Australian Museum
ANNUAL REPORT
2012–13

Australian
museum

nature culture **discover**

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Availability
This annual report has been designed for accessible
online use and distribution. This report is available at
australianmuseum.net.au/Annual-Reports.

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

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

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 1853 are available at australianmuseum.net.au/Annual-Reports. Further information on the research and education programs and services of the Australian Museum can be found at australianmuseum.net.au.

Admission charges

General Museum entry:
Adult $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.

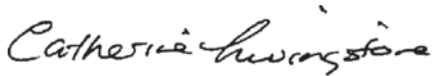Additional charges may apply to special exhibitions and activities.

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 2013 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

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the year

IN REVIEW

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President's report
A VIBRANT PLACE

At the end of my first full year as President of this internationally renowned museum, the vibrancy of its programs, rigor of its research and diversity of its collections continue to surprise and delight me. The *Annual Report 2012–13* contains a wealth of varied achievements.

EXHIBITIONS

Alexander the Great: 2000 years of treasures was the first time the State Hermitage (St Petersburg) allowed such a significant part of its collection to visit Australia, and it contributed to a new high in visitor numbers for the Museum. In January, the Hon. George Souris, Minister for the Arts, opened the *Menagerie* exhibit of contemporary Indigenous sculpture in our newly refurbished *Indigenous Australians* gallery; and the internationally acclaimed *Wildlife Photographer of the Year* opened in June. In regional NSW and nationally, *The Scott Sisters, Birds of Paradise* and *Frank Hurley – Journeys into Papua* continue on tour, while *Deep Oceans* is on exhibition at Questacon in Canberra before it visits Newcastle Museum later this year. These are just some of the highlights and successes of the past year.

SCIENCE, LEARNING AND COLLECTIONS

With the establishment of Life Long Learning, a new branch within the Science and Learning Division, the Museum now acknowledges that education for all is a cornerstone of its role. Our programs and activities are continually being developed for students, from pre-schoolers through to senior high school, while our lectures, talks and behind-the-scenes insights are readily available to 'students' of all ages. As well, the Museum has always worked

with several universities supporting their postgraduate students, and I anticipate this will deepen in the coming year.

The virtual world is impacting enormously on collection access for all. The Rapid Digitisation Project and Biodiversity Volunteer Portal have resulted in the creation of 142,000 digital images, the transcription of 31,500 items (labels, notes and archival material) from hardcopy and the importation of 41,500 records to our database. Our progress in digitising collections is impacting globally in areas from scientific research to casual enquiries.

THANKS TO THE MUSEUM COMMUNITY

Every member of staff contributes to the quality of what the Australian Museum has on offer. I commend staff, in all their diverse roles, for their commitment to the future of the Museum. My thanks also go to Australian Museum Members who provide a significant support base through participation as well as advocacy on a variety of fronts. The Museum couldn't function without our volunteer cohort – nearly 700 – who, along with our staff, apply their knowledge and skills to provide significant benefits in science, learning and engagement opportunities offered 'front of house', as well as behind the scenes and online.

The Chairmen and Trustees of the Australian Museum Foundation (AMF) and the Lizard Island Reef Research

Foundation (LIRRF) continue to work tirelessly for the benefit of the Museum. I particularly thank both David Shannon, Chair of the LIRRF, and Diccon Loxton, Chair of the AMF, for leading programs and building relationships to expand the Museum's much-needed support base.

I would also like to acknowledge the Museum's Director, Frank Howarth, for his leadership and achievements in a year of diverse activity. He has succeeded in positioning the Museum for the wide-ranging challenges of the coming years.

THE MUSEUM'S TRUSTEES

I am privileged to lead the Board of Trustees of the Australian Museum. My sincere thanks must go to departing Trustee Professor Amanda Lawson, who also served on the Trust's Science Strategy Panel since its inception. I welcome our new Trustee, Belinda Gibson, who provides a significant legal knowledge base. I look forward to working productively with all Trustees. Their ongoing contributions to the Museum's priorities are invaluable as we enter the final year of our three-year strategic plan and focus on the science, research, learning and public program initiatives which will help us achieve our goals.

Catherine Livingstone AO
President
Australian Museum Trust

Director's report
A YEAR OF CHANGE

The Museum has had a very positive year, with some outstanding achievements on top of a major organisation review. We have articulated our priorities for the coming year and seen successes across the Museum in all nine key areas of our Corporate Strategic Plan.

SOCIAL INCLUSION

We continue to make significant impact through social justice and inclusion. A dedicated (grant-funded) youth worker was appointed to the Pacific Youth Reconnection Project, and collaborative programs commenced with three of Sydney's juvenile justice centres. In addition, two new grant-funded Indigenous cadetships have been established in the Museum's Cultural Collections, part of an initiative to boost Indigenous employment.

The Australian Museum Science Festival (formerly Science in the City) in August 2012 saw over 5000 students participate in 212 workshops. Science on Saturday, open to the general public, attracted over 1800 people, while another 1100 students attended regional events. Our new Indigenous Science Experience introduced Indigenous elders and students to Museum visitors on site. The Museum has reduced its fees and charges across a range of activities for economically disadvantaged schools, and we continue to work with social inclusion units from major universities to cover the cost of disadvantaged schools attending the Festival in 2013.

SCIENCE

In April, the Koala Genome Project was launched and received considerable media coverage as one of the first Australian-led mammalian genome projects. In addition to critical conservation outcomes for the Koala, the project will enhance next-generation sequencing and data-handling expertise within Australia.

Streamwatch, a 'citizen science' initiative promoting the importance of water quality in ecosystems, achieved over 2000 web page visits in its first six months. In Museum Outreach (Museum in a Box®), new Boxes were developed for use in aged-care and other community facilities, as well as through our extensive schools network.

DIVERSE AUDIENCES

Jurassic Lounge, however, is for a very different audience. This engaging after-hours program of cultural activities attracted 20,000 young adults through our doors. During two 10-week seasons, they experienced live music, 'meet a scientist', galleries, displays and live animal exhibits, as well as burlesque acts and our own Winny the Muttaburrasaurus, a giant puppet.

Of our other achievements during one of the Museum's best years ever, the positive impact of *Alexander the Great* on our image and brand cannot be overestimated. It drove our record attendance but also raised the Museum's profile internationally as a major cultural player with capacity to deliver a new and more diverse program to all our stakeholders.

LOOKING FORWARD

Succeeding in a tough fiscal environment is a reality we must manage. We will ensure it drives innovation as we continue to work on our e-programs and interactions and develop revenue-raising. These themes contribute to the New Museum Project, for which we now have a comprehensive business case. It includes developing the Museum site, but also aims to expand digital literacy across the Museum to participate in and effectively utilise the digital revolution – in our management, marketing, exhibitions, collection access and outreach.

SINCERE THANKS

The Australian Museum would not be the vibrant and engaging place it is without the broad-based support we enjoy from a wide range of stakeholders. These include the Australian Museum Members and volunteers, the Chairs, Trustees and donors of the Australian Museum and the Lizard Island Reef Research foundations, the President and Trustees of the Museum itself, and every member of staff. My sincere thanks to all.

Frank Howarth PSM
Director
Australian Museum

REVENUE SUMMARY

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 2012–13 totalled $41.9 million (Figure 1.1) ($43.3 million in 2011–12) including $26.5 million in NSW Government grants and $0.47 million for the reimbursement of Crown costs (superannuation and long service leave).

The decrease of $1.4 million in total revenue from the previous year is largely due to a decrease in NSW Government grants by $2.4 million, offset by increased self-generated revenue, in particular from admission fees.

The Museum generated around 36% ($15 million) of its revenue (Figures 1.2 and 1.3) largely from:

— admission fees

— services rendered (consulting and venue hire)

— grants for scientific research and public programs

— shop sales

— donations received.

Figure 1.2 Sources of self-generated revenue for the Australian Museum, 2012-13 (millions)

Donations $1.01

Scientific research grants $2.54

Investments $0.46

Other $0.33

Shop sales $1.69

Rendering of services $3.55

Admission fees $5.37
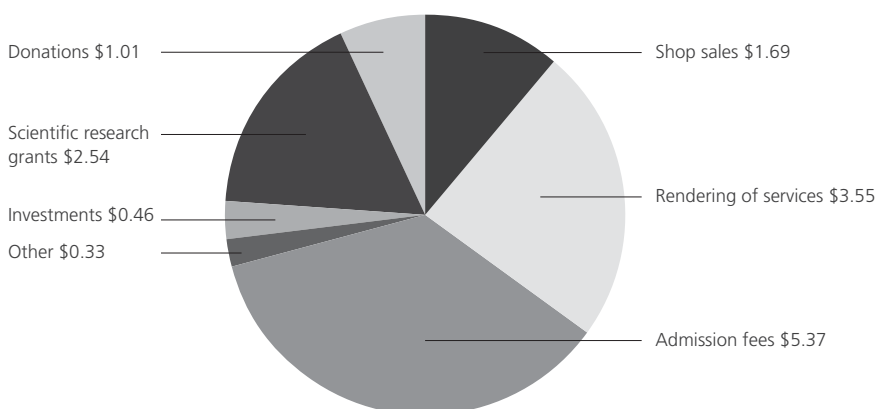
Figure 1.3 Self-generated revenue to the Australian Museum, 2008-09 to 2012-13 (millions)

$10.11 $11.85 $11.49 $12.78 $14.95

5-year average

2008–09   2009–10   2010–11   2011–12   **2012–13**

Figure 1.1 Total revenue to the Australian Museum, 2012-13 (millions)

Self-generated revenues $14.95

NSW Government grants $26.97
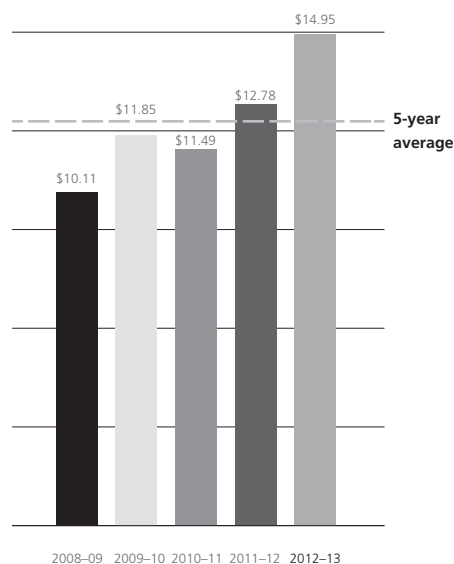
HIGHLIGHTS 2012–13

"OF OUR OTHER ACHIEVEMENTS DURING ONE OF THE MUSEUM'S BEST YEARS EVER, THE POSITIVE IMPACT OF ALEXANDER THE GREAT ON OUR IMAGE AND BRAND CANNOT BE OVERESTIMATED."

Frank Howarth, Director

NATURE

Research scientists and science technical staff completed the second, marine, stage of the Museum's expedition to Timor-Leste. The expedition, one of the largest biological surveys undertaken by the Museum, was funded by a private donor, Helen Molesworth. It has added significantly to the collections, and the results will provide a basis for the design of a protected area network in Timor-Leste.

The Koala Genome Project was launched with Koala Genome Consortium partner Queensland University of Technology in April 2013. It is one of the first Australian-led projects to sequence a mammalian genome. In addition to critical conservation outcomes for the Koala, the project will enhance existing next-generation sequencing and data-handling expertise within Australia.

The Museum has formed a new Australian Museum Research Institute to better promote its research capacity, showcase its scientific achievements and form alliances with other museums and research organisations. From 1 July 2013, the Institute will continue to support the Museum's traditional wide-ranging research interests by developing priority 'flagship' areas that draw on the Museum's unique long-term collections, scientific expertise and data.

The Rapid Digitisation Project and Biodiversity Volunteer Portal have resulted in the creation of 142,000 digital images, the transcription of 31,500 items (labels, notes and archival material) from hardcopy, and the importation of 41,500 records to our database.

Australian Museum scientists, Senior Fellows and Research Associates described 161 new animal species in 2012–13, including 73 marine invertebrates, 53 species of insect, 19 gastropods and 10 species of fish. Over 150 new species were described by Museum and other scientists using material from the Museum's collections.

CULTURE

Alexander the Great: 2000 years of treasures opened on 24 November 2012 to be seen by more than 160,000 people. It was the first time the State Hermitage (St Petersburg) had allowed such a significant part of its collection to visit Australia.

In January, the Hon. George Souris, Minister for the Arts, opened the *Menagerie* exhibit of contemporary Indigenous sculpture in our newly refurbished *Indigenous Australians* gallery.

The Australian Museum Foundation disbursed grants totalling $626,000 to the Museum in 2012–13 for projects including the Timor-Leste expedition, the Pacific Youth Reconnection Project, 'ghost net' sculptures from Erub (Darnley Island in Torres Strait) and several other projects.

Learning Services staff have developed culturally appropriate Indigenous programs both for Museum public spaces and external programs that include Indigenous interpretive signage and training of volunteers to be culturally aware. Some 750 students participated in the schools programs.

The Museum reached tens of thousands of people through major Pacific community events across Sydney, including Waitangi Day (February, Merrylands), Fiji Independence Day (October, Lidcombe) and the Pacific Unity Festival (November, Lidcombe).

DISCOVER

The Museum received 438,454 visitors in 2012–13, the highest visitation since the introduction of admission charges in the early 1990s.

Jurassic Lounge, an after-hours program specifically targeting 18–35 year olds, attracted an audience of 19,562 people in two 10-week seasons to experience music, 'meet a scientist', galleries, displays, live animals, burlesque acts and Winny the Muttaburrasaurus puppet.

The Museum2you environmental education program was joint winner of a Museum and Galleries National Award (MAGNA) in 2012 for best temporary exhibition.

The Australian Museum and Sydney Water signed an agreement for the Museum to take over the long-running community water monitoring program, Streamwatch.

The 2012 Australian Museum Eureka Prizes recognised excellence in science with 18 prizes in four categories: Research & Innovation, Leadership & Commercialisation, School Science and Science Communication & Journalism. The Award dinner was attended by 700 guests and publicity reached an estimated global audience of 12.5 million.

A two-year project to improve the efficiency and reduce the cost of air conditioning in the Museum has begun with the installation of desiccant dehumidification equipment, upgrades to chillers and other plant, and revised operating procedures. These have already reduced energy consumption to 4.60 GWh in 2012–13, compared to 4.95 GWh in 2011–12.

PEOPLE

Four Museum staff received major awards in 2012–13:

— Dr Robin Torrence received the International Council of Museums Australia Award for International Relations for her archaeological work in Papua New Guinea

— Dr Jeff Leis received one of fish biology's highest honours, the Pieter Bleeker Award for Excellence in Indo-Pacific Ichthyology

— Cultural Collections Manager Dion Peita received the Institute of Public Administration Australia Award for his innovative work with Pacific youth

— Dr Rebecca Johnson was awarded the 2012 Australian New Zealand Forensic Science Society NSW Branch Rebecca Kendrew Memorial Award, recognising excellence in the forensic sciences.

In addition, long-serving Museum volunteer Heather Joynes was awarded the Medal of the Order of Australia for service to arts and crafts, particularly embroidery.

Museum Technical Officer Scott Ginn was highly commended for his photograph of a fly preserved in amber in the 2012 *New Scientist* Eureka Prize for Science Photography. Scott's image has also been selected for the touring exhibition of outstanding photographs.

