Table N.1.

Table N.1 Visiting fellowships and postgraduate awards in 2011–12

Fellowship	Name	Institution	Project
Ian Potter Doctoral Fellow at Lizard Island	Oona Lönnstedt	James Cook University	Predator–prey interactions and the importance of sensory cues in a changing world.
Ian Potter Doctoral Fellow at Lizard Island	Dominique Roche	Australian National University	Surf's up! How waves affect predator–prey interactions in coral reef fishes.
Lizard Island Doctoral Fellow	Justin Welsh	James Cook University	The spatial ecology of coral-reef fishes.
Lizard Island Doctoral Fellow	Sharon Wismer	University of Neuchâtel	Cognitive flexibility in bluestreak cleaner wrasse: environmental constraints?
Isobel Bennet Marine Biology Fellow	Dr Vanessa Messmer	ARC Centre of Excellence for Coral Reef Studies, James Cook University	Effects of climate change on reproduction, larval development and population growth of coral trout.
John and Laurine Proud Fellow	Dr Ashley Frisch	ARC Centre of Excellence for Coral Reef Studies, James Cook University	Apex predators on coral reefs – do marine parks need sharks?
Yulgilbar Foundation Fellow	Dr Shelby Temple	University of Bristol	See coral reefs in a new light: communication and camouflage in the polarised light dimension.
Peter Teakle Sustainable Fishing Grant	Dr Timothy Clark	Australian Institute of Marine Science	Interactive effects of climate change and fisheries capture on the physiology and behaviour of recreational fisheries species.
Peter Teakle Sustainable Fishing Grant	Dr Steven Cooke	Carleton University	Interactive effects of climate change and fisheries capture on the physiology and behaviour of recreational fisheries species.
Peter Teakle Sustainable Fishing Grant	Dr Vanessa Messmer	ARC Centre of Excellence for Coral Reef Studies, James Cook University	Interactive effects of climate change and fisheries capture on the physiology and behaviour of recreational fisheries species.
Peter Teakle Sustainable Fishing Grant	Dr Andrew Tobin	Fishing and Fisheries Research Centre, James Cook University	Interactive effects of climate change and fisheries capture on the physiology and behaviour of recreational fisheries species.

Peter Teakle Sustainable Fishing Grant	Prof. Morgan Pratchett	ARC Centre of Excellence for Coral Reef Studies, James Cook University	Interactive effects of climate change and fisheries capture on the physiology and behaviour of recreational fisheries species.
Chadwick Biodiversity Fellowship	Dr Sally Potter	University of Adelaide	Phylogenetic relationships within the rock-wallabies (<i>Petrogale</i> spp.) and their biogeography and evolutionary history within Australia.
Leo Fleischmann Visiting Fellowship in Pacific Islands Arts and Material Culture	Dr Sarah Byrne	University College London	Reassembling the collection: feasting places and objects from the Banks Islands, Vanuatu.
Geddes Visiting Research Fellowship	Dr Joanne Taylor	Museum Victoria	Phylogeny of Munidopsidae (Crustacea: Decapoda).
Geddes Visiting Research Fellowship	Dr Maria Teresa Aguado Molina	Universidad Autónoma de Madrid	Systematics and evolution of syllidis (Annelida, Syllidae): cosmopolitan, cryptic species and biodiversity in Australia.
Geddes Visiting Collection Fellowship	Dr Valery A Korneyev	I. I. Schmalhausen Institute of Zoology, National Academy of Sciences of Ukraine	Australian genera of the family Pyrgotidae (Diptera: Tephritoidea).
Geddes Visiting Collection Fellowship	Dr Anastassya Maiorova	A.V. Zhirmunsky Institute of Marine Biology FEBRAS	Sipunculan fauna of Western pacific (Sipuncula).
Geddes Visiting Collection Fellowship	Dr Frank Rowe	Australian Museum	Australian holothuroids in the family Stichopodidae (order Aspidochirotida): taxonomic and phylogenetic clarification of cryptic species complexes.
Geddes Postgraduate Award	Steen Knudsen	University of Auckland	Phylogeny and phylogeography of the drummer genus <i>Kyphosus</i> (Teleostei: Kyphosidae).

Appendix O

Energy management

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

The Museum's energy usage for the last five years is shown in Table O.1. The different types of energy used for 2011–12 are shown in Figure O.1.

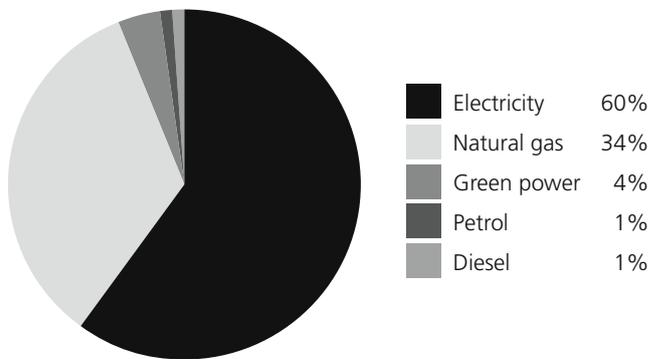
Table O.1 Energy usage at the Australian Museum, 2007–08 to 2011–12

Year	2007–08	2008–09 ¹	2009–10 ¹	2010–11 ²	2011–12	Change ³ (%)
Energy use (GJ)	23,012	29,182	31,901	29,930	27,995	11.5%
Greenhouse gas (tonnes)	3982	5286	5375	4994	4986	-2.7%

Notes

- 1 In 2008–09 the Museum occupied a new building with over 5000 m² of environmentally controlled premises for collections storage, laboratories and work areas. The increases for that year are due to the new building.
- 2 In 2010–11 the Museum increased its use of natural gas which resulted in a reduction in greenhouse gases, despite an increase in overall energy use.
- 3 Changes are measured against baseline data from 1995–96 when energy use was 25,107 GJ and greenhouse gas emissions were 5128 tonnes.