2

performance
REPORTS

PERFORMANCE SUMMARY

The Museum's Corporate Strategic Plan (CSP) sets out priorities for the three years 2011–14 and aims to inform and direct the Museum's divisional and branch business plans. These plans support the Museum's vision to become the most innovative and influential museum of nature and cultures in the world by 2027, the Museum's bicentenary.

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

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

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

Table 2.2 Students accessing Australian Museum education programs, 2011–2013

Method of access	Number of students 2012–13	Number of students 2011–12
Learning programs onsite visits	36,659	38,286
Australian Biota (educator led)	3,867	3,542
Australian Museum Science Festival	5,000	5,175
Science in the Bush	1,100	1,400
Videoconferencing	8,450	8,050
Museum in a Box®	73,427	65,500
Total	**128,503**	**121,953**

01
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

LEARNING PROGRAMS

The Museum's highly regarded learning programs provide an essential service for schoolchildren across the State and link the Museum's exhibitions and collections to the curriculum for primary and secondary schools (Table 2.2).

Staff developed education resource kits with curriculum links for the *Alexander the Great: 2000 Years of Treasures* and *Wildlife Photographer of the Year 2012* exhibitions. They reviewed curriculum links to inform the development and refurbishment of the *Indigenous Australians* gallery, *Extinctions* café and *Surviving Australia* exhibition. A total of 36,659 school students visited the Museum.

AUSTRALIAN BIOTA PROGRAM

This annual program with long-term partners at the Royal Botanic Gardens and Taronga Zoo reached 3867 HSC students in regional areas. The program covers most of the syllabus topic in a single study day. It includes investigations using real and cast specimens of modern and extinct Australian biota and employs the expertise of educators from the three institutions.

AUSTRALIAN MUSEUM SCIENCE FESTIVAL

Five thousand primary and secondary school students took part in the Australian Museum Science Festival (formerly known as Science in the City) held during National Science Week in August 2012. The festival included 18 other science organisations and universities, and

featured 212 workshops. The Science on Saturday event for the general public attracted an audience of over 1800 people.

A further 1100 students attended regional events (formerly Science in the Bush) at Wagga Wagga and Narrabri, run in association with Charles Sturt University, with presenters chosen from various science organisations. These one-day events focus on electives for years 11 and 12 students and include specialised workshops.

The Indigenous Science Experience, as part of the Australian Museum Science Festival and Science on Saturday, introduced Indigenous elders and students from around New South Wales and southern Queensland to Museum visitors.

OUTREACH

Video conferences bring the Museum into the classroom, with 90 classes conducted this financial year reaching 8450 students.

Now in its 48th year, Museum in a Box® is an exciting outreach program providing quality educational resources for students of all ages. The Museum loaned 545 boxes last year across regional New South Wales and urban areas, reaching almost 73,500 students.

EARLY CHILDHOOD PROGRAMS

Museum staff developed three new programs, themed to complement exhibitions, for the early childhood program. The 107 pre-booked sessions attracted 1103 children and 939 adults. A further 513 children in 32 preschool childcare centres participated in programs that addressed the preschool curriculum.

Develop our innovative team of teachers, trainers and facilitators

The Museum implemented a training and development plan for internal staff including:

— training of a new Indigenous Education Assistant Trainee

— internships and traineeships offered across the Museum

— training on the Atlas of Living Australia and videoconferencing.

For external staff, the plan included:

— coordinating Virtual Excursions Australia Network, a collaborative network of video conferencing providers from across the country including arts, science and education organisations
— training other content providers across NSW and nationally
— two professional development days for teachers on Indigenous cultural awareness.

Nine trainee teachers from UTS and Macquarie University undertook week-long professional development training practice onsite, and five Museum Studies interns assisted in developing the education and interpretive component for the Museum's upcoming *Tyrannosaurs* exhibition and social inclusion program. The Museum also participates in the Museums & Galleries NSW Mentorship program for training museum professionals.

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

The Museum has reduced its charges and costs for economically disadvantaged schools with:

— discounted charges for Museum in a Box®
— free or reduced cost videoconferencing during the annual Clickfest educational video conferencing festival
— reduced entry price for regional events.

The Australian Museum Science Festival is working with social inclusion units from UNSW (Aspire); UWS (Fast Forward) and the University of Sydney (Compass) to cover the cost of disadvantaged schools attending the festival in 2013. The costs of expo booths at the festival are covered by grants that enable more science organisations to attend with no cost to them or to visitors.

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

The Museum executive has endorsed a plan to deliver integrated web and social media programs throughout the Museum. Under this plan:

— an Indigenous education team has developed the 'Indigenous Australian Cultures' Facebook page
— staff will be trained in the Connected Museum program
— a new section has been established on the Museum website for Streamwatch to promote the importance of water quality to ecosystem health.

Screens have been installed in selected locations to deliver content to visitors. The coming year will see further development of content.

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

The Museum's strategic program for tertiary education identifies potential partner organisations. Partnerships have been formed with the University of Western Sydney's PATHE (Pacific Achievement to Higher Education) program to assist in delivering the Pacific Youth Reconnection Project.

The Museum has developed a new Teachers Professional Development Program incorporating the expertise of Museum scientists, collection managers and education specialists, and has submitted an accreditation proposal to the Registration Board.

OTHER ACHIEVEMENTS 2012–13

The Museum's visitor information centre, *Search & Discover*, received 198,000 visitors and answered 3000 inquiries on scientific and cultural topics.

The Museum2you environmental education program was joint winner of a Museum and Galleries National Award (MAGNA) in 2012 for best temporary exhibition.

02
EXCITING
AND COMPELLING

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

CSP PRIORITIES 2011–14

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

The Museum commissioned research to analyse
its current and potential audiences. The research
utilised Culture Segments, an internationally
recognised system for the psychographic profiling
of cultural audiences. It provides a blueprint for
understanding eight distinct segments and how
to meet their needs.

The Museum conducts regular audience feedback
and evaluation surveys for its temporary and
permanent exhibitions, with surveys completed
this year for *Deep Oceans*, Jurassic Lounge and
Alexander the Great. Audience evaluation reports
are available on the Museum website. In addition,
users of the following services were surveyed by
questionnaire:

— Museum in a Box®
— Museum2you
— Australian Museum Science Festival.

The Museum received 438,454 visitors onsite
in 2012–13, the highest visitation since the
introduction of admission charges in the early
1990s (Table 2.3, Figure 2.1).

**Figure 2.1 Onsite visitation to the Australian Museum,
2008–09 to 2012–13**
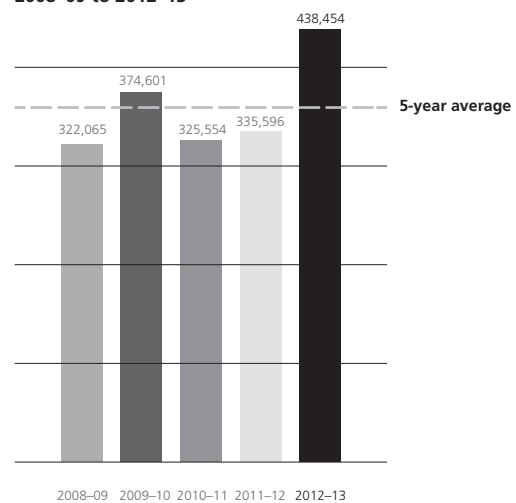
Over 216,000 visitors (Table 2.4) paid a top-up fee
on the general admission price to see three special
exhibitions – *Deep Oceans*, *Alexander the Great:
2000 years of treasures* and *Wildlife Photographer
of the Year 2012* (opened 8 June 2013).

Table 2.4 Attendance at special exhibitions, 2012–13

Exhibition	Attendance
Deep Oceans	49,875
Alexander the Great	161,145
Wildlife Photographer of the Year	10,166
Total	**221,186**

Table 2.3 Onsite visitation to the Australian Museum by access type, 2012–13.

Visitor type	Access	Total
General admission	All Museum access except paid temporary exhibitions and programs	155,961
General admission and temporary exhibitions	Paid temporary exhibitions and general admission	221,186
General admission and paid programs	Various onsite programs and general admission	61,307
Total		**438,454**

Jurassic Lounge, an after-hours program of cultural activities for young adults, attracted an audience of 19,562 people in two 10-week seasons to experience live music, 'meet a scientist', galleries, displays, live animal exhibits, burlesque acts and Winny the Muttaburrasaurus puppet.

SOCIAL MEDIA AND ONLINE

The Museum continued to refine its approach to social media, this year integrating a greater variety of content into our channels that now include Instagram and Pinterest (Table 2.5). In addition to these channels, various staff operate other social media accounts to reach niche audiences having a combined following of approximately 4000 people.

On the Museum website, a redesign and restructure of the blog section led to an increase in the number of blogs posted by staff on science and culture topics. The web team created two mobile-optimised websites for the *Alexander the Great* exhibition: *A great story* provided visitors with the main exhibition narrative and included an audio version for those with a visual disability; *Pack 'n Plunder* led younger visitors on a discovery trail around the exhibition.

Table 2.5 Social media main accounts and followers for the Australian Museum, 2012–13

Media type	Followers
Facebook	15,659
Twitter	5,899
Instagram	331
YouTube [total views]	579,099
Pinterest	128

Table 2.6 Online visitation to the Australian Museum website, 2012–13

Statistic (Google Analytics)	Number	%
Page views	9,692,034	
Visits	3,917,900	100
From Sydney	1,054,442	26.9
Using mobile	884,314	22.6

The web team also developed a tablet application for Alexander the Great that allowed visitors to interact with images of coins displayed in the exhibition. For a major science conference, the team created a web-based tool enabling environmental managers to identify marine worms.

VISITOR EXPERIENCE

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

The Museum strives to improve the experience of all visitors by:

— understanding how visitors use the College Street site
— using audience priorities to inform project objectives and marketing strategies
— seeking funding for market research to review the visitor experience
— seeking to establish 'a culture of promotion' among staff.

Milestones met this year include:

— resolving accessible entrance issues
— identifying in-house advocates for projects
— recording visitor attendance.

A full program of events for the *Alexander the Great* exhibition included education study days, workshops, craft activities, talks and performances.

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

School holiday programs aligned with the temporary exhibitions *Deep Oceans* and *Alexander the Great* attracted 126,700 visitors.

During 2012– 2013 there were 8 Australian Museum touring exhibitions in 11 locations with more than 247,000 people attending (Table 2.7).

Table 2.7 Australian Museum touring exhibitions, 2012–13

Exhibition	Venue	Location	Audience
Menagerie	National Museum of Australia	Canberra, ACT	28,002
Beauty from Nature: Art of the Scott Sisters	Tweed River Art Gallery	Murwillumbah, NSW	14,799
	Western Plains Cultural Centre	Dubbo, NSW	14,874
Frank Hurley: Journeys into Papua	Whitlam Institute	Rydalmere, NSW	466
Rituals of Seduction: Birds of Paradise	Manning Regional Art Gallery	Taree, NSW	4,340
	Melbourne Museum	Melbourne, VIC	50,937
Supercroc	Albury Library Museum	Albury, NSW	16,854
Wildlife Photographer of the Year 2011 edition	Auckland Museum	Auckland, NZ	94,603
	Queen Victoria Museum & Art Gallery	Launceston, TAS	13,830
Wildlife Photographer of the Year 2012 edition	Newcastle Regional Library	Newcastle, NSW	8750
Deep Oceans	Questacon	Canberra, ACT	n/a
Total			**247,455**

03
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

REPATRIATION

The Museum's Repatriation of Indigenous Cultural Property program focuses on the return of culturally significant objects to communities in western New South Wales with the repatriation of human ancestral remains for Cobar and Bourke communities completed. The Museum is also consulting communities from north-eastern Arnhem Land (NT) and Keppel Island (Qld) about the return of their cultural property and is assisting with repatriating ancestral Aboriginal remains from Germany to communities in north-eastern New South Wales.

INDIGENOUS LEARNING

The Museum is trialling the incorporation of Indigenous and other languages into exhibition graphics and electronically layered content, in collaboration with relevant communities, and is reaching regional NSW and Indigenous communities through university social inclusion units (see page 10).

Learning Services staff have developed culturally appropriate Indigenous programs for both Museum public spaces and external programs that include Indigenous interpretive signage and training of volunteers. Some 750 students have participated in schools programs.

Additionally, two new grant-funded Indigenous cadetship positions in the Cultural Collections area began in February.

OTHER COMMUNITY ENGAGEMENT

The Museum reached tens of thousands of people through major Pacific community events across Sydney, including Waitangi Day (February, Merrylands), Fiji Independence Day (October, Lidcombe) and the Pacific Unity Festival (November, Lidcombe). The Museum publicised its youth program, participated in the formal events and presentations, and displayed culturally significant objects and information to visitors.

Museum2you is a resource rich, science-based community environmental education program for councils, libraries, regional museums, community groups and organisations. This year 26 Museum2you modules were loaned to community centres and reached 44,273 people.

Other examples of community engagement include:

— links to the Liverpool Migrant Group to engage new migrants with preschool-aged children
— public programs for the *Alexander the Great* exhibition, which gained support from Greek, Russian, Macedonian and Egyptian community groups
— participation in the City of Sydney NAIDOC in the City festival celebrations.
— Manly Ocean Care Day Festival (2 December 2012), with over 2000 residents attending
— Cross Currents Arts & Environment Festival, celebrating environmental, artistic and cultural diversity with 500 community members.

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

The *Indigenous Australians* gallery is being redeveloped, with the northern part completed in December 2012 to show the *Menagerie* collection of contemporary Indigenous sculpture.

Digitised records for the ethnographic collections have been transferred to the Museum's website. To date, 75,600 cultural collection records have been made available online, with 104,861 cultural collection records completed in the Museum's database, EMu. New software is being commissioned to facilitate online searching and is expected to be operational in August 2013.

Additionally, 25 Indigenous education videoconferences were delivered to schools across the State and, on occasion, internationally.

With support from the Australian Museum Foundation, the Cultural Collections branch commissioned a new 'ghost net' artwork through the Erub Erwer Meta art centre on Darnley Island, Torres Strait (Qld). The new work, to be installed in the Museum, highlights the problem of abandoned fishing nets, a major environmental issue facing marine animals and coastal Indigenous communities in northern Australia.

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

The Museum has completed a study of development options and a proposal for the eastern end of the College Street site, potentially for a national Indigenous cultural centre.

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

The Pacific Youth Reconnection Project aims to help divert young people from criminal and anti-social behaviour (as part of a wider package of interventionary measures) by encouraging them to explore their cultural background. It is funded by the Vincent Fairfax Family Foundation and the Australian Museum Foundation.

The Museum became the first cultural institution in this country (and one of the first globally) to employ a social worker to run a community outreach program.

Partners in the project include the Frank Baxter, Juniperina and Reiby juvenile justice centres; the Fiji Youth Initiative, NSW Council of Pacific

Communities; University of Western Sydney; Save the Children; the South West Multicultural and Community Centre in Minto, and Mission Australia.

An 18-month evaluation of the Pacific Youth Reconnection Project by the Royal Melbourne Institute of Technology found that the program has significant benefits for youth involved.

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

The Museum is revising its Ethnographic Collection Development Strategy in consultation with key stakeholders, with staff being consulted about future research priorities. A draft collection policy has been completed that anticipates giving a higher priority to the acquisition of cultural objects from the Pacific diasporic community.