Figure O.1 Energy consumption by fuel type (%)



Appendix P

Waste reduction and recycling

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

Table P.1 Waste management

	2007-08	2008-09	2009-10	2010-11	2011-12
Weight collected (tonnes)	92.1	100.5	84.6	106.7	85.4
Weight to landfill (tonnes)	38.9	15.9	34.1	23.9	17.0
Percentage to landfill	42%	16%	40%	23%	19%
Percentage recycled	58%	84%	60%	77%	81%

Note: Our waste is measured in tonnage, not volume.

Appendix Q

Heritage management

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

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

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

These buildings are maintained in good condition.

Items of regional significance include:

- ▶ Still Addition
- ▶ Spirit House
- ▶ Old School Building.

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

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

Appendix R

Staff, EEO and WHS statistics

STAFF STATISTICS

Senior Executive Service

There are currently three Senior Executive Service (SES) positions in the Museum. The Director, Frank Howarth, commenced in February 2004. The Assistant Director, Research and Collections, Dr Brian Lassig, commenced in January 2010, and the Assistant Director Public Engagement, Steven Alderton, commenced in February 2011.

Table R.1 shows the number of SES positions at 30 June for 2007–08 to 2011–12. Table R.2 shows the number of female SES officers at 30 June for the same period.

Table R.1 Number of SES positions, 2007–08 to 2011–12 at 30 June 2012

Level	2007–08	2008–09	2009–10	2010–11	2011–12
SES 4	1	1	1	1	1
SES 2	1	1	1	1	1
SES 1	1	1	1	1	1

Table R.2 Number of female SES positions, 2007–08 to 2011–12 at 30 June 2012

	2007–08	2008–09	2009–10	2010–11	2011–12
Female SES	1	1	1	0	0

Salaries

There was no significant movement in wages, salaries or allowances, and the Museum passed on the NSW State Government's 2.5% wage increase in the first full pay period in July 2011.

Personnel policies and procedures

The Human Resources department conducted a review of a number of personnel policies and procedures and uploaded them to the Australian Museum's new intranet to ensure their availability to all staff.

Industrial relations

The Joint Consultative Committee, consisting of management and union representatives, continued to meet regularly to provide an effective means of resolving employee-related issues and to minimise the potential for industrial conflict.

All staff

The EEO profile of Museum staff improved relative to benchmark targets this year, with increases in the proportions of staff who are female; Aboriginal or Torres Strait Islanders; people whose first language is not English; and people with a disability.

The Museum provides EEO merit selection recruitment training for staff involved the recruitment process, ensuring that all appointments are fair and transparent, with 13 staff completing the course in 2011–12. Further courses will be offered in 2012–13 through our online training modules.

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

- ▶ Table R.3 Remuneration level and EEO status of non-casual employees, 30 June 2012
- ▶ Table R.4 Salary of non-casual employees, 2007–08 to 2011–12
- ▶ Table R.5 EEO status and representation of non-casual employees, 30 June 2012
- ▶ Table R.6 Distribution of non-casual employees by EEO status, 2007–08 to 2011–12

Table R.3 Remuneration level and EEO status of non-casual employees, 30 June 2012

Remuneration level of substantive position	Total staff	Men	Women	Aboriginal people and Torres Strait Islanders	People from racial, ethnic, ethno-religious minority groups	People whose first language spoken as a child was not English	People with a disability	People with a disability requiring work-related adjustment
<\$39,670								–
\$39,670 to <\$52,104	11	6	5	2	7	13	1	–
\$52,104 to <\$58,249	40	16	24	3	17	17		–
\$58,249 to <\$73,709	105	38	67	1	10	10	2	–
\$73,709 to <\$95,319	102	48	54	–	2	1	1	–
\$95,319 to ≤\$119,149	26	15	11	–	3	3	1	–
>\$119,149 (non-SES)	22	14	8	–	–	–	–	–
>\$119,149 (SES)	3	3	0	–	1	–	–	–
Total	309	140	169	6	40	44	5	0

Table R.4 Salary of non-casual employees, 2007–08 to 2011–12

Salary level	2007–08	2008–09	2009–10	2010–11	2011–12
<\$39,670	0	26	23	38	0
\$39,670 to <\$52,104	7	17	18	14	11
\$52,104 to <\$58,249	25	32	27	27	40
\$58,249 to <\$73,709	71	62	63	63	105
\$73,709 to <\$95,319	91	81	80	73	102
\$95,319 to ≤\$119,149	29	27	26	30	26
>\$119,149 (non-SES)	11	11	11	11	22
>\$119,149 (SES)	3	2	3	3	3
Total	237	258	251	259	309

Table R.5 EO status and representation of non-casual employees, 2007–08 to 2011–12

EEO status	Benchmark or target (%)	2006–07 (%)	2007–08 (%)	2008–09 (%)	2009–10 (%)	2010–11 (%)	2011–12 (%)
Women	50	57	52	54	53	54.8	55
Aboriginal people and Torres Strait Islanders	2	2	0.8	1.2	1.2	1.2	1.9
People whose first language spoken as a child was not English	20	12	11	11	12	13.5	14.2
People with a disability	12	2	1	3	1	1.5	1.6
People with a disability requiring work-related adjustment	7	0	0	1	0	0	0

Table R.6 Distribution of non-casual employees by EEO status, 2007–08 to 2011–1

EEO status	Benchmark or target (%)	2006–07 (%)	2007–08 (%)	2008–09 (%)	2009–10 (%)	2010–11 (%)	2011–12 (%)
Women	50	94	79	83	76	83	55
Aboriginal people and Torres Strait Islanders	2	n/a	n/a	n/a	n/a	n/a	1.9
People whose first language spoken as a child was not English	20	93	106	104	101	110	14.2
People with a disability	12	n/a	n/a	n/a	n/a	n/a	1.6
People with a disability requiring work-related adjustment	7	0	n/a	0	0	0	0

WORKPLACE HEALTH AND SAFETY

There were 13 injuries during 2011–12, one less than the previous year. Half of these required no first aid, and two resulted in lost time. The Museum's Workplace Health and Safety (WHS) Committee continued working with management to identify, assess and manage workplace hazards and ensure that the Museum complies with its statutory WHS responsibilities. The Committee met each month through the year. Other achievements for 2011–12 include:

- ▶ development and implementation of a contractor induction process
- ▶ identification and treatment or elimination of hazards and safety risks across the Museum in accordance with established procedures
- ▶ regular meetings of the WHS Committee to provide advice and direction on safety procedures and practice across all our sites
- ▶ new WHS e-learning modules rolled out to all staff
- ▶ attendance of several managers at new WHS legislation training.