OTHER ACHIEVEMENTS 2012–13

Dion Peita, Collections Coordinator for the International Collections, was the winner of the 2013 Institute of Public Administration Australia NSW (IPAA) Award for Individual Excellence in the category of Collaboration, recognising his role in establishing the Pacific Youth Reconnection Project.

Dr Robin Torrence was the winner of the ICOM (International Council of Museums) Australia Individual Achievement Award for International Relations, recognising her lifetime achievements as a researcher in archaeology and material culture, and for furthering international relations with particular focus on Papua New Guinea and Australia.

The Australian Museum collaborated with Art & About Sydney to stage the art installation *Emergence* by artist Craig Walsh in Hyde Park. The Australian Museum is interested in representing the interface between nature and culture, and creating a dialogue about contemporary ideas within the Hyde Park – Australian Museum precinct. *Emergence* recognised three individuals and their commitment to social change.

04
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

The Collection Maintenance Policy has been revised. It was tabled at the February 2013 Executive meeting and approved subject to amendments (due July 2013). The revised policy is available on the Museum intranet and website.

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

The Rapid Digitisation Project and Biodiversity Volunteer Portal have resulted in the creation of 142,000 digital images, the transcription of 31,500 items (labels, notes and archival material) from hardcopy to digital and the importation of 41,500 records to EMu.

A project to test methodologies for digitising insect 'soup' (bulk collections) with the assistance of volunteers has been funded by the Australian Museum Foundation and will lead to further digitising of the collection.

A business case for a collaborative digitisation project with other cultural institutions was submitted to Treasury for funding but was unsuccessful.

Staff added 102,092 digital records to EMu, exceeding the target of 70,000 records by June 2013.

The Archives and Records Unit engaged the help of volunteers to scan and digitally stitch together the Museum's annual reports, dating from 1853. Over 150 Australian Museum annual reports are now available for free download from the Museum website.

Increase physical and online access programs for the collection

Improved software for web searching and access has been developed and implemented and is now in the user-testing phase. Software for delivering cultural stories and data has been commissioned.

The Museum is part of the Shared Storage and Access Project, a joint agency project between DITIRS, Powerhouse Museum and Sydney Living Museums now at the planning review stage. It involves building a new facility at Castle Hill to house Museum collection items held in other offsite storage facilities. For the public and researchers, this facility will enable access to collection items which until now have been inaccessible and will greatly improve storage conditions for some of the collection. It also provides an opportunity to draw on shared expertise and build solid working relationships between these cultural institutions.

Museum in a Box® provides access to the Museum for regional centres and is being used with displays at Crawford House Museum (Ballina), Warragamba Dam Visitor Centre, Albury Art Gallery & Library Museum, and Western Plains Cultural Centre (Dubbo). Also, behind-the-scenes tours take visitors into collection areas, with 11 tours run this year.

Implement a clearly prioritised and targeted collection acquisition program

A revised Natural Science Collection Development Strategy is being developed as part of the Science Strategy (also in development, see 06 Research that makes a difference).

OTHER ACHIEVEMENTS 2012–13

Staff and contractors moved all specimens from the Tank Store to storage areas within the Collections & Research Building, greatly improving access to these specimens, while meeting WHS standards and freeing up space for exhibition preparation staff.

Science staff completed the second stage of the Museum's expedition to Timor-Leste. The expedition, one of the largest biological surveys undertaken by the Museum and funded by a private anonymous donor, has added significantly to the collections, and the results will provide a basis for the design of a protected area network in Timor-Leste.

05
A TRUSTED ADVISER AND PARTNER

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

CSP PRIORITIES 2011–14

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

In seeking formal partnerships with tertiary institutions, the Museum has signed a memorandum of understanding with UTS and drafted a position description for a joint appointment with UNSW.

The Research & Collections division established the Australian Centre for Wildlife Genomics, a partnership with the Queensland University of Technology and other institutions. The Museum is also represented on the SIMS (Sydney Institute of Marine Science) Scientific Advisory Committee.

Other activities include:

— a project to evaluate videoconferencing with UTS
— continuing relationship with Charles Sturt University (Outreach partner) and Macquarie University (Indigenous partner)
— hosting interns from the University of Sydney and Macquarie University.

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

The Museum formed a valued relationship with Destination NSW to gain support for the *Alexander the Great* exhibition. The number of tourists visiting the exhibition exceeded expectations and the level of general visitation was very high. Support has been negotiated for future exhibitions to attract agreed numbers of general, intrastate, interstate and international tourists.

The Museum is a partner in a new major Indigenous festival, *Corroboree Sydney*, to be held later this year. Other festival involvement includes:

— the Youth Eco Summit
— Ocean Care Day Festival
— Sustainable Living Festival
— Ultimo Science Festival
— Sydney Festival
— City of Sydney NAIDOC in the City festival
— Art & About Sydney

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

As the basis for a successful staff exchange program with other institutions, the Museum is formally documenting its human resource operational processes. An initial poll of staff interest in such a program within the Research & Collections division received a positive response from staff.

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

Museum scientists participate in NSW Government committees and panels to provide expert advice and inputs.

Dr Mark Eldridge has been appointed to the NSW Scientific Committee, which makes recommendations to the Minister for the Environment regarding the *Threatened Species Conservation Act.* The Museum supplied eight submissions between July and December 2012.

Similarly, Dr Don Colgan has been appointed to the NSW Fisheries Advisory Committee, which advises the Minister for Primary Industries on matters relating to the conservation of threatened marine species, endangered habitats and other matters.

Senior Museum scientists made a submission to the House of Representatives inquiry into Australia's biodiversity in a changing climate. Staff participated in the development of the NSW Government's Volunteering Strategy and developed a Reconciliation Action Plan.

The Australian Museum and Sydney Water signed an agreement for the Museum to take over the

06
RESEARCH THAT MAKES A DIFFERENCE

long-running community water monitoring program, Streamwatch.

Be a key resource for media on research and cultural issues

The Museum seeks to engage with science and cultural media outlets to ensure that major science announcements receive maximum publicity and promote its science.

It is assessing the need to train science staff in media skills (including in digital media), reviewing topical media subjects against Museum talent to provide additional opportunities to be heard and seen in the media, and evaluating the need for a dedicated part-time science publicist.

The Museum affiliated with the Australian Science Media Centre in January 2013, which identifies Museum scientists as spokespeople in their areas of expertise.

Examples of the Museum influencing media reporting of science include:

— announcement of a partnership between the Museum and Queensland University of Technology in April 2013

— regular blogs posted from field trips to Vietnam, Timor-Leste and Antarctica.

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

CSP PRIORITIES 2011–14

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

A Science Strategy Panel established in November 2012 and chaired by Museum Trustee and Dean of Science UNSW Professor Merlin Crossley has overseen the creation of a strategic document to inform the Museum's research and collections programs.

Despite reductions in the availability of external grant funding for Museum research, the Division was successful with 14 applications and achieved around 95% of its grant funding target.

Align individual research programs with the updated Research Strategy priorities

Plans are underway to identify research programs that need to be realigned to ensure they are compatible with revised priorities. Position descriptions are being reviewed across the Division to ensure they are current and that they align with the Research Strategy and other plans.

A Research Management Advisory Committee (RMAC) of staff from the Research and Collections division has been established to oversee and guide the implementation of the Research Strategy. An expected outcome of this strategic approach is that publications and grant applications will be aligned with the new strategy.

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

A sub-committee for the promotion of science reports to RMAC with the goal of leveraging existing communication opportunities and taking others as they arise, such as existing Museum programs in Science Communication, Outreach, Jurassic Lounge, Members talks and exhibitions. This will result in better communication of Museum research outcomes to audiences.

Museum scientists published over 130 peer-reviewed articles in 2012–13.

Australian Museum scientists, Senior Fellows and Research Associates described 161 new animal species in 2012–13, including 73 marine invertebrates, 53 species of insect, 19 gastropods and 10 species of fish (Table 2.8). Over 150 new species were described by Museum and other scientists using material from the Museum's collections.

Table 2.8. New species and other taxa described by Australian Museum scientists, 2012–13.

Group	Number
Insects	53
Reptiles and amphibians	6
Marine invertebrates	73
Gastropods	19
Fish	10
Total	**161**

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

The Museum launched the Australian Centre for Wildlife Genomics in August 2012. The centre is used for external publicity purposes including publications and has gained recognition with stakeholders. One of its first official activities was to host the annual aviation industry Wildlife Hazard Education Forum on 6–7 September 2012.

International barcoding efforts are currently in flux and there are moves to harness barcoding for 'wildlife forensics' projects.

The Australian Museum is a co-leader in a flagship project to sequence the Koala genome. The Koala Genome Project was launched with Koala Genome Consortium partner Queensland University of Technology in April 2013. It is one of the first Australian-led projects to sequence a mammalian genome. In addition to critical conservation outcomes for the Koala, the project will enhance existing next-generation sequencing and data-handling expertise within Australia.

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

The 2012 Australian Museum Eureka Prizes recognised excellence in science with 18 prizes in four categories: Research & Innovation, Leadership & Commercialisation, School Science and Science Communication & Journalism. The Award dinner was attended by 700 guests and publicity reached an estimated global audience of 12.5 million.

Museum Technical Officer Scott Ginn was highly commended for his photograph of a fly preserved in amber in the 2012 *New Scientist* Eureka Prize for Science Photography. Scott's image has also been selected for the touring exhibition of outstanding photographs.

07
CULTURE
AND COMMITMENT

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

CSP PRIORITIES 2011–14

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

The Museum commenced a program of structural re-alignment to better integrate programs and staff and create efficiencies in service delivery. The major features of the proposed structure are:

— Science & Learning division (including the new Australian Museum Research Institute)
— Public Engagement & Culture division (including Cultural Collections)
— Development, Communications and Marketing division
— Corporate Services division
— Directorate

The Australian Museum Research Institute will better promote the Museum's research identity, showcase its scientific achievements and form alliances with other museums and research organisations. From 1 July 2013, the institute will continue to support the Museum's traditional wide-ranging research interests by developing priority 'flagship' areas that draw on the Museum's unique long-term collections, scientific expertise and data.

During the year, research and collection staff continued to participate in *Search & Discover* and public programs including the Australian Museum Science Festival, school holiday programs, Museum in a Box® and videoconferencing.

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

The Museum has progressively expanded and improved access to its wireless internet access network across the College Street site. Visitor/ guest logins have been introduced and trialled in most areas of the Museum. New mobile device management software was introduced this year.

A new Enterprise Resource Planning (ERP) management system will replace existing software systems for HR, payroll, finance and procurement. The Museum and other cultural institutions have been working progressively to transfer to the new system on 8 October 2013.

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

The Workplace Health and Safety (WHS) Policy is being updated. The WHS Committee continued to meet regularly and complete progressive safety audits for a number of areas within the Museum. Training programs, with a focus on contractor management, have been endorsed by the Museum and will be offered to selected staff early in 2013– 14. A comprehensive Volunteers Policy has been approved for all staff use.

There were nine injuries in 2012–13 (13 in 2011–12), with two lost-time injuries reported.

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

The Museum is implementing regular personal performance program (PPP) for staff. It has reviewed and endorsed its PPP policy and processes and established a budget for training staff in the new procedures.

Other achievements 2012–13

Dr Jeff Leis received one of fish biology's highest honours, the Pieter Bleeker Award for Excellence in Indo-Pacific Ichthyology

In addition, long-serving Museum volunteer Heather Joynes has been awarded the Medal of the Order of Australia for service to arts and crafts, particularly embroidery.

08
BALANCED
RESOURCES

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

CSP PRIORITIES 2011–14

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

The Museum seeks to involve staff and Museum
Trustees in development activities. Staff have acted
as guest speakers and tour guides for development
activities. Development activities are a regular
agenda item at staff meetings.

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

The Australian Museum Foundation has established
a mid-level Donor Circle. Australian Museum
Members are an important source of philanthropic
support. Accordingly the Museum is seeking to
retain Members by offering a bonus membership
period, specific messaging and access to events.

A fundraising dinner held in May raised $74,000
for Museum research (35% more than last year's
fundraising dinner). An end-of-tax-year mail
campaign raised $16,500 (45% more than last year),
more than 40% of which came from current or
lapsed Members who had not donated previously;
58% of Foundation donors are current or lapsed
Members.

The Australian Museum Foundation disbursed grants
totalling $626,000 to the Museum in 2012–13
for projects including the Timor-Leste expedition,
the Pacific Youth Reconnection Project, 'ghost net'
sculptures from Erub (Darnley Island, Qld) and other
projects (see Appendix V for details).

*Review and strengthen our corporate
sponsorship programs*

The Museum has created a new position for
managing corporate partnerships. A Corporate
Partnerships Strategy has been developed
and approved by the Trust, while a Corporate
Partnerships Advisory Group of four industry leaders
extends the Museum's network and abilities to
secure partnerships.

Partnerships with corporations and media delivered
support valued at over $850,000 for the *Alexander
the Great* exhibition. Other partners include:

— NSW National Parks and Wildlife Service,
  which funded the development of a new
  box for Museum in a Box®

— NSW Environmental Trust, which funded the
  development of the Museum2you regional
  environmental education program

— Sydney Water, which has funded the Museum
  to operate Streamwatch over the next four
  years.

The Museum has sought support for upcoming
exhibitions (*Wildlife Photographer of the Year 2012*
and *Tyrannosaurs*) and programs including the
Biodiversity Volunteer Portal and Corroboree
Sydney festival.

The Museum's media partnership with Nationwide
News across *The Daily Telegraph* and *Sunday
Telegraph* print and digital mediums is valued at over
$324,000. A further $33,500 in-kind support was
secured from wine and accommodation sponsors
for the Australian Museum Eureka Prizes 2013.

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

The Museum Shop developed strategies to enhance
visitor experience, including those for temporary
touring exhibitions. Its annual catalogue attracted
external visitors to the shop and strong sales.

The Museum reviewed its contract with caterers
Restaurant Associates, pending a renewed contract
from July 2013. A project to license the Museum's
brand has been placed on hold because of the
deteriorating retail environment.

09
ENVIRONMENTALLY SUSTAINABLE

Australian Museum Business Services (AMBS), which offers heritage and ecology consulting services to industry and government, operated profitably on revenues of approximately $1.7 million throughout the year.

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

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

The Museum is reformulating its purpose statement and marketing strategy to ensure that appropriate media are targeted with Museum content. The strategy aims to:

— audit communication channels in print and digital media

— identify and package content for multiple communication channels

— increase the Museum's profile in digital media.

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

The Museum has developed a business case for adding Materials Conservation as a capability to the ecological and archaeological services provided by AMBS, which changed to Australian Museum Consulting Services on 1 July 2013.

Other achievements

To reduce outgoings, the Museum's exhibition preparation team was relocated from Doody Street, Alexandria to the College Street site.

CSP PRIORITIES 2011–14

Complete full energy and water audits of the Museum

A two-year project to improve the efficiency and reduce the cost of air conditioning in the Museum has begun with the installation of desiccant dehumidification equipment and upgrades to chillers and other plant. These works, along with revised operating procedures, have already significantly reduced energy consumption, with total electricity consumption falling to 4.60 GWh in 2012–13 compared to 4.95 GWh in 2011–12.

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

A report on carbon abatement by consulting company Kinesis has been adopted as a strategy for reducing the environmental impact of the Museum in the medium-to-long term.

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

A dedicated communication plan to engage Museum visitors in sustainability priorities will be included in the marketing communication strategy, currently in development.

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

The Museum continues to benchmark its exhibition and event design and production practices against industry standards.

3

financial
STATEMENTS

FINANCIAL COMMENTARY

The Australian Museum's trading position for 2012–13 was an operating deficit of $80,000, taking into account $3.33 million in Capital Grants income provided to fund a range of capital works undertaken by the Museum, $46.6 million due to revaluation of Collections and $4.47 million in depreciation expenses.

The Australian Museum's net result for 2012–13 was a deficit of $47.84 million, which was mainly attributable to revaluation of the Museum's collection assets. The application of a revised valuation methodology resulted in the value of assets reducing by $375.5 million from $860.2 million to $484.7 million. The revised value does not reflect the number of assets physically held by the Museum. The asset revaluation surplus for collections was insufficient to offset the entire revaluation decrement and, as a result, the remaining $46.6 million was expensed in the Statement of Comprehensive Income.

Of the capital provided to the Museum, $322,000 was provided by way of external funds to support capital works at the Australian Museum Lizard Island Research Station and an amount of $3.33 million was provided by way of Government Capital Grants to support capital improvements at the College Street site.

Admissions to the Museum were 102,958 higher than in 2011–12, with some 438,454 visitors admitted. The *Alexander the Great* exhibition played a significant role in establishing this new annual visitor record. The number of visitors was higher than the average number for the previous five years of 338,245. There were three exhibitions during the year for which a supplementary admission fee was charged: *Deep Oceans, Alexander the Great* and *Wildlife Photographer of the Year 2012*. The Museum also operated a program of late-night openings called *Jurassic Lounge,* for which a supplementary fee was paid. Revenue from admissions was $5.37 million, which was double the previous year's total of $2.64 million.

The Museum's sales of goods and services (net of GST) were $10.95 million, compared to $8.86 million in 2011–12, an increase of 24%. Australian Museum Business Services, which offers

archaeological and environmental consulting services and projects, achieved revenue of $1.7 million, a decrease of 37% on the previous year's income of $2.71 million.

The Museum is responsible for the maintenance of heritage-classified buildings. Their heritage status requires more specialised treatment and trades skills, and 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 were 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 2013–14

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 2012–13 level. The Museum has been able to plan a program of exhibitions and activities for 2013–14 which will include *Tyrannosaurs* and *Wildlife Photographer of the Year,* as well as continuing to offer the Jurassic Lounge program.

Anticipated funding for 2013–14 includes:

— $22.9 million as a Recurrent grant
— $3.3 million as a Capital grant
— $2.7 million in funded project grants, contributions and sponsorships
— $10.1 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
— $13.7 million for other operating and maintenance expenses.

The Museum estimates its staffing structure at 236 equivalent full time positions (EFT), which is less than in 2012–13 and reflects a structural re-alignment at the Museum.

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, 2012–13

Measure	Sep 2012	Dec 2012	Mar 2013	Jun 2013	Total
Invoices due for payment	1,901	1,771	1,688	1,776	7,136
Invoices paid on time	1,900	1,766	1,682	1,772	7,120
Invoices due for payment received from small businesses	5	5	2	1	13
Invoices from small businesses paid on time	5	5	2	1	13
Amount due for payment ($'000)	7,425	7,457	6,749	6,127	27,758
Amount paid on time ($'000)	7,425	7,449	6,746	6,116	27,735
Amount due for payment to small businesses ($'000)	24	30	28	5	88
Amount due to small businesses paid on time ($'000)	24	30	28	5	88

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 comprehensive income, the statement of financial position as at 30 June 2013, 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 2013, 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 give a true and fair view and that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

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

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the 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:

- about the future viability of the Trust
- 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.

Karen Taylor
Director, Financial Audit Services

19 September 2013
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 2013, and financial performance
      for the year then ended.

2.   The financial statements have been prepared in accordance with applicable Australian
      Accounting Standards (which include Australian Accounting Interpretations), *the Public
      Finance & Audit Act 1983*, the *Public Finance and Audit Regulation 2010*, and the
      requirements of the Financial Reporting Directions published in the Financial Reporting
      Code for NSW General Government Sector Entities and the Treasurer's Directions issued
      by the Treasurer under section 9(2)(n) of the Act.

3.   The internal controls exercised by the Trust are appropriate and effective in accounting
      for all income received and applied by the Trust

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

Catherine Livingstone
President of the Trust

Frank Howarth
Secretary of the Trust

Date: 19 / 9 / 13

FINANCIAL STATEMENTS

Statement of comprehensive income for the period ended 30 June 2013

	Notes	Actual 2013 $'000	Budget 2013 $'000	Actual 2012 $'000
Expenses Excluding Losses				
Operating expenses				
Personnel services	2 (a)	24,837	24,992	25,732
Other operating expenses	2 (b)	13,667	11,811	13,137
Depreciation and amortisation	2 (c)	4,470	4,800	4,409
Grants and subsidies	2 (d)	137	87	125
Finance costs	2 (e)	27	-	25
Total Expenses Excluding Losses		**43,138**	**41,690**	**43,428**
Revenue				
Sale of goods and services	3 (a)	10,945	9,600	8,855
Investment revenue	3 (b)	464	525	702
Grants and contributions	5	30,537	30,094	33,788
Total Revenue		**41,946**	**40,219**	**43,345**
Gain/ (loss) on disposal	4 (a)	(29)	-	(84)
Other gains/ (losses)	4 (b)	(46,614)	-	-
Net Result		**(47,835)**	**(1,471)**	**(167)**
Other Comprehensive Income				
Items that will not be reclassified to net result				
Net increase / (decrease) in property, plant and equipment asset revaluation surplus	10	(319,112)	-	-
Total Other Comprehensive Income		**(319,112)**	**-**	**-**
Total Comprehensive Income		**(366,947)**	**(1,471)**	**(167)**

The accompanying notes form part of these financial statements.

Statement of financial position as at 30 June 2013

	Notes	Actual 2013 $'000	Budget 2013 $'000	Actual 2012 $'000
ASSETS				
Current Assets				
Cash and cash equivalents	6	8,772	9,630	11,165
Receivables	7	1,508	1,731	1,783
Inventories	8	299	205	257
Other financial assets	16(g)	-	-	10
Total Current Assets		**10,579**	**11,566**	**13,215**
Non-Current Assets				
Other financial assets	7 (a)	443	366	415
Property, plant and equipment	10			
- Land and buildings		227,091	214,290	220,484
- Plant and equipment		43,111	45,243	39,461
- Collections		484,686	1,173,187	860,119
Total property, plant and equipment		754,888	1,432,720	1,120,064
Intangible assets	10 (a)	149	76	110
Total Non-Current Assets		**755,480**	**1,433,162**	**1,120,589**
Total Assets		**766,059**	**1,444,728**	**1,133,804**
LIABILITIES				
Current Liabilities				
Payables	11	1,758	1,720	2,715
Personnel services	12	2,873	2,340	2,742
Total Current Liabilities		**4,631**	**4,060**	**5,457**
Non-Current Liabilities				
Borrowings	13	443	366	415
Total Non-Current Liabilities		**443**	**366**	**415**
Total Liabilities		**5,074**	**4,426**	**5,872**
Net Assets		**760,985**	**1,440,302**	**1,127,932**
EQUITY				
Accumulated funds		546,534	846,737	594,369
Reserves		214,451	593,565	533,563
Total Equity		**760,985**	**1,440,302**	**1,127,932**

The accompanying notes form part of these financial statements.

Statement of changes in equity for the year ended 30 June 2013

	Notes	Accumulated Funds	Asset Revaluation Surplus	Total
		$'000	$'000	$'000
Balance at 1 July 2012		594,369	533,563	1,127,932
Net result for the year		(47,835)	-	(47,835)
Other comprehensive income:				
Net increase / (decrease) in Property, plant and equipment		-	(319,112)	(319,112)
Total other comprehensive income		-	(319,112)	(319,112)
Total comprehensive income for the year		(47,835)	(319,112)	(366,947)
Balance at 30 June 2013		546,534	214,451	760,985
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

The accompanying notes form part of these financial statements.

Statement of cash flows for the year ended 30 June 2013

	Notes	Actual 2013 $'000	Budget 2013 $'000	Actual 2012 $'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Payments				
Personnel services		(24,225)	(24,992)	(23,750)
Grants and subsidies		(137)	(87)	(124)
Other payments		(17,942)	(10,311)	(17,463)
Total Payments		**(42,304)**	**(35,390)**	**(41,337)**
Receipts				
Sale of goods and services		10,511	9,591	8,767
Interest received		319	525	679
Grants and contributions		34,255	27,311	36,365
Other receipts		(86)	1,292	(32)
Total Receipts		**44,999**	**38,719**	**45,779**
NET CASH FLOWS FROM OPERATING ACTIVITIES	15	**2,695**	**3,329**	**4,442**
CASH FLOWS FROM INVESTING ACTIVITIES				
Purchases of land and buildings, plant and equipment and collections		(5,023)	(3,329)	(4,025)
Purchases of intangible assets		(78)	-	(48)
Proceeds from sale of plant and equipment		13	-	-
NET CASH FLOWS FROM INVESTING ACTIVITIES		**(5,088)**	**(3,329)**	**(4,073)**
NET INCREASE/ (DECREASE) IN CASH		(2,393)	-	369
Opening cash and cash equivalents		11,165	9,630	10,796
CLOSING CASH AND CASH EQUIVALENTS	6	**8,772**	**9,630**	**11,165**

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 for the year ended 30 June 2013 have been authorised for issue by the Director and Trust President on 19 September 2013.

(b)   Basis of Preparation

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

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

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

Critical accounting estimates

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

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

(c)   Statement of Compliance

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

(d)   Income Recognition

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

(i) Grants and Contributions

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

(ii) Sale of Goods

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

(iii) Rendering of Services

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

(iv) Investment Revenue

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

(e)   Personnel Services and other provisions

(i) Personnel Services Arrangements

The Trust received personnel services from DTIRIS and based on these arrangements, liabilities for personnel services are stated as liabilities to the service provider DTIRIS.

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

Salaries and wages (including non-monetary benefits), annual leave and paid sick leave that fall due 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 annual leave. Unused non-vesting sick leave does not give rise to a liability, as it is not considered probable that sick leave taken in the future will be greater than the benefits accrued in the future.

The outstanding amounts of payroll tax, workers' compensation insurance premiums and fringe benefits tax, which are consequential to the provision of personnel services 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 liability for 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 TC 12/06), 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)

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

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

- Receivables and payables are stated with the amount of GST included.

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

(h)   Acquisitions of Assets

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 TPP07-01 (as amended by NSW TC 12/05 and NSW TC 10/07). 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. A revaluation was completed on 30 June 2013 and was based on an independent assessment.

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

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

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

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

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

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

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

(i) Exhibitions

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

Capitalised development and establishment costs include material and construction expenditure, but do not include an assessment of the intrinsic value of collection items incorporated in an exhibition unless specifically purchased and costed for that purpose. Labour costs for permanent staff inputs to the development of exhibitions are reflected in personnel services expenses and are not included in the capitalisation of exhibitions.

(ii) Collections

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

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

(iii) Collections not able to be reliably measured

The re-collection costs determined by management are based on registered collection material. Previously, these collections were valued on an estimate of the size of potential collection material, including material that was not sorted and not registered. As a result of the change in methodology, the numbers of specimens valued has reduced considerably, mainly in the areas of ichthyology, entomology and malacology. Management has determined that the unregistered collections cannot be reliably valued as they are not yet identified and recorded. The annual cost of preservation of this material is not significant.

(k)   Impairment of Property, Plant and Equipment

As a not-for-profit entity with no cash generating units, 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 depreciable amount of each asset as it is consumed over its useful life to its estimated residual value.

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

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

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

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

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

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

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

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

(m)   Major Inspection Costs

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

(n)   Restoration Costs

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

(o)   Maintenance

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

(p)   Leased Assets

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

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

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

(q)   Intangible Assets

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

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

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

(r)   Financial Instruments

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

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

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

(i) Cash and Cash Equivalent

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

(ii) Investments

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

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

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

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

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

(s)   Loans and Receivables

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

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

(t)   Inventories

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

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

(u)   Other Assets

Other assets are recognised on a 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 2013 and at 30 June 2012.

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

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

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

- AASB 9, AASB 2010-7 and AASB 2012-6 regarding financial instruments
- AASB 13, AASB 2011-8 and AASB 2012-1 regarding fair value measurement
- AASB 119 , AASB 2011-10 and AASB 2011-11 regarding employee benefits
- AASB 2012-2 regarding disclosures-offsetting financial assets and financial liabilities
- AASB 2012-3 regarding offsetting financial assets and financial liabilities

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

(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**

		2013 $'000	2012 $'000
(a)	**Personnel Services Expenses** [1]		
	Salaries and wages (including recreation leave)	21,184	20,673
	Superannuation – defined benefits plans	464	607
	Superannuation – defined contribution plans	1,578	1,453
	Payroll Tax and Fringe Benefit Tax	1,273	1,329
	Long service Leave	(21)	961
	Workers' compensation insurance	357	462
	Other	2	247
		24,837	**25,732**

Personnel services cost that have been capitalised in fixed asset accounts and therefore excluded from the above: $259,000 (2012: $142,000).

1. Including services provided free of charge by DTIRIS valued at $469,000 (2012: $1.6 million) Refer to Note 5.

(b)	**Other Operating Expenses Include the Following:**		
	Auditor's remuneration		
	- audit and review of the financial statements	82	78
	- other audit expenses	14	122
	Operating lease rental expense:		
	- minimum lease payments	482	484
	- rental outgoings	171	187
	Freight	706	90
	Motor vehicles expenses	193	192
	Advertising and promotional	677	633
	Electricity	918	784
	Gas	111	85
	Cleaning and waste removal	703	677
	Water	78	74
	Contractors	2,163	2,508
	Travel and accommodation	453	491
	Cost of sales	785	720
	Insurance	541	383
	Postal and telephone	252	281
	Working expenses	1,907	1,503
	Donations and contributions	2	3
	Hiring costs	25	73

2   EXPENSES EXCLUDING LOSSES *(continued)*

(b)   Other Operating Expenses

	2013 $'000	2012 $'000
Books, journals & subscriptions	129	147
Consultants*	32	30
Licences	135	164
Exhibition costs	921	772
Minor plant & equipment	69	149
Promotion costs	93	62
Staff training	114	136
Filming & photography	32	20
Graphics & design	176	87
Legal & professional	29	45
Printing	232	206
Maintenance[1]	1,442	1,951
	13,667	**13,137**

1. *Reconciliation:*		
Maintenance expense, as above	1,442	1,951
Personnel services expense included in Note 2 (a)	321	380
Total Maintenance Expenses Included in Note 2(a)+2(b)	**1,763**	**2,331**

*A 'consultant' is a person or organisation engaged under contract on a temporary basis to provide recommendations or high level specialist or professional advice to assist decision-making by management. Generally it is the advisory nature of the work that differentiates a consultant from other contractors.