Appendix S

Honorary appointments 2011–12

The Australian Museum has a long history of making honorary appointments as a way of recognising individuals who have contributed to the advancement of the Museum. The following people held honorary appointments as at 30 June 2012.

Honorary Associates

His Imperial Majesty Emperor
Akihito of Japan

Dr Hal Cogger, John Evans
Memorial Fellow

Dr Desmond Griffin AM, Gerard
Krefft Memorial Fellow

Professor Frank Talbot AM

Senior Fellows

Dr Val Attenbrow

Mr Desmond Beechey

Dr Michael Gray

Dr Douglass Hoese

Dr Alan Jones

Dr Kate Khan

Dr David McAlpine

Dr Max Moulds

Dr John Paxton

Dr Winston Ponder

Dr Graham Pyke

Dr Harry Recher

Dr Alex Ritchie

Dr Frank Rowe

Dr William Rudman

Dr Jim Specht

Dr Lin Sutherland

Research Associates

Dr Larry Barron

Dr Michael Batley

Dr Peter Bayliss

Dr Katherine Belov

Dr Maria Capa

Dr Anne Clarke

Mr Andrew Cody

Mr David Colchester

Mr Neville Coleman (deceased)

Ms Tessa Corkill

Dr Lyndall Dawson

Mr Roger de Keyser

Mr H John Disney

Dr Malte Ebach

Mr Brian England

Dr Judith Field

Mr Joseph Forshaw

Emeritus Professor Richard
Frankham

Dr Richard Fullagar

Dr Lorraine Gibson

Dr Barry Goldman

Dr Ian Graham

Mr Ken Graham

Dr Peter Grave

Mr Owen Griffiths

Mr Randolph Griffiths

Mr Sebastine Haraha

Dr Peter Hiscock

Mr Kirk Huffman

Dr Margaret Humphrey

Dr Isabel Hyman

Dr Walter Ivantsoff

Ms Patricia Kailola

Mr Vince Kessner

Dr Frank Koehler

Dr Nina Kononenko

Mr Robert Lachlan

Dr Nathan Lo

Mr Wayne Longmore

Associate Professor Peter
Matthews

Mr Katsusuke Meguro

Dr Hiroyuki Motomura

Dr Anne Musser

Dr Armstrong Osborne

Dr Harry Parnaby

Dr Hannelore Paxton

Mr Rohan Pethiyadoga

Dr John Pickett

Dr David Pollard

Mr Tony Rose

Dr Glenn Shea

Mr Michael Shea

Ms Elizabeth Smith

Mr Graeme Smith

Dr John Stanisic

Mr Roger Steene

Dr Jeffrey Stilwell

Dr Desmond Strusz

Professor Glenn Summerhayes

Dr Pamela Swadling

Mr Gunther Theischinger

Dr Brian Timms

Dr Eren Turak

Mr Gary Watson

Mr Jean Weiner

Dr Arthur White

Dr Geoff Williams OAM

Ms Lois Wilson

Mr Graham Wishart

Dr Gavin Young

Appendix T

Museum volunteers 2011–12

The Museum gratefully acknowledges the invaluable support of the following people who volunteered their services during the year.

DIRECTORATE DIVISION

Corporate and Knowledge Services

Karin Brown

Susan Clinch

Gaynor Cotter

Julie Edstein

Kate Elliott

Nanette Goodsell

Catherine Hopkins

Ada Klinkhamer

Duncan Loxton

Susan Myatt

John Rankin

Jill Riley

Cynthia Rodrigo

Marzena Rucinski

Catherine Samways

Janine Taylor

Prue Walker

Cynthia Young

Les Bassett

Lyn Baveystock

Carole Bennetts

Warren Bennetts

Ray Biddle

Val Bower

Marie Buchanan

Cate Burns

Julie Cameron

Marsha Canning

Douglas Cham

Anna Chang

Helen Clark

Catherine Colthorpe

Pam Damon

Jan Duttmer

Alexandra Gale

Karen Gardiner

Diana Gershwin

Maria Luisa Gleria

Phill Good

Sue Goorevich

Peter Grocholsky

Cressida Hall

Janet Hanscomb

Anne Harvey

Adrienne Hirst

Dinah Holden

Mary Hughes

Chloe Johnston

Jennifer Johnson

Hinda Kaunitz

Roger Langsworth

Angela Low

Dot Lucas

Joan Luijterink

Dave Mackinnon

Jun Makuhari

Jim Mammoliti

Lynette Martel

Annette McGregor

Ted McKeown

Lynne McKenzie

Kerrie McNamara

Albert Mispel

Sarah Mortensen

Isla Nakano

Clare O'Brien

Lynne Palmer

Joan Parke

Leonie Philip

Denise Playoust

Tony Power

Alan Roby

Lesley Roby

Gaye Ross

Libby Sakker

Esther Sarantis

John Schattiger

Marieanne Schattiger

Moira Shackleton

Dana Slaven

Hazel Sproule

Jenny Starling

Ailsa Stewart

Lesley Strauss

Susan Sweller

Keren Symonds

Gillian Tansilao

Heather Taylor

PUBLIC ENGAGEMENT DIVISION

Exhibitions and Creative Services

Kathryn Bevington

Ray Corcoran

Stephen Johnson

Tony Power

Visitor Programs and Services

Karen Adams

Peter Andrews

Colin Asimus

Greer Banyer

Jim Teys
 Angela Thomas
 Ashleigh Thomson
 Judith Townsend
 Jeffery Wai-Lee
 Kerrie Wechmann
 Meg Wettenhall
 Sally Whitaker