(c)	Depreciation and amortisation		
	Buildings	830	757
	Plant and equipment	3,601	3,639
	Intangible assets	39	13
		4,470	**4,409**

(d)	Grants and subsidies		
	Visiting fellowships	126	125
	Other grants	11	-
		137	**125**

(e)	Finance costs		
	Unwinding of discount	27	25
		27	**25**

3   REVENUE

		2013 $'000	2012 $'000
(a)	**Sale of Goods and Services**		
	Shop sales	1,691	1,113
	Rendering of services	3,549	4,887
	Admission fees	5,373	2,638
	Other	332	217
		10,945	**8,855**
(b)	**Investment Revenue**		
	TCorp Hour-Glass investment facility	249	580
	Interest	215	122
		464	**702**

4 (a)   GAIN/ (LOSS) ON DISPOSAL OF NON-CURRENT ASSETS

	2013	2012
Proceeds from disposal of plant and equipment	13	-
Written down value of assets disposed	(42)	(84)
	(29)	**(84)**

4 (b)   OTHER GAINS/ (LOSSES)

	2013	2012
Net increase / (decrease) in property, plant and equipment asset revaluation	(46,614)	-
	(46,614)	**-**

Collection assets were independently valued as at 30 June 2013 for the cultural and natural history collections and for the library and archives collections. Other registered collection items were internally valued using the expertise of collection management personnel to estimate the recollection cost. The re-collection costs are based on registered collection material. Previously, these collections were valued on an estimate of the size of potential collection material, including material that was not sorted and not registered. As a result of the change in methodology, the numbers of specimens valued has reduced considerably, mainly in the areas of ichthyology, entomology and malacology. The unregistered collections cannot be reliably valued as they are not yet identified and recorded. The annual cost of preservation of this material is not significant.

Collection assets have decreased by $375.5 million from $860.2 million to $484.7 million. The asset revaluation surplus for collections is insufficient to offset the entire revaluation decrement. As a result, there is a $328.9 million decrease in the asset revaluation surplus and the remaining $46.6 million is expensed in the Statement of Comprehensive Income. Refer to Note 10.

5 GRANTS AND CONTRIBUTIONS

	2013	2012
	$'000	$'000
For conditions on Grants and Contributions see Note 9.		
Recurrent grants from the Government (DTIRIS)	23,194	23,660
Capital grants from the Government (DTIRIS)	3,329	5,300
Scientific Research - Federal Government Grants	642	834
Scientific Research - State Government Grants	241	468
Other grants	998	904
Donations	1,010	211
Other	654	810
Acceptance of employee benefits and other liabilities by the Government (DTIRIS):		
- Superannuation-defined benefits	464	607
- Long service leave	(21)	961
- Payroll tax	26	33
	469	1,601
	30,537	**33,788**

6 CURRENT ASSETS – CASH AND CASH EQUIVALENTS

	2013	2012
Cash at bank and on hand	864	756
Short term deposits	4,000	-
TCorp Hour-Glass cash facility	3,908	10,409
Closing Cash and Cash Equivalents (per statement of cash flows)	**8,772**	**11,165**

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

	2013	2012
	$'000	$'000
Sale of goods & services	1,140	1,348
Less: Allowance for Impairment	-	(1)
Accrued income	118	56
Prepayments	247	342
Other debtors	3	38
	1,508	**1,783**
Movement in the allowance for impairment		
Balance at 1 July	(1)	(82)
Amounts written off during the year	150	7
Amounts recovered during the year	-	74
(Increase)/ decrease in allowance recognised in statement of comprehensive income	(149)	-
Balance at 30 June	-	(1)

7 (a)   OTHER FINANCIAL ASSETS

LIRRF funding for QLD loan [1]	443	415
Total	**443**	**415**

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

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

8   CURRENT ASSETS – INVENTORIES

	2013 $'000	2012 $'000
Held for resale:		
Stock on hand – at cost	299	257
	299	**257**

9   CONDITIONS ON CONTRIBUTIONS AND RESTRICTED ASSETS

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

Unexpended balances for all grant projects at year end were:

Scientific Research - Federal Government Grants	955	730
Scientific Research - State Government Grants	450	604
Other grants	2,092	1,631
	3,497	**2,965**

10 NON-CURRENT ASSETS – PROPERTY, PLANT AND EQUIPMENT

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

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

Reconciliation

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

Year ended 30 June 2013	Land $'000	Buildings $'000	Plant & Equipment $'000	Collections $'000	Total $'000
Net carrying amount at start of the year	35,500	184,984	39,461	860,119	1,120,064
Net revaluation increment/ (decrement)	-	5,776	4,021	(375,523)	(365,726)
Additions	-	1,661	3,272	90	5,023
Disposals	-	-	(42)	-	(42)
Depreciation expenses	-	(830)	(3,601)	-	(4,431)
Net Carrying Amount at End of Year	**35,500**	**191,591**	**43,111**	**484,686**	**754,888**

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

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

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	Buildings	Plant & Equipment	Collections	Total
Net carrying amount at start of the year	35,500	183,608	41,297	860,114	1,120,519
Net revaluation increment/ (decrement)	-	-	-	-	-
Additions	-	2,133	1,887	5	4,025
Disposals	-	-	(84)	-	(84)
Depreciation expenses	-	(757)	(3,639)	-	(4,396)
Net Carrying Amount at End of Year	**35,500**	**184,984**	**39,461**	**860,119**	**1,120,064**

Revaluation

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

Collections materials not able to be reliably measured

The re-collection costs are based on registered collection material. Previously, these collections were valued on an estimate of the size of potential collection material, including material that was not sorted and not registered. As a result of the change in methodology, the numbers of specimens valued has reduced considerably, mainly in the areas of ichthyology, entomology and malacology. The unregistered collections cannot be reliably valued as they are not yet identified and recorded. The annual cost of preservation of this material is not significant.

10 (a)   NON-CURRENT ASSETS – INTANGIBLE ASSETS

At 1 July 2012	Software $'000
Cost (gross carrying amount)	135
Accumulated amortisation and impairment	(25)
Net Carrying Amount	**110**

At 30 June 2013	
Cost (gross carrying amount)	214
Accumulated amortisation and impairment	(65)
Net Carrying Amount	**149**

Year ended 30 June 2013	
Net carrying amount at start of year	110
Additions (acquired)	78
Amortisation	(39)
Net Carrying Amount	**149**

At 1 July 2011	Software $'000
Cost (gross carrying amount)	88
Accumulated amortisation and impairment	(13)
Net Carrying Amount	**75**

At 30 June 2012	
Cost (gross carrying amount)	135
Accumulated amortisation and impairment	(25)
Net Carrying Amount	**110**

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

11   CURRENT LIABILITIES – PAYABLES

	2013	2012
	$'000	$'000
Creditors	904	1,322
Sundry accruals	140	317
Unearned revenue	150	564
Payable to personnel services providers:		
- Accrued salaries, wages and on-costs	564	512
	1,758	**2,715**

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 – PERSONNEL SERVICES

Current:

Personnel services benefits and related on-costs

	2013	2012
Recreation leave	2,132	1,957
Long service leave on-costs	741	785
	2,873	**2,742**

Aggregate personnel services benefits and related on-costs

Personnel services liability-current	2,873	2,742
Accrued salaries, wages and on-costs (Note11)	564	512
	3,437	**3,254**

13   CURRENT/ NON-CURRENT LIABILITIES – BORROWINGS

Queensland Government loan at net present value [1]	443	415
	443	**415**

[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:

	2013 $'000	2012 $'000
Not later than 1 year	483	1,087
Total (Including GST)	**483**	**1,087**

(b)   Other Expenditure Commitments

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

Not later than 1 year	706	417
Total (Including GST)	**706**	**417**

(c)   Operating Lease Commitments

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

Not later than 1 year	403	587
Later than 1 year & not later than 5 years	36	385
Later than 5 years	-	15
Total (Including GST)	**439**	**987**

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 $148,000 (2012: $226,000) that are expected to be recoverable from the Australian Taxation Office.

15   **RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO NET RESULT**

	2013	2012
	$'000	$'000
Reconciliation		
Net Cash Flows from operating activities	2,695	4,442
Depreciation and amortisation	(4,470)	(4,409)
Allowance for impairment	-	81
(Increase)/ decrease in personnel services	(131)	(382)
(Increase)/ decrease in payables	957	(93)
(Decrease)/ increase in receivables and other assets	(285)	240
Gain/ (loss) on disposal of plant & equipment	(29)	(84)
Increase/ (decrease) in asset revaluation of property, plant & equipment	(46,614)	-
(Decrease)/ increase in inventory	42	38
Net result	**(47,835)**	**(167)**

16   **FINANCIAL INSTRUMENTS**

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

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

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

16   FINANCIAL INSTRUMENTS *(continued)*

(a)   Financial Instrument Categories

	Notes	Category	Carrying Amount	Carrying Amount
			2013 $'000	2012 $'000
Financial Assets				
Class:				
Cash and cash equivalents	6	N/A	8,772	11,165
Receivables[1]	7	Loans and receivables (at amortised cost)	920	942
Other financial assets	7(a) & 16(g)	At fair value through profit or loss	443	425
Financial Liabilities				
Class:				
Payables[2]	11	Financial liabilities measured at amortised cost	1,500	1,916
Borrowings	13	Financial liabilities measured at amortised cost	443	415

Notes
1. Excludes statutory receivables and prepayments (i.e. not within scope of AASB 7).
2. Excludes statutory payables and unearned revenue (i.e. not within scope of AASB 7).

(b)   Credit Risk

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

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

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

16   FINANCIAL INSTRUMENTS *(continued)*

Cash

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

Receivables-Trade Debtors

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

The Trust is not materially exposed to concentrations of credit risk to a single trade debtor or group of debtors. Based on past experience, debtors that are not past due and not less than three months past due are not considered impaired and together these represent 92% (99% 2012) 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] $'000	Past due but not impaired[1,2] $'000	Considered impaired[1,2] $'000
2013			
< 3 months overdue	735	-	-
3 months-6 months overdue	54	-	-
>6 months overdue	10	-	-
2012			
< 3 months overdue	492	492	-
3 months-6 months overdue	-	-	-
>6 months overdue	225	224	1

Notes
1. Each column in the table reports 'gross receivables'.
2. The ageing analysis excludes statutory receivables, as these are not within the scopes of AASB 7 and excludes receivables that are not past due and not impaired. Therefore, the 'total' will not reconcile to the receivables total recognised in the statement of financial position.

16   FINANCIAL INSTRUMENTS *(continued)*

Authority Deposits

The Trust has placed funds on deposit with TCorp, which has been rated "AAA" by Standard and Poor's. These deposits are similar to money market or bank deposits and can be placed "at call" or for a fixed term. For fixed term deposits, the interest rate payable by TCorp or Banks is negotiated initially and is fixed for the term of the deposit, while the interest rate payable on at call deposits vary. The deposits at balance date were earning an average interest rate of 3.5% p.a. (2012 – 4%), while over the year the weighted average interest rate was 3.7% p.a. (2012 – 4.9%). 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.

No assets have been pledged as collateral.   The Trust's exposure to liquidity risk is deemed insignificant based on prior periods' data and current assessment of risk.

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

16   FINANCIAL INSTRUMENTS *(continued)*

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

Maturity Analysis and interest rate exposure of financial liabilities

			Interest Rate Exposure			Maturity Dates		
	Weighted Average Effective Int. Rate	Nominal Amount[1] $'000	Fixed Interest Rate $'000	Variable Interest Rate $'000	Non-interest bearing $'000	< 1 yr $'000	1-5 yrs $'000	> 5 yrs $'000
2013								
Payables:								
Accrued salaries, wages and on-costs	0%	564	-	-	564	564	-	-
Creditors	0%	936	-	-	936	936	-	-
Borrowings:								
Lizard Island loan	6.5%	1,000	1,000	-	-	-	-	1,000
		2,500	1,000	-	1,500	1,500	-	1,000
2012								
Payables:								
Accrued salaries, wages and on-costs	0%	512	-	-	512	512	-	-
Creditors	0%	1,404	-	-	1,404	1,404	-	-
Borrowings:								
Lizard Island loan	6.5%	1,000	1,000	-	-	-	-	1,000
		2,916	1,000	-	1,916	1,916	-	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.

16   FINANCIAL INSTRUMENTS *(continued)*

	Carrying Amount $'000	-1% Profit $'000	Equity $'000	1% Profit $'000	Equity $'000
2013					
Financial Assets					
Cash and cash equivalents	8,772	(88)	(88)	88	88
Receivables	920	-	-	-	-
Other financial assets	443	-	-	-	-
Financial Liabilities					
Payables	1,500	-	-	-	-
Borrowings	443	-	-	-	-
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	-	-	-	-

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	2013 $'000	2012 $'000
Cash facility	Cash, money market instruments	Up to 1.5 years	3,908	10,409

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

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

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

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

	Impact on profit/loss Changes in unit price	2013 $'000	2012 $'000
Hour Glass Investment-cash facility	+/- 1%	39	104

16   FINANCIAL INSTRUMENTS (*continued*)

(e)   Fair value compared to carrying amount

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

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

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

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

- Level 1 - Derived from quoted prices in active markets for identical assets/ liabilities.

- Level 2 - Derived from inputs other than quoted prices that are observable directly or indirectly.

- Level 3 - Derived from valuation techniques that include inputs for the asset/ liability not based on observable market data (unobservable inputs)

	Level 1 $'000	Level 2 $'000	Level 3 $'000	2013 Total $'000
Financial assets at fair value				
TCorp Hour-Glass Invt. Facility	-	3,908	-	**3,908**
	-	3,908	-	**3,908**

(g)   Other Financial Assets

Derivative financial assets:

The Trust has no derivative assets. The Trust has entered into forward exchange contracts in 2011-12 which was 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.

	2013 $'000	2012 $'000
Current Assets		
Forward currency contracts (net)		
- held for hedges	-	10

17   NON-CASH FINANCING AND INVESTING ACTIVITIES

Non-cash financing and investing activities represented the acceptance of personnel services cost of $469,000 (2012: $1.6 million) by the NSW Government.

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

- Volunteer Services

- Donation of objects for the Collections

18   BEQUESTS AND SPECIAL FUNDS

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

19   TRUSTEES' FEES OR BENEFITS, 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 has lodged a claim of $7,000 with its insurer, the NSW Treasury Managed Fund, for the damaged stock.

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 $46.36 million above the budgeted deficit of $1.47 million. The result reflects a one-off $46.61 million expense relating to the revaluation of Museum collection assets, where the asset revaluation surplus was insufficient to offset the collections revaluation decrement (refer Notes 1(j)(ii) and (iii), 4 (b) and 10).

Excluding the decrease in the collection revaluation, the net result was a saving against budget of $250,000. Both operating expenses and offsetting operating revenues increased above budget during the year across a range of items, with variations primarily attributable to the staging of the major travelling exhibition, *Alexander the Great*.

Assets and Liabilities

The reported variation to budget is attributable to the value of the Collections, which was lower than budget by $689 million due to a change in re-collection valuation methodology. The budget was determined and reported before the valuation methodology was finalised.

Cash Flows

Net cash flows from investing activities are $1.76 million above budget and relate to the investment in a program of minor works aimed at improving energy efficiency and environmental sustainability 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

	2013 $'000	2012 $'000
Gross proceeds from fundraising appeals	1,010	199

24   AFTER BALANCE DATE EVENTS

There are no material subsequent events after the balance date.

End of Financial Statement

4

APPENDICES

APPENDIX A
ORGANISATION CHART (AS AT 30 JUNE 2013)

Minister for Tourism, Major Events,
Hospitality & Racing; Minister for the Arts

Department of Trade & Investment,
Regional Infrastructure & Services

Australian Museum Trust

Director Frank Howarth*
Executive Officer – **Kate Richardson***
Executive Assistant

Assistant Director
Research & Collections
Brian Lassig*
Project Coordinator, Grants Officer
& Executive Assistant

Assistant Director
Public Engagement
Steven Alderton*
Planning & Strategy
Executive Officer &
Executive Assistant

Manager, Corporate Partnerships
Alexandra Boyce*

Head, Wildlife Genetics and
Microscopy Rebecca Johnson*
DNA Laboratory
Microscopy

Head, Commercial Services
Noella Lopez *
Manager, Customer Service
Manager, Retail

Head, Corporate & Knowledge
Services Ken Pope*
Manager, Archives & Records
Manager, Building & Security
Services
Manager, Finance
Manager, Human Resources
Manager, Research Library
Manager, Information Technology
Manager, Research Library

Head, Natural Science Collections
David Britton (Acting)*
Collection Manager, Collection
Informatics
Collection Manager, Entomology
& Arachnology
Collection Manager, Geoscience
Collection Manager, Ichthyology
Collection Manager, Malacology
Collection Manager, Marine
Invertebrates
Collection Manager, Terrestrial
Vertebrates

Head, Exhibitions & Creative
Services Glenn Ferguson (Acting)*
Manager, Online, Editing and
Audience Research, Lynda Kelly*
Manager, Design
Manager, Exhibitions
Manager, Image Services
Manager, Production

Head, Visitor Programs
& Services Julie Garradd*
Manager, Learning Services
Manager, Outreach
Manager, Science Communication
Manager, Visitor Services

Head, Cultural, Conservation &
Business Services Scott Mitchell*
Senior Project Manager,
Australian Museum Business
Services: Ecology
Senior Project Manager,
Australian Museum Business
Services: Heritage
Manager, Culture – Australia
Manager, Culture – International
Manager, Materials Conservation

Head, Development
Rosemary Swift*
Development
Executive Officer, Australian Museum
Members
Project Coordinator, Australian
Museum Eureka Prizes

Manager, Marketing
& Publicity Christine Callen*
Marketing

Directors, Australian Museum
Lizard Island Research Station
Lizard Island Research Station

* *Member of the Museum's Executive*

APPENDIX B
TRUSTEE PROFILES AND ACTIVITIES

PROFILES OF TRUSTEES

Catherine Livingstone AO (President)

Catherine was appointed President of the Australian Museum Trustees when she joined the Trust in January 2012. She 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), WorleyParsons Ltd (since 2007), Saluda Medical Pty Ltd and The George Institute for Global Health, and is a member of both the NSW Innovation & Productivity Council and the advisory board of the John Grill Centre for Project Leadership. Catherine's former appointments include Chair of both CSIRO (2001–06) and the Australian Business Foundation (2002–05) and Director of Rural Press Ltd (2000–03) and Goodman Fielder Ltd (2000–03). She was Managing Director of Cochlear Ltd (1994–2000). She has received a number of awards and was the recipient of the NSW Distinguished Fellows Award AICD (2011) and the Alumni Award for Distinguished Service (Professional Category) from Macquarie University (2006). Catherine was made an Officer of the Order of Australia in 2008 for services to the development of science, technology and innovation policies, business and management.

Paul Connor

Paul is an architect, artist and founding director of the NSW Parliament Plein Air Painting Prize. Paul completed his architectural degree with honours at The University of Sydney in 1985. He spent his early professional life with internationally renowned architect John Andrews. In 1996, having started a lasting interest in the arid zone of far western New South Wales, he was awarded first class honours in 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 publication of its many completed buildings and Paul has had many solo and joint art exhibitions, being represented in both government and private collections. Paul was appointed to the Trust in May 2010.

Stephen Crittenden

Stephen is one of Australia's leading arts, religion and ideas journalists. During his 22 years as a broadcaster with the ABC, he was national arts reporter for the *7.30 Report* (1995–96), co-presenter of the weekly TV arts program *Express* (1997–98), Executive Producer of the ABC radio Religion Department (1999–2001) and presenter of *The Religion Report* (2002–08). As artistic associate of the Melbourne Festival of the Arts, he curated the Alfred Deakin Lectures for the centenary of Australian Federation (2001), and was associate producer of the Sydney Opera House's inaugural Festival of Dangerous Ideas in 2009. He left the ABC in August 2011 to take the role of Arts, Culture and Religion Correspondent for *The Global Mail*, and is currently freelancing. Stephen was appointed to the Trust in February 2011.

Professor Merlin Crossley

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

Belinda Gibson

Belinda was Deputy Chairman of the Australian Securities and Investments Commission (ASIC) until May 2013. She joined ASIC as a Commissioner in November 2007. She was appointed Deputy Chairman in May 2010 and also served as a member of the Financial Reporting Council and the Corporations and Markets Advisory Committee. Belinda had responsibility for the oversight of Australia's capital markets including the exchange traded markets and broker supervision functions and also corporations. From 1987 until joining ASIC she was a corporate law partner at the law firm Mallesons Stephen Jaques, specialising in transactional advice and also corporate governance issues. She was partner in charge of the Mallesons' Sydney office (2000–03). She was a director of Airservices Australia (2000–04), and of the Sir Robert Menzies Foundation (1990–2007), having received a Menzies Scholarship in 1982. Belinda holds qualifications in law and economics from Sydney and Cambridge universities. She was appointed to the Trust in January 2013.

Jason Glanville

Jason is a member of the Wiradjuri peoples from south-western New South Wales. He is the inaugural CEO of the National Centre of Indigenous Excellence (NCIE) based in Redfern. Before joining the NCIE, Jason was Director of Programs and Strategy at Reconciliation Australia. Over the last 20 years Jason has worked in a range of positions in community-based Indigenous organisations, state and federal governments, and non-government peak organisations. Jason is chair of the Australian Indigenous Governance Institute and on the boards of Reconciliation Australia, the Australian Indigenous Leadership Centre, Carriageworks and the National Australia Day Council. He is a member of the editorial board for the *Journal of Indigenous Policy*, the Museum of Contemporary Art's Indigenous Advisory Panel and the University of Technology's Vice Chancellor's Indigenous Advisory Committee. Jason was a member of the steering committee for the creation of the National Congress of Australia's First Peoples. In 2010 Jason was named one of *Sydney Magazine's* 100 most influential people and he was

featured in *Boss Magazine's* True Leaders list of 2011. Jason was appointed to the Trust in January 2012.

Karina Kelly

Karina is a former presenter of ABC TV's science programs *Catalyst* and *Quantum*. Karina started her career at SBS before moving to Seven Network to host the late night news program, *Newsworld*. She moved to ABC TV to work on *Quantum* between 1986 and 1996. Her reports varied widely, from particle physics and the US hunt for the 'truth' quark, and filming for the first time the megafauna found in South Australia's Coonawarra region, to debate on childhood leukaemia clusters and plutonium re-processing. Karina returned to *Catalyst* between 2001 and 2005. She holds numerous international awards, including a World Gold Medal from the New York Film and Television Festivals. She was President of the Royal Society of New South Wales (2003–05) and is a former board member of the National Museum of Australia and the University of Sydney's Near Eastern Archaeology Foundation. While at *Quantum* she promoted the 'Save Eric' campaign raising over $500,000 to purchase the opalised fossil skeleton of an 110-million-year-old pliosaur for the Museum, and to fund its Australian tour. Karina has a BA (Hons) from the University of Sydney and received an Honorary Doctorate from the University of Wollongong for services to Science and Science Journalism in 2007. Karina was appointed to the Trust in January 2012.

Professor Amanda Lawson

Amanda was appointed Professor and Head of the School of Art and Design at the University of Wollongong in 2004 and appointed 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, AusIndustry and as an independent arts consultant. She is a member of the Social Innovations Network at the University of Wollongong and has held several board appointments in the arts. She was

Chair of Arts NSW Visual Arts/Craft Committee from 2004–07. Amanda's qualifications include a BA (Hons) from the University of Wollongong and a PhD from the University of Sydney. Amanda completed her term of office on the Trust in December 2012.

Kim McKay AO

Kim is an environmentalist, author, international marketing and communications consultant, and a regular media commentator on community environmental action. She has been a consultant to the National Geographic Society since 2004 and is currently the Managing Director of Momentum2 Pty Ltd. Kim was Senior Vice-President of Global Marketing and Communications at National Geographic Channels International (USA), an Executive Director, Discovery Communications Inc (USA) and Principal of Profile Communications Pty Ltd (Sydney). She is the co-founder and was Deputy Chair of Clean Up Australia (1989–2009), and co-founder and Deputy Chair of Clean Up the World (1992–2009). She has also been Chair of the Advisory Board for *Ecos* magazine (CSIRO) since 2009, a Foundation Board Member of the Sydney Institute of Marine Science since 2008, a member of the Board of Fairtrade Australia and New Zealand since 2013 and a member of the Steering Committee of the National Business Leaders Forum for Sustainable Development. She has a BA (Communications) from the University of Technology, Sydney. Kim was made an Officer of the Order of Australia in 2008 for distinguished service to the environment and the community. She was appointed to the Trust in January 2012.

Dr James Bradfield Moody

James is the Chief Executive Officer of TuShare, a company with a vision of creating the world's largest community of users sharing goods to help them reach their full lifespan. He was formerly Executive Director, Development, at CSIRO. James is a member of the Advisory Council of the Australian Bureau of Statistics, an Australian National Commissioner for UNESCO, and previously a 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 focussed on unlocking existing IP for humanitarian uses. James has a PhD in innovation theory from the Australian National University and was Chief Systems Engineer for the Australian Satellite FedSat, the first Australian satellite to be launched in 30 years. He is the co-author of *The Sixth Wave: How to Succeed in a Resource-Limited World* and from 2004 to 2011 was a panellist on the ABC TV program *The New Inventors*. James was appointed to the Trust in February 2011.

David Sherley

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

Helen Wellings

Helen is recognised as Australia's foremost consumer affairs expert and has been Seven's national reporter on consumer and trade practices issues for 18 years. A former history and English teacher, in 1973 she joined the NSW Department of Consumer Affairs to implement public information programs. Helen has appeared on a range of national news, current affairs and talk-back radio programs, and wrote weekly columns for newspapers and magazines. Termed a 'crusader for consumer rights', she has exposed many industry malpractices and unsafe products. She worked with world consumer advocate Ralph Nader in Washington DC in 1980. From 1986 to

1995 Helen hosted and reported on the ABC's consumer watchdog program *The Investigators*, before becoming host then senior reporter for Network Seven's current affairs program *Today Tonight*. She has written two books, *Buying Power: A Guide for Consumers in Australia* and *Home Energy Guide*. Helen's awards include a Logie for most outstanding current affairs story in 1992 (*The Homefund Scheme Scandal*), a Penguin Award for Best Female Presenter in 1987, the Better Hearing Award in 1990 and NSW Department of Fair Trading Consumer Protection Awards. Her past roles include four years of jury membership for the Royal Australian Institute of Architecture's awards and for the Victorian Architects Registration Board Architectural Services Awards. Helen was appointed to the Trust in February 2011.

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 also has an important role in risk management and audit through endorsement of internal and external audit plans, review of audit reports and the review of risk assessment and management. Trustees on the Internal Audit and Risk Committee at 30 June 2013 were David Sherley (Chair), Catherine Livingstone, Karina Kelly and Dr James Moody.

Science Strategy Panel

The Science Strategy Panel (SSP) was established as a subcommittee of the Trust in March 2012 to provide an objective viewpoint about the Museum's research activities and assist in communicating these activities to the wider public. The committee's members at 30 June 2013 were:

— Professor Merlin Crossley (Chair; Dean, Faculty of Science, UNSW)
— Dr Joanne Daly (Strategic Advisor, Science, Strategy & People, CSIRO)
— Ms Karina Kelly (Museum Trustee)
— Mr Frank Howarth (ex officio; Director, Australian Museum)
— Professor Amanda Lawson (Dean, Faculty of Creative Arts, University of Wollongong; Museum Trustee)
— Dr Brian Lassig (ex officio; Assistant Director, Research & Collections, Australian Museum)
— Ms Catherine Livingstone (ex officio; President, Australian Museum Trust)
— Professor John Mattick (Executive Director, Garvan Institute of Medical Research)
— Dr James Moody (Executive Director, Development, CSIRO)
— Dr Jim Peacock (Fellow, CSIRO)
— Professor Steve Simpson (ARC Laureate Fellow, University of Sydney)
— Dr Kate Wilson (Executive Director, Science, Office of Environment and Heritage).

The SSP met twice during the year to commence development of an overarching Science Strategy, review the Museum's existing research capacity and meet with representatives of other Australian natural history museums.

The strategy is available through the Museum website (australianmuseum.net.au/Science-Strategy.

New Museum Committee

The New Museum Project aims to transform the Australian Museum's capacity as a world-leading institution for cultural tourism, scientific research, cultural engagement and lifelong learning. The project includes extensive redevelopment of the eastern end of the Museum site to create new exhibition spaces. The New Museum Committee is overseeing the development of a business case for funding by the NSW State Government. The committee's members are:

— Mr Steven Alderton (Assistant Director, Public Engagement, Australian Museum)

— Mr Paul Connor (Museum Trustee) – Chair

— Mr Stephen Crittenden (Museum Trustee)

— Mr Frank Howarth (Director, Australian Museum)

— Dr Brian Lassig (Assistant Director, Research & Collections, Australian Museum)

— Ms Catherine Livingstone AO (President, Australian Museum Trust).

Table A.1 Trustees of the Australian Museum and their attendance at Trust meetings, 2012–13

Trustee	Date appointed	Meetings attended
Mr Paul Connor	May 2010	7 of 7
Mr Stephen Crittenden	February 2011	7 of 7
Prof Merlin Crossley	January 2012	7 of 7
Ms Belinda Gibson	January 2013	4 of 4
Mr Jason Glanville	January 2012	1 of 7
Ms Karina Kelly	January 2012	7 of 7
Prof Amanda Lawson*	March 2010	2 of 3
Ms Catherine Livingstone AO (President)	January 2012	7 of 7
Ms Kim McKay AO	January 2012	7 of 7
Dr James Moody	February 2011	4 of 7
Mr David Sherley	January 2009	5 of 7
Ms Helen Wellings	February 2011	6 of 7

* departed December 2012

APPENDIX C
EXECUTIVE PROFILES AND MANAGEMENT ACTIVITIES

PROFILES OF THE EXECUTIVE MANAGEMENT TEAM

Frank Howarth PSM, Director

Frank 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. He was Chair of ICOM Australia from 2010 to 2013, and a director of Museums and Galleries NSW from 2005 to 2013. Frank is also a director of the Somerville Collection Board, the Australian Museum Foundation and the Lizard Island Reef Research Foundation, and is a member of the Executive of the Council of Australasian Museum Directors. He became President of Museums Australia in 2013.