Australian Museum Members

Carole Bennetts
 Warren Bennetts
 Wendy Charng
 Anthony Ellis
 Jennifer Jenkins
 Margaret Killin
 Nan Manefield
 Graham McLean
 Gaye McLean
 Ross Pearson
 John Robertson
 Keith Robinson
 Beatrice Scheepers

**RESEARCH & COLLECTIONS
 DIVISION**

Natural Science Collections

Miraj Alauddin
 Jessica Alchin
 Win Alliston
 Chrisia Ang
 Brian Bagnall
 Caterina Barbaro
 Linda Barclay-Brown
 Nicole Barry
 Michael Batley
 Mahmuda Begum
 Claire Bewsher

Nicholas Bishop
 Merryn Bowden
 David Bray
 Michael Brock
 Anne Brophy
 Linda Brown
 Ingo Burghardt
 Kasey Burton
 Gordon Campbell
 David Carrie
 Natalie Cassaniti
 Jordan Cavaough
 Emily Cave
 Lee Chew
 Belinda Clark
 Jim Clark
 Emma Clegg
 Valerie Collard
 Anne Marie Collins
 Catherine Colthorpe
 Morgan Crowcroft-Brown
 Deborah Cox
 Russell Cox
 Carson Creagh
 Christine Crowther
 Estee Culbreth
 Ron Cumbo
 Ciara Cummins
 Cathie Curran
 Donna Dalziel
 Frederique Devaux
 Catherine Dillon
 Anja Divljan
 David Dixon
 Justine Djajadikarta
 Margaret Donald
 Radka Dostal

Bridie Drummond
 Bridget Duffy
 Megan Edey
 Julia Esaulova
 Sue Fletcher
 Jan Fisher
 Gabor Foldvary
 Eduardo Gallo
 Karamchand Saroop Ganga
 Robyn Gardener
 Luisa Garfoot
 Marta Garreton
 Adrienne Gatt
 Leigh Gilchrist
 Anne Gilling
 Kevin Goodwin
 Kim Eng Gower
 Melissa Graf
 Trish Greenfield
 Wendy Greenfield
 Juliana Grego
 Des Griffin
 Yolanda Harbon
 Dennis Hackett
 Barbara Harvey
 Zoe Hatzopoulos
 Maureen Haydon
 Susanne Haydon
 John Hepworth
 Adrienne Hirst
 Christine Hoskins
 Aviva Israel
 Eve Ivy
 Mary Jordan
 Wendy Kesterton
 John Koutsouras
 Chris Lattimore

Alan Leishman	Neelam Pradhananga	Jim Teys
Louise Leowich	Rosemary Pryor	Greg Towner
Karen Li	Martin Puseschel	Christine Trainer
Claire Liersch	Mark Raddatz	Roxanne Truesdale
Ian Loch	John Rankin	Leah Tsang
Ron Lovatt	Julie Reese	Maret Vesk
Duncan Loxton	Chris Robertson	Andrew Vincent
Angela Low	Ainslie Robinson	Tristram Wake
Peter Mallesch	Jane Roffey	John Wagner
John Maraz	Beth Rohrlach	Wendy Walker
Robin Marsh	Hazel Ronay	Penny Walker
Peter Martin	Felicity Roos	Kim Watson
Sasha Martinov	Sharn Rose	Sarah Webb
Beverly Matthews	Kate Rudolph	Jean Weiner
Julian May	Allison Runck	Louise Williams
Elanor McCaffery	Phillip Russo	Gillian Whitney
Declan McCarthy	Leah Sawyer	Eunice Wong
Graham McLean	Chantelle Sammut	Jacinta Wood
Heather McNamara	Catherine Samways	Lisa Wooldridge
Vicki Michael	Margaret Schonell	David Wright
Jennifer Mitchell	Sascha Schulz	Kelly Wright
Linda Mott	Norma Scott	Wee Yee
Pam Mudford	Corey Sellwood	Lee Lian Yeo
Gae Mulvogue	Marie-Louise Sendes	Cynthia Young
Catherine Neal	Doris Shearman	Pam Young
Tuan Nguyen	Karen Shore	Natural Science Collections
Annie Noack	Letitia Silberbauer	'virtual' volunteers
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**Cultural Heritage and Science
 Initiatives**

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 Carmilla Hardjo
 Heather Joynes
 Matthew Kofler
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 Penny Zylstra

Appendix U

Key acquisitions and donations to the collections

CULTURAL COLLECTIONS

The Museum collected and documented 25 paintings during fieldwork in Bali. The acquisition is part of a research project with The University of Sydney which aims to explore traditional Balinese painting, narratives, and aesthetics. The new works provide a contemporary complement to the Museum's Forge Collection, one of the world's best collections of Balinese paintings, assembled in Bali by Professor Anthony Forge from the Australian National University in the 1970s.

The Museum received a major donation of over 200 bags, mats, baskets and other items such as painted bark cloths, collected in Tonga in the late 1950s by Miss Muriel Snell. As part of the acquisition, the Tongan diaspora in Sydney and a senior spokesperson for the Tongan Royal Family, Lady Tunakaimanu Fielakepa, shared their cultural knowledge in a collaborative project documenting the material.

The Lyn Dundas collection is a donation of 64 items of Aboriginal material culture which was originally collected in western New South Wales in the 1920s. It includes a variety of material culture objects including boomerangs, clubs and spear throwers, and represents a valuable addition to collections for a region which is historically not well represented in museum collections.

NATURAL SCIENCE COLLECTIONS

The Museum received donations from Dr Mike Rix and Graeme Wishart of assassin, midget and trapdoor spiders, including type specimens which are a significant contribution to the Arachnology collection.

An important collection of 444 lots of land snails from northern Australia and East Timor was donated by Vince Kessner. This collection complements the collections being made by Museum staff as a part of the Timor-Leste expedition project.

The Mineralogy collection received donations of pyromorphite crystals and cerussite crystals on baryte from Spain.

Stony meteorite pieces from Ophara Blocks Station, NSW were donated by Don McColl.

Research Associate Ken Graham donated unusual specimens of fishes from seamounts in the Tasman Sea.

Steve Hamilton donated an extensive collection of more than 400 mammal tissue samples from Papua New Guinea mammal species, many of which are extremely rare and difficult to obtain.

Appendix V

Benefactors and sponsors

AUSTRALIAN MUSEUM FOUNDATION

The Australian Museum Foundation is an independent organisation dedicated to raising funds to support projects across the Museum, from research and collections to science communication and education programs.

The Foundation increased the number of Trustees to eight, with the appointment of Michael Chaaya, previously a member of the Australian Museum Trust. Foundation Trustees in 2011–12 were:

- ▶ Diccon Loxton, Chairman
- ▶ John Pearson, Deputy Chairman
- ▶ Ailsa Crammond
- ▶ Michael Chaaya
- ▶ Chris Grubb
- ▶ Frank Howarth PSM
- ▶ Scott Reid
- ▶ Brian Sherman AM

General donations to the Australian Museum Foundation decreased slightly in the 2011–12 financial year, but the shortfall was more than covered through fundraising events, particularly the inaugural *Food for Thought* dinner. This was held at the Museum in May, to raise funds for an Indigenous Learning Hub in the refurbished *Indigenous Australians* gallery. Around 100 guests in the Museum's foyer were welcomed to Country by Sydney Elder Millie Ingram. Professor Bob Morgan, Executive Director of Tranby College, gave the address, after which guests were entertained by the Stiff Gins and participated in silent and live auctions and a raffle, raising around \$55,000 on the night. Subsequent donations and contributions from the direct mail appeal brought the total funds raised to \$70,000. It is expected that the fundraising dinner will be an annual event.

A change in strategic emphasis saw the focus of the Foundation's lunches move from engagement with the President's Circle to engaging with and raising funds from mid-level (\$1000–5000) donors, with significant success. Attendance has increased greatly, with 50–60 people at each event, and total donations of around \$10,000 per lunch. Speakers and their topics at these events were:

- ▶ Dion Peita, Collections, Coordinator, *Making cultural connections in the Pacific community*
- ▶ Dr Dave Britton, Collection Manager Entomology, and Vanessa Finney, Manager Archives, *Beauty from Nature: Art of the Scott Sisters*
- ▶ Dr John Carty, Co-curator, *Yiwarra Kuju: The Canning Stock Route*.

In December, a dinner was hosted by the Foundation Trustees to thank President's Circle members for their ongoing support for the Foundation. The function was held in *Beauty from Nature: Art of the Scott Sisters* exhibition and speakers included retiring Australian Museum Trust President Sam Mostyn, Museum Director Frank Howarth, and Foundation Chairman Diccon Loxton.

A small direct mail campaign at the end of the financial year continued fundraising for the Indigenous Learning Hub, with Foundation Trustees pledging to match donated funds, effectively doubling the amount raised.

Grants made by the Foundation

Trustees of the Australian Museum Foundation approved seven grants totalling \$246,000 to the Museum, a 28% increase on the previous year (Appendix J). These included funds for:

- ▶ a research project to examine the corals of Kosrae in Micronesia from both cultural and biological perspectives
- ▶ contribution to costs for a Collections Digitisation Officer to enable digitisation of the Museum's natural history collections
- ▶ restoration of the historic Lord Howe Island diorama in the Skeletons gallery
- ▶ the first stage of a Pacific Youth Cultural Reconnection Program, run in collaboration with the Department of Juvenile Justice, jointly funded with the Vincent Fairfax Family Foundation
- ▶ enabling the 2012 Chadwick Biodiversity Fellowship to proceed
- ▶ acquiring a collection of Tongan objects from Miss Muriel Snell, and associated community

activities and engagement (Patricia Porritt Collection Acquisition Fund)

- ▶ acquiring a selection of ethnographic objects from the Longgu speakers in Guadalcanal, Solomon Islands, through engagement with the community on what best represents their culture and heritage (Patricia Porritt Collection Acquisition Fund).

Bequests

The balance of proceeds from the estate of the late Patricia M Porritt were received by the Foundation to be used for acquisitions for collections. These funds are separately managed as the Patricia Porritt Collection Acquisition Fund.

At the request of the Assistant Director, Research and Collections, the Foundation Trustees agreed to extend the length of the Chadwick Biodiversity Fellowship to two years. This will benefit recipients, who will have more time to have their research published, and also the Museum, through reduced administrative costs.

The Foundation also hosted its annual event for financial advisers and wealth and estate planners to promote the bequest program, hosted by Bequest Ambassador Robyn Williams, AM.

Grants

While no grants from external foundations were coordinated through Development during the year, the Unit continues to work with various Museum divisions to identify potential programs for funding through appropriate foundations.

LIZARD ISLAND REEF RESEARCH FOUNDATION

The Lizard Island Reef Research Foundation is an independent organisation dedicated to raising funds for the maintenance and revitalisation of the Australian Museum Lizard Island Research Station. Its Trustees are:

- ▶ David Shannon, Chairman
- ▶ Dr Penny Berents
- ▶ James Bildner
- ▶ Ken Coles AM

- ▶ Paul Connor
- ▶ Dr Ronnie Harding
- ▶ Trevor Haworth AM
- ▶ Frank Howarth PSM
- ▶ Chris Joscelyne
- ▶ Vivian King
- ▶ Raymond Kirby AO
- ▶ Fiona Playfair
- ▶ Heather Power
- ▶ Robert Purves AM
- ▶ Charlie Shuetrim AM

CORPORATE PARTNERS AND SPONSORS

The Museum continues to consolidate relationships with our existing corporate partners, particularly major media partners JCDecaux, Fairfax and National Geographic Channel, which provide support to the Museum's exhibition marketing campaigns. *Sydney's Child* is a specialist children's activities magazine which also supports the Museum's marketing and promotions.