Steven Alderton, Assistant Director, Public Engagement and Culture

Steven has a background in growing audiences and producing innovative exhibitions, public programs and events, supported by extensive community engagement. Steven worked closely with Western Sydney and regional communities as the Director of Casula Powerhouse Arts Centre, Director of Lismore Regional Gallery, Director of Bundaberg Arts Centre and Director of Redland Art Gallery. Steven led the strategic planning and programming for these organisations and has a strong understanding of working with young people through his role as Executive Officer of *Hands On Art*, Children's Arts Centre, Brisbane. In 2010 Steven worked with Sydney's Pacific community to develop *Body Pacifica*: an exhibition, three-day festival and series of public events. Steven has a BA from Queensland College of Art, Griffith University, is currently undertaking a Doctorate of Social Sciences in Museum Studies at

Sydney University, and has served on many boards including the Visual Arts Board of the Australia Council. Steven was appointed as Assistant Director, Public Engagement in February 2011.

Dr Penny Berents, Head, Natural Science Collections

Penny was appointed Head, Collections, in 2005 and has extensive experience in collections management and research at the Australian Museum. Penny's Museum career of more than 30 years covered all aspects of collections management including database development, commercial projects, public programs, field work, teaching and collections development and maintenance. Penny was responsible for collections and database enhancement as a part of the NSW State Biodiversity Strategy, the implementation of the EMu database, and science input to the *Biodiversity: life supporting life* exhibition. Penny has a research interest in crustacean systematics and is working on the systematics of cerapodine amphipods. Penny retired from the Museum in December 2012.

Alexandra Boyce, Manager, Corporate Partnerships

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

Dr David Britton, Acting Branch Head, Natural Sciences

David has been Collection Manager, Entomology, since joining the Australian Museum in 2003, and Acting Branch Head, Natural Sciences since April

2013. He has extensive background in entomology covering research topics such as nutritional and behavioural ecology, insect conservation, taxonomy of moths and pest management of insects in field crops. He has been active in internal Museum initiatives such as large-scale, specialised collection storage improvements, collection digitisation, facilitating increased access to collections data and specimens, and communicating Australian Museum science. Dave has also been involved as a Museum representative in external projects, such as the Bush Blitz program, Council of Heads of Faunal Collections, Council of Heads of Entomological Collections, Australian Faunal Directory and the Atlas of Living Australia. Dave has a BSc (Hons) Zoology (University of Melbourne), MSc Zoology (La Trobe University) and a PhD Agronomy and Soil Science (University of New England).

Christine Callen, Head, Marketing

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

Glenn Ferguson, Acting Head, Exhibitions and Creative Services

Glenn has been Acting Head of this branch since January 2013. He has worked in commercial and museum exhibitions, museum design, and in project and program management for more than 30 years. Glenn has specialised in exhibition, program and business-related development and contract management as well as national and international exhibition networking, negotiation and exchange. He has been an active participant on a number of

local, national and international museum networks and committees, including ASTEN, NAME, NSW National Science Week and ASPAC, and has worked on numerous inter-museum collaborative developments. He studied graphic design and photography at TAFE through the National Art School Sydney, before gaining an Applied Arts Diploma at RCAE Wagga (Charles Sturt University).

Julie Garradd, Head, Visitor Programs and Services

Julie has an extensive background in visitor programs and services in 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 their successful and innovative programs for children, families and adults. Other management positions Julie has held include Manager, Regional Programs and Manager, Student and Volunteer Programs (Powerhouse Museum) and a period as Head, Exhibitions and Creative Services (Australian Museum). Julie has worked on various 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 and Creative Services

Michael Harvey worked in the science communication field for over 15 years, primarily in museums and science centres. He worked at Questacon as Coordinator of the Shell Questacon Science Circus and as Manager of Science Programs for the British Council in Australia. Michael spent over six years in the UK, working at the Natural History Museum, London where he ran the Darwin Centre Live program of scientist talks and webcasts, and carried out strategic planning and concept

development for new permanent galleries. He also tutored in Museum Studies at the University of Leicester. Michael's early career was here at the Museum, where he returned to take up this role in February 2009. Michael resigned in January 2013 to join the Australian National Maritime Museum.

Dr Rebecca Johnson, Head, Wildlife Genetics and Microscopy

Rebecca Johnson has a BSc (Hons) in Genetics from the University of Sydney and a PhD in the field of molecular evolutionary genetics from La Trobe University. Rebecca has over 17 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 USA. Rebecca joined the Australian Museum in 2003 as Manager of the DNA Laboratory, later becoming Head of Research. She is now Head of the Australian Centre for Wildlife Genomics at the Australian Museum. Rebecca's major interest is in the field of wildlife forensics and she has established the Museum as one of the global leaders in this field. Rebecca represents the Museum on a number of government and industry committees in her area of expertise.

Dr Lynda Kelly, Manager, Online, Editing and Audience Research

Lynda held this role throughout 2012 and 2013. She has published widely in museum evaluation and the impact of social media/Web 2.0 on contemporary museum practice. She is particularly interested in visitor experiences and learning, and how these can be measured, young children's learning, online learning as well as the strategic uses of audience research and new technologies in organisational change. Lynda is happily obsessed with all things Web 2.0 and curious to see how this will change the world that museums operate within and the ways people learn. Lynda is also the Director of Museum3, a not-for-profit social network site for museum professionals, with an active, global membership of over 3000. In 2007 she completed her PhD in Museum Learning and Visitor Identities, and in 2010 released *Hot Topics, Public Culture, Museums*, co-edited with Dr Fiona Cameron, University of Western Sydney.

Dr Brian Lassig, Assistant Director, Research and Collections

Brian was appointed Assistant Director, Research and Collections in January 2010. His research background is in coral reef fishes with extensive field experience on the Great Barrier Reef, through his postgraduate projects based at the Heron Island and Lizard Island research stations. 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 there he was a member of the team responsible for the establishment of the Cooperative Research Centre for Ecologically Sustainable Development of the Great Barrier Reef. Before joining the Museum in 2005 Brian held a variety of positions in the Department of the Environment and Heritage in Canberra with responsibilities including development of coastal monitoring programs, coordination of scientific input into Australia's Oceans Policy, leadership of environmental decision support system teams and management of workforce performance across the department. Brian has been a member of national and state committees and advisory groups in the areas of marine science, environmental management and climate change.

Noella Lopez, Head, Commercial Services

Noella Lopez has a background in the commercial sector in Europe and in Australia with extensive experience in the management of small and large teams and growing businesses, in both the hospitality and retail sectors. Noella trained as a manager specialising in the hospitality industry, completing a Diploma of Management at the Lycée Hotelier de Bordeaux in France. She recently completed a Master of Business Administration majoring in Arts Management at the University of Technology, Sydney and the College of Fine Arts. Before joining the Museum, Noella was Marketing and Development Manager with the largest Australian retail chain dedicated to art, graphic and craft supplies. She was responsible for all marketing and development aspects of the company including supplier negotiations, product management, sourcing and development, store merchandising and the creation of a retail concept. She was on

the Board of Directors of the National Association for the Visual Arts between 2006 and 2008. Noella was at the Museum from November 2005 to June 2013.

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

Scott is responsible for the Museum's heritage and ecology services arm (Australian Museum Business Services), its ethnographic, archaeological and archival collections, and the Materials Conservation unit. He brings to the role a particular interest in cultural repatriation, collection digitisation and the introduction of more energy efficient collection storage. Previously Scott was Executive Officer to the Director of the Australian Museum, and he has also held management positions in the Museum and Art Gallery of the Northern Territory (Darwin) and the Strehlow Research Centre (Alice Springs). Scott joined the Australian Museum in 2008.

Ken Pope, Head, Corporate and Knowledge Services

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

Kate Richardson, Executive Officer to Director

Kate has been in this role since January 2011, having joined the Museum as the Bequest Officer in June 2009. Kate has over 20 years of continuous experience in the strategically related areas of marketing, philanthropy, communications, public affairs and program development in some of Sydney's leading educational and cultural institutions. For 10 years she was Executive

Director of the Foundation at two of Sydney's leading girls' schools, SCEGGS Darlinghurst and Wenona. Both were start-up positions, where Kate integrated marketing and fundraising programs, including capital appeals, annual giving, one-off projects and bequest programs. Previously, Kate worked at UNSW managing the Graduate & Alumni Office, the Powerhouse Museum and the Australian Bicentennial Authority, with senior roles in marketing, public affairs, communications and community relations. She commenced her career working for the Director of the Powerhouse Museum, planning and integrating its opening exhibitions in 1988. Kate has a BA (Hons) and a MComm (Marketing), both from UNSW.

Rosemary Swift, Head, Development

Rosemary Swift joined the Australian Museum in 2008. As well as having responsibility for individual philanthropic donations, community and direct fundraising and bequests, the Development branch includes Australian Museum Members. Rosemary has more than 20 years experience in communications, marketing and fundraising. Prior to joining the Museum she was Public Appeals Manager at the Taronga Foundation, which raises funds to support Taronga and Taronga Western Plains zoos. Her background includes marketing positions with ABC Local Radio and ABC Classic FM, and senior client service positions at marketing and promotional agencies. Rosemary has also worked as a freelance communications consultant with education, environmental, arts and corporate clients, and is a member of the Fundraising Institute of Australia.

MANAGEMENT ACTIVITIES

The Museum's Executive met monthly to plan and monitor the Museum's service delivery and performance. The Executive dealt with a range of matters aimed at boosting income, improving cost recovery, reducing operating expenses and increasing staff stewardship, including:

— commissioning Dr Shayne Williams' paper, 'Expanding Indigenous Australian and Indigenous Cultural Spaces and Programs at the Museum' (September 2012) which contained some significant recommendations on a future approach in these areas

— preparing the Museum's first Reconciliation Action Plan for implementation during 2013–14

— commissioning research to analyse the Museum's audience

— reviewing and reporting on the status and future direction for a range of Research and Collections online/digital projects and products

— proceeding with Stage 1 of a two-year capital program to upgrade airconditioning plant and equipment, aimed at increasing energy sustainability (due for completion early in 2014)

— defining staff benefits to ensure equity for all and minimising confusion

— receiving training in records management

— reviewing and updating the following policies:

  — Personal Effects Insurance
  — Code of Conduct
  — Alcohol & Other Drugs Policy
  — Collection Maintenance Policy
  — Volunteer Policy.

Executive staff contributed much time and expertise to the joint project to implement a new Enterprise Resource Planning (ERP) system in the major cultural institutions. It will replace and update the Finance and Human Resource/Payroll legacy systems. Transfer to the new system is expected in October 2013.

In addition, the Museum Review (November 2012 – June 2013), a wide-ranging examination of programming, resourcing and work unit inter-relationships, resulted in a restructure, which was implemented by 1 July 2013.

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 2013 were Glenn Shea (Veterinary Representative), Damien Higgins (Veterinary Representative), David Vella (Veterinary Representative), Mark Eldridge (Research Representative), Fara Pelarek (Research Representative), Sally Reader (Research Representative), Jodi Rowley (Research Representative), Daniel Large (Welfare Representative), Storm Stanford (Welfare Representative), Val Hutt (Community Representative), Karen Lambert (Community Representative) and Anja Divljan (Executive Officer).

Program Advisory Group

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

At 30 June 2013, its members were Frank Howarth (Director), Dr Brian Lassig (Assistant Director, Research & Collections), Steven Alderton, Chair (Assistant Director, Public Engagement), Julie Garradd (Head, Visitor Programs and Services), Glenn Ferguson (Acting Head, Exhibitions and 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 it is committed to the principle of consultation on health and safety matters.

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 the 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 2013, the WHS Committee members were Sue Lindsay (Chair), Andrew Cutbush (WHS Coordinator, observer), Max Beatson (Research), Dan Clarke (IT), Tim Ralph (Exhibitions preparation), George Notman (Human Resources, employer representative), Shelley Truskett (Public Engagement), Richard Samson (Stores), Chris Hosking (Visitor Services), Sukhvinder Bagga (Security/Control), Chanele Moss (Australian Museum Members), Cass Nutt (Customer Services) and Ken Pope (Corporate Services, employer representative).

Corporate Partnerships Advisory Group

The Corporate Partnerships Advisory Group consists of industry leaders and innovators who provide overall strategic guidance and support for the Museum's Corporate Partnerships unit. As ambassadors, the members work with the Museum to strengthen partnerships and expand its network. The group was established in May 2013 and consists of Kim McKay AO, Managing Director, Momentum² Pty Ltd and Australian Museum Trustee (Chair); Carolyn Grant, Managing Director, Avisso Public Relations; Michael Wilkins, General Manager Operations – NSW, News Limited; Adam Jeffrey, Consultant; and from the Museum, Alexandra Boyce, Corporate Partnerships Manager, and Elizabeth Phegan, Corporate Partnerships Officer.

Internal management audits

The Museum undertakes an internal audit program to improve its management practice. A records management audit continued from the previous year and a Strategic Risk Assessment and Internal Audit Plan for 2013–16 was commissioned.

APPENDIX D
INTERNAL AUDIT AND RISK MANAGEMENT

STATEMENT FOR THE 2012–13 FINANCIAL YEAR

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

I, Catherine Livingstone, am of the opinion that the internal audit and risk management processes for the Australian Museum depart from the following core requirements set out in Treasury Circular NSW TC 09/08 and that the circumstances giving rise to these departures have been determined by the Portfolio Minister:
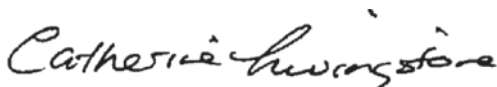
Ministerially determined departure	Reason for departure and description of practicable alternative measures implemented
Core Requirement 3 of TPP09-05 regarding the Pre-qualification scheme: Audit & Risk Committee Independent Chair and Members	Independent members of the Australian Museum Trust fulfil all other requirements of Core Requirement 3.

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

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

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

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

Catherine Livingstone AO
President, Australian Museum Trust
4 September 2013
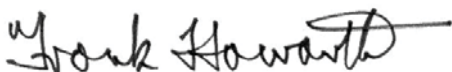
APPENDIX E
CREDIT CARD
CERTIFICATION

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

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

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

Frank Howarth PSM
Director
4 September 2013

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 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 australianmuseum.net.au/Privacy.

There were no applications for internal review received during the year.

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

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

APPENDIX 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. There are ramps throughout the exhibitions and two lifts to take visitors between floors. Visitors may borrow a wheelchair during their visit and all doors are automatic. Wheelchair-accessible toilets are located on Level G and Level 2. Tours and hands-on activities can be booked for visitors with specific 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 and has already carried out a range of actions.

The Connected Museums project (see page 10) will improve access to exhibitions for mobility impaired and visually impaired people. As well, the Museum provides a number of disability access initiatives, including:

— ensuring all education resource kits available on the Museum website are written in Accessible Web format for the vision impaired

— providing free Museum entry to disadvantaged schools, Stewart House student attendees and Indigenous Australians

— providing cultural awareness training programs for staff

— using a larger font size in the refurbished *Indigenous Australians* exhibition

— making special arrangements for disabled parking and access (with information on the website) when groups book through the Museum booking office

— providing Museum in a Box® resources, which are used by disability groups and aged-care facilities.

Improved access and resources such as dedicated exclusive spaces and tailored programs have 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 among 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 ancestral remains or spiritually significant objects were collected from indigenous communities are not ethically acceptable today. One way the Museum is attempting to redress this historical inequity is through its repatriation program. The Museum also recognises that the return of objects from Museum collections can act as a catalyst for communities to maintain and reinvigorate traditional ceremonies and other cultural practices.