The continuing partnership with National Geographic Channel delivered four full on-air campaigns across three channels, National Geographic Channel, Nat Geo Wild and Nat Geo Adventure, during the year.

In-kind partnerships provided the Museum with goods and services valued at \$1.2 million, an increase in value of 10% on the previous year. The increased number of media campaigns reflected the diversity of the exhibitions, and the ongoing strong relationships with our partners, resulted in some additional campaigns being provided free of charge as part of the sponsorship. In addition, the Museum's Jurassic Lounge night-time openings were supported by part-sponsorships of alcohol.

The Museum entered into a three-year wine sponsorship with Charles Sturt University Winery for the provision of wine for functions and events. There are also benefits for Australian Museum Members associated with the relationship.

The Science in the City program received sponsorship from 3M Australia, The University of

Sydney, Charles Sturt University, Eastern Star Gas, Whitehaven Coal, Aston Resources and the NSW Environmental Trust.

BENEFACTORS AND SPONSORS

The Australian Museum recognises the generosity and passion of our benefactors and sponsors. We thank those listed and all our supporters for their contribution to the educational services, public programs and scientific research conducted by the Australian Museum.

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Australian Museum Foundation

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Index

- Aboriginal Culture for Kids video conference, 12
- Aboriginal Tourism Advisory Group, 13
- access, equitable, 11, 80
- Accessing the Arts Group, 80
- accounts payable performance, 29
- acquisitions, 108
- admission charges, iii
- Ahyong, Shane, 91
- Alderton, Steven, 66, 72, 92, 99
- Alexander the Great: 2000 years of treasures* exhibition, 6, 11, 13, 14, 24, 28
- Alscher, Michael, 2, 67, 71
- Animal Care and Ethics Committee, 75–6
- Annual Youth Eco Summit, 21
- appointments 2011–12, honorary, 102
- Ara Iritja project, 17
- Arachnology collection, 108
- Archives, 15
- Art & About* festival, 12, 20
- Ashcroft, Michael, 91
- Aston Resources, 111
- Atlas of Living Australia (ALA), 19
- Atrium Case, 14
- auditor's report, 30–1
- Australia Day half-price admission, 12
- Australian Centre for Wildlife Genomics, 4, 6, 22
- Australian Museum Business Services (AMBS), 5, 6, 25, 28
- Australian Museum Foundation, 2, 3, 4, 6, 17, 19, 22, 24, 109–10
- Australian Museum Trust, iii, 32, 66, 71
- appointment of trustees, iii
 - committees, 71
 - meetings, 71
 - president, iii
 - trustee meeting attendance record, 70
 - trustee profiles, 67–70
 - trustee remuneration, iii
- Australian Museum Trust Act 1975*, iii, 9
- Australian National Insect Collection, 20
- Australian New Zealand Forensic Science Society NSW Branch Travel scholarship, 93
- Australian Science Communicators conference, 21
- Australian Theatre for Young People, 21
- Australian Tourism Exchange, 13
- Australian Wildlife Collection, Canberra, 20
- awards, 21
- Balinese painting, 108
- Beauty from Nature: Art of the Scott Sisters*, 3, 15, 109
- Beijing Museum of Natural History and Field Museum, Chicago, 21
- benefactors, 111–13
- bequests, 110
- Berents, Dr Penny, 66, 72–3, 110
- Berg, Louise, 92
- Bickel, Daniel, 90
- Big Cats*, 3, 14
- Bildner, James, 110
- Biota event, 11, 21
- Bishop, Mervyn, 18
- Brain Awareness Week, 21
- Britton, Dave, 90, 109
- budget 2012–13, 28
- Byrne, Dr Sarah, 95
- Callen, Christine, 66, 73
- Capital Grants income, 28
- Carbon Abatement Strategy, 26
- Carty, Dr John, 109
- Castle Hill offsite facility, 4
- catering, 5, 24
- Chaaya, Michael, 2, 67, 71, 109
- Chadwick Biodiversity Fellowship, 109, 110
- Charles Sturt University, 4, 20, 111
- Charles Sturt University Winery, 110
- charter, 9
- Clark, Dr Timothy, 94
- Coles, Ken, 2, 110
- collection access policy, 19
- collection acquisition, 4, 19, 108
- Collection Integrity Index, 19
- Collection Management Advisory Committee, 19
- committees, 75–6
- community and support, 2
- Connected Classrooms, 12
- Connected Museum, 11
- Connor, Paul, 68, 71, 110
- consulting services, 5 (see also AMBS)
- context, 9
- Cooke, Dr Steven, 94
- corporate partners and sponsors, 110–11
- corporate sponsorship program, 24, 110–11
- corporate strategic plan 2011–14, 6, 9
- balanced resources, 24–5
 - culture and commitment, 23
 - engaged with the community, 17–18
 - environmentally sustainable, 26
 - exciting and compelling, 13–16
 - hub of learning, 11–12
 - inspiring collections, 19
 - research that makes a difference, 22
 - trusted adviser and partner, 20–1
- Crammond, Ailsa, 109
- credit card certification, 78
- Crittenden, Stephen, 68, 71
- Crossing Theatre Narrabri, 4
- Crossley, Professor Merlin, 2, 22, 68, 71
- Cultural Institutions Collaborative Workshop, 20

- Daly, Dr Joanne, 71
DangerOz, 16
Deep Oceans, 5, 7, 14, 15, 21, 28
 deficit, operating, 28
 Destination NSW (DNSW), 13
 digitisation of collections, 4, 19, 81, 109
 Director's report, 6
 disability action plan, 80
 DNA barcode centre, 4, 22
- East Timor snails, 108
 Eastern Star Gas, 111
 Education and Communities (Sydney Region), Department of, 11, 12
 education programs, 3, 11
 Eldridge, Mark, 20, 91
 electricity consumption, 5, 6, 26, 96
 Elliott, Michael, 92
 energy management, 5, 96
 Eora College, 18
 Eureka Prizes, 4, 6, 22, 24, 26
 executive
 activities, 75
 profiles, 72–5
 exhibitions, 2, 21, 26, 82
 Expedia, 13
Explore magazine, 5, 20, 26, 89
- Fairfax, 110
 Faith, Dan, 90, 91
 Fashion Less Waste, 14, 21, 26
 fellowships, 94–5
 The Festivalists, 21
 Fielakepa, Lady Tunakaimanu, 108
 financial statements, 33–64
 Flemons, Paul, 92
 Florek, Stan, 92
 Food for Thought dinner, 109
 Forge, Professor Anthony, 108
 Forge Collection, 108
 free services, 11
 Frisch, Dr Ashley, 94
Frogs Field Guide, 16
- Fukushima earthquake and tsunami, effect of, 7, 13
 funding, anticipated, 28
 fundraising programs, 24
- Gadigal Connections, 12, 18
 Garradd, Julie, 66, 73
 'Gateway' development, 6
 Geddes, Anne, 94
 Geddes, Kel, 94
 Glanville, Jason, 2, 68, 71
 global financial crisis, effect of, 7, 13, 28
 Global Genome Biodiversity Network, 20
 Gordon, Phil, 17
 governance, iii, 9
 Graham, Ken, 108
 grants, 83–8, 109–10
 greenhouse gas emissions, 96
 Grubb, Chris, 109
- Hamilton, Steve, 108
 Harding, Dr Ronnie, 2, 68–9, 71, 110
 Harvey, Michael, 66, 73, 92
 Haworth, Trevor, 110
 heritage management, 28, 98
 highlight tours, 11
 Highlights 2011–12, 3–5
The Hobbit – An Unexpected Discovery, 14
 Hodges, Glenn, 92
 honorary appointments 2011–12, 102
 Howarth, Frank, iv, 6, 66, 71, 72, 78, 90, 91, 93, 99, 109, 110
- Indigenous Art video conference, 12
Indigenous Australians gallery, 14, 18, 82, 109
 Indigenous cultural awareness, 11, 17–18, 81–2
 Indigenous Learning Hub, 109
 Indigenous weavers, 18
 industrial relations, 99
- information, public access to, 79
 information centre, 11
 information desk, 11
 Ingram, Millie, 109
 'Inspiring Collections', 6
 internal audit, 76–7
 Internal Audit and Risk Committee, 71
 International Gemmological Association, 93
 international visitors, 7, 13
- JCDecaux, 110
 Johnson, Dr Rebecca, 66, 73–4, 90, 93
 Joscelyne, Chris, 110
 Jurassic Lounge, 3, 7, 14, 21, 28, 110
 juvenile justice program, 17, 81
- Kelly, Dr Lynda, 74
 Kelly, Karina, 2, 69, 71
 Kermadec Islands expedition, 14
 Kessner, Vince, 108
 King, Vivian, 110
 Kirby, Raymond, 110
 Knudsen, Steen, 95
 Kohler, Frank, 90, 91
 Korean Connections program, 12
 Korneyev, Dr Valery A, 95
 Kosrae corals, 109
 Kupriyanova, Elena, 92
- Lassig, Brian, 66, 71, 72, 99
 Lawson, Professor Amanda, 69, 71
 Learning for Sustainability video conferencing festival, 12
 learning programs, 2, 11–12, 21
 Leis, Jeff, 91
 licensing, 24
 Livingstone, Catherine, iv, 2, 67, 70, 71, 77
 Lizard Island Reef Research Station, 26, 28, 66, 89, 94
 Lizard Island Reef Research Station Foundation (LIRRF), 2, 6,

- 24, 110
 Lönnstedt, Oona, 94
 Lopez, Noella, 66, 74
 Lord Howe Island diorama, 109
 Loxton, Diccon, 2, 109
 Lyn Dundas collection, 108
- McCull, Don, 108
 Macgregor, Colin, 92
 MacKay, Heather, 91
 McKay, Kim 2, 69
 Macquarie University, 4, 20, 21
 Maiorova, Dr Anastasya, 95
 Major, Dr Richard, 20
 management activities, 75
 Manly Ocean Care Day Festival, 21
 marketing strategy, 25
 Mattick, Dr John, 71
 media profile, 20
 Melbourne Museum, 15, 21
 members, 2, 104, 110
 Messmer, Dr Vanessa, 94
 Mineralogy collection, 108
 Mini Explorers, 3, 12
 mission, 9
 Mitchell, Andrew, 91
 Mitchell, Scott, 66, 74
 mobile apps, 16
 Molina, Dr Maria Teresa Aguado, 95
 Moody, Dr James Bradfield, 69–70, 71
 Morgan, Professor Bob, 109
 Mostyn, Sam, 2, 67, 71, 109
 multicultural policies, 81–2
 Museum in a Box, 2, 3, 11, 12, 82
 Museum shop, 5, 6, 24
 Museum Studies interns, 11
 Museum2you, 3, 12, 21, 26
- National Cultural Heritage Committee, 17
 National Geographic Channel, 110
 National Museum of Australia, Canberra, 2
- National Science Communication Officers Forum, 21
 National Science Council, Taiwan, 20
 National Threatened Species day, 12
 natural science collections, 108
 NSW Environmental Trust, 111
 NSW Reconciliation Council, 3, 18
 NSW Scientific Committee, 20
 NSW Visitor Economy Taskforce, 13, 20
 The Night Parrot, 5, 24
- O'Connor, Jack, 91
Octonauts, 21
 offsite facility, 4
 offsite visitors, 11
 online access, 4, 16, 19
 online publications, 89
 onsite visitors, 7, 11
 organisation chart, 66
 outreach, 12
- Pacific Youth Collection Access program, 3, 17, 81, 109
 Patricia Porritt Collection Acquisition Fund, 110
 Peacock, Dr Jim, 71
 Pearson, John, 109
 Peita, Dion, 90, 109
Peppermint magazine, 14
 personnel policies and procedures, 99
 philanthropic base, 24
 Player, Karen, 20
 Playfair, Fiona, 110
 Pope, Ken, 66, 74
 Porritt Bequest, 4
 postgraduate awards, 94–5
 Potter, Dr Sally, 95
 Power, Heather, 110
 Pratchett, Professor Morgan, 95
 President's report, 2
 privacy and personal information, 79
- professional development, 11, 82
 Program Advisory Group, 76
 Project Space, 3, 14
 public access to information, 79
 public engagement partnerships, 21
 Public Service Medal, 93
 publications, 5, 20, 22, 26, 89
 purpose, 9
 Purves, Robert, 110
- Questacon Canberra, 15, 21
- Rapid Digitisation Project (DigiVol), 6, 19
 Reconciliation NSW Week, 3, 14, 18, 21
Records of the Australian Museum, 89
 Recsei, Jacquie, 90
 recycling, 97
 Reid, Chris, 90, 91
 Reid, Scott, 109
 renewal plan, 3, 14
 repatriation program, 3, 81
 research publications, 22, 89
 research strategy, 6, 22
 researchers, 94
 Restaurant Associates, 5
 Return of Indigenous Cultural Property (RICP), 3, 17, 81
 revenue, 8, 28
 Reverse Garbage, 21
 Revitalisation Plan, 14
 Richardson, Kate, 74–5
 risk management, 77
Rituals of Seduction: Birds of Paradise, 7, 14, 15, 21, 28, 93
 Rix, Dr Mike, 108
 RMIT University, 17
 Roche, Dominique, 94
 role, 9
 Rowe, Dr Frank, 95
 Rowley, Jodi, 90, 91
- school holiday programs, 12
Science Bytes, 19

- Science in the Bush, 4, 12, 21
 Science in the City, 4, 12, 20, 111
 Science Strategy Panel, 71
Search & Discover, 11
 self-generated revenue, 8
 Seniors Week, 12
 702 ABC Evenings, 21
 Shallis, Dennis, 92
 Shannon, David, 2, 110
 Sherley, David, 70, 71
 Sherman, Brian, 109
 shop see Museum shop
 Shuetrim, Charlie, 110
 Singapore Science Centre, 21
 SITA Environmental Solutions, 97
 Snell, Muriel, 4, 108, 109
 social media, 16, 20
 Souris, The Hon. George, iii, iv
Spirit Faces, 3, 12, 14, 82
 sponsors, 111–13
 staff, 2, 6
 achievements, 93
 appointments, 20, 99
 development and training, 5, 23
 equal employment opportunity (EEO) profile, 99–101
 exchanges, 20
 overseas travel, 90–2
 personnel policies and procedures, 99
 salaries, 99, 100
 senior executive service, 99
 staffing structure, 28, 66
 Stewart House programs, 11, 80
 Strand Arcade, 21
 student visitors, 2, 3, 7
 submissions and advice, 4
 sustainability, 5, 6, 26, 96
 sustainable exhibition design, 5
 Sutherland, Gayle, 93
 Swift, Rosemary, 66, 75
Sydney Elders exhibition, 18
The Sydney Morning Herald, 5, 24
 Sydney Wildlife World, 21
Sydney's Child, 110
 systems development, 5

 Taylor, Dr Joanne, 95
 Te Papa Tongarewa, 21
 Temple, Dr Shelby, 94
 temporary exhibitions, 3, 14
 tertiary education programming, 12
 3M Australia, 4, 20, 111
 Thursday Family Day program, 3, 12
 Timor-Leste biodiversity survey, 2, 4, 22
 Tiny Tot Explorers, 3, 12
 Tobin, Dr Andrew, 94
 Today, 21
 Tongan material culture, acquisition of, 4, 17, 108, 109
 Torrence, Robin, 90, 91
 Total Asset Management Plan, 14
 touch tables, 11
 touring exhibitions, 15
 Tourism Australia, 13
 Trust see Australian Museum Trust
 2011 ICOM Award for International Relations, 93
 2011 International Conference on Forensic Science and Applications in Wildlife Conservation Efforts – Global Trends, 93
 2012 Australian Museum Science Festival, 20
 2027 – 200th anniversary, 6

 under-5s programs, 3, 12
 University of Sydney, 11, 108, 111
 University of Technology Sydney, 11, 20
 University of Western Sydney, 4, 20

 video conferencing, 2, 3, 11, 12, 20
 Vincent Fairfax Family Foundation, 3, 17
 vision, 9
 visitor feedback, 13, 26
 visitor numbers, 7, 11, 13, 14, 15, 19, 28
 volunteers, 2, 6, 18, 19, 103–7

 waste reduction, 97
 water audit, 26
 website, iii, 14, 16, 19, 79
 Wellings, Helen, 70, 71
 Welsh, Justin, 94
 Whitehaven Coal, 111
Wildlife Photographer of the Year, 5, 14, 24, 28
 Williams, Robyn, 110
 Wilson, Dr Kate, 71
 Wilson, Nerida, 91, 92
 Winny Dinosaur Puppet show, 12
 Wishart, Graeme, 108
 Wismer, Sharon, 94
 Work, Health and Safety Committee, 76
 workplace health and safety, 5, 23, 101

Yiwarra Kuju: The Canning Stock Route, 2, 5, 7, 11, 14, 17, 24, 28, 82