In the 2012–13 financial year the Museum returned ancestral remains to Aboriginal communities in the Burke, Coffs Harbour and Albury areas of the State. It commenced a major process of consultation with Aboriginal elders from northwestern Arnhem Land regarding secret–sacred objects from its Arnhem Land collection, and assisted the Aboriginal community in Cobar with the reburial of ancestral remains formerly held in museum collections. The Museum also provided assistance with the transfer of ancestral remains from museums in Tasmania and Germany on behalf of NSW Aboriginal communities. The Museum's repatriation program is supported by funding through the Office for the Arts, Commonwealth Department of Regional Australia, Local Government, Arts and Sport.

Pacific Youth Collection Access

Supported by funding through the Vincent Fairfax Family Foundation and the Australian Museum Foundation, the Museum has been able to significantly expand its program of services for at-risk Pacific youth in Sydney (now called the Pacific Youth Reconnection Program). The program aims to build cultural awareness among 'at-risk' young

people from the Pacific community and provide them with a sense of pride and dignity in relation to their cultural background.

Activities have included:

— on-site workshops and activities for at-risk Pacific youth including collection access, and 'hands-on' activities such as haka dance workshops and weaving workshops

— programs for Pacific youth in juvenile detention, including artefact presentations and cultural awareness activities

— participation in major Pacific community events, including Waitangi Day, Fiji Independence Day, and Pacific Unity Festival, including participation in the formal events and presentations and the display of culturally significant objects and information

— Development of a youth reference group as a means of facilitating more direct community engagement and guidance for the program, and as a means of empowering community members to run engagement programs directly using museum resources.

Exhibitions and programs

The Museum completed a major upgrade of the *Indigenous Australians* gallery during the year, with the relaunch of *Indigenous Australians* (east) and the opening of a newly refurbished 450-square-metre temporary exhibition space in the adjacent western wing, with the recombined *Menagerie* exhibition featuring contemporary Indigenous works on display until 2014.

A number of smaller temporary exhibitions and displays were included in the 2012–13 exhibition offer, including the popular *Armour* display, which combined Museum biological and cultural collections, and a number of smaller temporary displays that showcased recent cultural acquisitions. *Armour* featured prized cultural pieces, including rare armour and weapons from Kiribati and Samurai armour from Japan.

The Museum also toured a number of its cultural collections in the exhibition *Rituals of Seduction: Birds of Paradise* to Melbourne Museum. *Rituals*

of Seduction featured Museum cultural collections from Papua New Guinea (PNG) and other near-Pacific neighbours and recent Museum video footage of community ceremonies and celebrations in the highlands of PNG.

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 stage 2 of the refurbishment of the *Indigenous Australians* gallery as well as the introduction of Indigenous content into other galleries such as *Surviving Australia*. The Museum will also be completing its 'ghost net' art acquisition program with Erub Erwer Meta on Darnley Island and installing the new artworks for display in the College Street galleries.

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. Table J.3 lists grants for public engagement.

The total value of these grants (research and collections) was $1,462,925 (previous year $1,630,827) with an average value of $40,637 (previous year $60,401). These figures will not match those included in the financial statements because they exclude adjustments due to the timing of payments or previous year currency fluctuations. The grants for public engagement are valued at $77,500.

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

Principal investigator(s)	Title of project	Granting body
D Beechey, W Ponder	Revision of the Australian Faunal Directory – Molluscan (Bivalvia and Gastropoda) checklist	Department of Sustainability, Environment, Water, Population and Communities (ABRS)
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 Britton	Invertebrate communities under different grazing regimes in Box-ironbark woodlands	Environmental Stewardship Program Australian National University
D Colgan	Invasive and non-invasive lineages in the mussel *Xenostrobus securis*	NSW Environmental Trust
M Eldridge	Conservation genetics of tree-kangaroos	Hermon Slade Foundation
M Eldridge	Genetic diversity, gene flow and management of the Yellow-footed Rock-wallaby	South Australian Department of Environment and Natural Resources
M Eldridge	Genetic analysis of Yellow-footed Rock-wallaby ear biopsy samples	South Australian Department of Environment and Natural Resources
P Flemons	Digi Vol (Volunteer Digitisation Project)	Australian Museum Foundation
P Flemons	Imaging equipment for collection digitisation	Atlas of Living Australia (CSIRO)
P Flemons	Online volunteers	Atlas of Living Australia (CSIRO)
P Flemons	Rapid digitisation	Atlas of Living Australia (CSIRO)

R Golding, A Hallan	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 of the Arts, Department of Sustainability, Environment, Water, Population and Communities
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	11th International Polychaete Conference: support for students	CSIRO Flagship
P Hutchings	11th International Polychaete Conference: support for plenary speakers	The Ian Potter Foundation
P Hutchings	11th International Polychaete Conference: support for the Philosophy of Biological Systematics workshop	Department of Sustainability, Environment, Water, Population and Communities (ABRS)
P Hutchings	11th International Polychaete Conference: support for identification workshop on marine invasive worm species	Fisheries Research and Development Corporation
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	South Australian mudworms	South Australian Oyster Growers Association/ South Australian Oyster Growers Research Council
P Hutchings, E Kupriyanova	Development of an app for marine pests	Australian Museum Foundation
R Johnson	DNA-based species identification of bird strikes	Consultancies from commercial airports
R Johnson	Koala Genome Project 2012	Australian Museum Foundation
A Jones	Fossil acquisition (Lightning Ridge)	Lightning Ridge District Bowling Club
S Keable	Databasing Australian Museum Malacostraca data	Australian Natural History Assessment Tool
S Keable	Kermedec Expedition	Australian Museum Foundation – Patricia Porritt Collection Acquisition Fund
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)
B Lassig	Timor-Leste Expedition	Australian Museum Foundation
B Lassig	Australian land snails	Owen Griffiths
J Leis	Orientation in the pelagic environment: how do larval marine fish find their way home?	Australian Research Council – Discovery Project 2010
J Lowry	The description of the Australian Lysianassoid amphipod fauna (Crustacea: Malacostraca)	Department of Sustainability, Environment, Water, Population and Communities (ABRS)
R Major	Conservation ecology of the White-fronted Chat: A declining bird in an endangered ecological community	Hermon Slade Foundation
A Mitchell	Integrative systematics of Australasian cutworm moths (Lepidoptera: Noctuidae)	Department of Sustainability, Environment, Water, Population and Communities (ABRS)
S Mitchell	Lord Howe Island diorama restoration and public access	Australian Museum Foundation
S Mitchell	Pacific Youth Cultural Reconnection Program (AMF component of Juvenile Justice project)	Australian Museum Foundation
S Mitchell	Darnley Island weavings	Australian Museum Foundation – Patricia Porritt Collection Acquisition Fund
S Mitchell, D Peita	Pacific Juvenile Justice Project	Vincent Fairfax Family Foundation
H Parnaby	Microbat taxonomy (Parnaby Eden bats)	WV Scott Foundation
W Ponder	Provision of taxonomic and nomenclatural treatments of selected Mollusca groups	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
M Reid	2012 Malacology donation: teaching microscope	Private: J Evers
Z Richards	Historic ecology and the conservation of coral biodiversity in Kosrae, Micronesia	Australian Museum Foundation
J Rowley	Vampire Flying Frogs and Misty Moss Frogs: expeditions to discover unknown amphibian diversity in Vietnam	National Geographic Society – Committee for Research and Exploration
J Rowley	Accelerating amphibian conservation in Indo-Burma (2010–13)	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 – Patricia Porritt Collection Acquisition Fund
G Wilson	Colubotelson species (Crustacea: Isopoda; Phreatoicidae) from Lake Pedder, Tasmania	Koala T Pty Ltd
N 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)

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 Ahyong	Shear thickening impact protection system – a novel design based on the biomimicry of the mantis shrimp telson	Ministry of Defence (Singapore)
M Ashcroft	Innovative approaches to identifying responses of biodiversity to climate change at the regional scale	Australian Research Council – Linkage Project 2010
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	Australian Research Council – Discovery Project 2012
M Eldridge	Altering host-parasite interactions through wildlife conservation strategies	Australian Research Council – Linkage Project 2011
P Flemons	ALA (Atlas of Living Australia): rapid digitisation of Museum collections	Council of Heads of Australian Faunal Collections
P Flemons	Field guide apps to Australian fauna	Department of Industry, Innovation, Science, Research & Tertiary Education – Inspiring Australia
L Hughes	Impact of light pollution on diel migration in soft-sediment amphipods	University of Seville
R Johnson	Developing conservation genomics capability	BioPlatforms Australia
R Johnson	Conservation genomics through de novo sequencing	BioPlatforms Australia

J Leis	Do marine reserve networks work? Larval connectivity, sustainable harvesting and ecological resilience	Australian Research Council – Linkage Project 2010
A Mitchell	Biodiversity impacts of sheep grazing under changing climates	NSW Department of Primary Industries
M Moulds	Systematics and biogeography of the family Cicadidae worldwide: sampling the tree of life	National Science Foundation (US)
D Peita	The Kaoka speakers revisited: the Ian Hogbin Collection	University of Canberra
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	Valuing stones: obsidian stemmed tools in the creation of social complexity in PNG	Australian Research Council – Discovery Project 2009
G Wilson	Evolutionary patterns across depth and distance in the Southern Ocean: relationships within the deep-sea isopod family Macrostylidae Hansen, 1916	Scientific Committee on Antarctic Research Fellowship Scheme 2011
N Wilson	Using molecular data to test connectivity and the circumpolar paradigm for Antarctic marine invertebrates	National Science Foundation, USA
N Wilson	Seadragon conservation: connectivity and human impacts	Philanthropic donation to Scripps Institution of Oceanography

Table J.3 Grant-funded projects for public engagement

Principal Investigator(s)	Title of project	Granting body
L McBride	Indigenous Arts Leadership Grant	Arts NSW and Office for the Arts (joint funded)
L McBride	Eora Journey	City of Sydney

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

Explore magazine

The Museum published three editions of the magazine *Explore* for Members and other stakeholders.

— *Explore* 34(3) Spring, September to November 2012
— *Explore* 34(4) Summer, December 2012 to March 2013
— *Explore* 35(1) Autumn/Winter, April to July 2013.

Each edition is published on the Museum website at the end of its coverage period.

The Museum also published the Australian Museum Lizard Island Research Station Newsletter 2012.

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 2012–13, these were:

— *Records of the Australian Museum 64(2),* published 12 December 2012
— *Records of the Australian Museum 64(3),* published 12 December 2012
— *Records of the Australian Museum 65(1),* published 12 June 2013

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

APPENDIX L
OVERSEAS TRAVEL

Officer	Destination and travel dates	Purpose
Dion Peita	Solomon Islands 29/06/12 – 15/07/12	To attend and present at the 11th Festival of Pacific Arts (FOPA) in the Solomon Islands; to discuss third party repositories; to collect new contemporary material culture from identified Pacific nations; to conduct interviews with over 30 Pacific known artists and traditional practitioners; to meet with collaborators from the Pacific Island Museums Association (PIMA) in order to discuss further advancement on their 2011 project funded by UNESCO or the Virtual Pacific Museum.
Fara Pelarek	China 18/07/12 – 25/07/12	To present a performance by the Australian Museum's life-sized dinosaur puppet, Winny, and meet with key public program personnel at the Beijing Museum of Natural History.
David Bock	China 18/07/12 – 25/07/12	To present a performance by the Australian Museum's life-sized dinosaur puppet, Winny, and meet with key public program personnel at the Beijing Museum of Natural History.
Steven Alderton	China 18/07/12 – 25/07/12	To present a performance by the Australian Museum's life-sized dinosaur, Winny; to meet with Li Jianwen, Deputy Director of Beijing Museum of Natural History in order to discuss an exhibition proposal; to meet with staff about our loan of their dinosaurs for our major dinosaur exhibition next year; to meet with other Chinese museum directors to discuss travelling exhibitions to their museums; to develop close working relationships with the Beijing Museum of Natural History.
Mick Ashcroft	USA 31/07/12 – 07/08/12	To attend a Climate Refugia workshop in Eugene Oregon, to which he has been personally invited and which is limited to 30 people; to meet with leading experts from different fields to synthesise theoretical concepts and develop integrated future objectives; to establish new collaborations, and potentially attract other world class researchers to work with himself and other museum scientists to investigate and manage biodiversity in the state of NSW.
Nerida Wilson	New Zealand 03/09/12 – 07/09/12	To visit the Antarctic collections of marine invertebrates held at NIWA Invertebrate Collection, Wellington, New Zealand; to subsample specimens for tissue to be used in genetic studies and bring them back to Australia.
Julie Garradd	South Korea 11/09/12 – 16/09/12	To represent the Australian Museum at the Asia Europe Museum Network General Conference 2012 in Seoul; to present a paper on sustainability and innovation in museum education; to establish contacts with the education and public program community in Asia so as to facilitate collaborations and partnerships with Asian museums.
Frank Howarth	Singapore, Hong Kong and China 16/09/12 – 28/09/12	To meet with representatives of the Singapore Heritage Board, National Museum of Singapore, Asian Civilisations Museum and Singapore Museum of Art to discuss potential collaborations, especially for a Turkish exhibition being developed by the Australian Museum and Turkish institutions, and planned for Sydney for 2015; to meet with museum leaders in Hong Kong to discuss collaboration on a major dinosaur exhibition for 2013, and to place two Australian Museum exhibitions there; to present a paper on Indigenous Cultural Engagement at the ICOM Asia Pacific conference in Wuhan, China.

Michael Hugill	Timor-Leste 16/09/12 – 25/09/12	To work as a dedicated fieldwork blogger, using his extensive experience in developing social media for the Australian Museum; to communicate the progress and outcomes of scientific activities in Timor-Leste; to ensure the exposure of the dynamic profile of the Australian Museum. This is the second stage of the Timor-Leste expedition, with the first survey having been conducted in May and June 2012.
Pat Hutchings	Timor-Leste 16/09/12 – 25/09/12	To undertake a marine expedition as part of the multi-taxon biodiversity survey expedition to Timor-Leste; to identify and research the marine polychaete worms encountered during the expedition. This is the second stage of the Timor-Leste expedition, with the first survey having been conducted in May and June 2012.
Jeff Leis	Timor-Leste 16/09/12 – 25/09/12	To undertake a marine expedition as part of the multi-taxon biodiversity survey expedition to Timor-Leste; to contribute his experience with Indo-Pacific fauna to identify and research the reef fishes encountered during the expedition.
Anna Murray	Timor-Leste 16/09/12 – 25/09/12	To undertake a marine expedition as part of the multi-taxon biodiversity survey expedition to Timor-Leste; to contribute her experience in benthic community ecology, baseline monitoring programs and field collection.
Penny Berents	Timor-Leste 16/09/12 – 25/09/12	To undertake a marine expedition as part of the multi-taxon biodiversity survey expedition to Timor-Leste; to contribute her extensive experience with marine invertebrate collecting, collection management processing; to use her expertise in benthic and sessile marine invertebrates and amphipod crustaceans to support the expedition.
Nerida Wilson	Timor-Leste 16/09/12 – 25/09/12	To undertake a marine expedition as part of the multi-taxon biodiversity survey expedition to Timor-Leste; to contribute her expertise in molluscs, fish, annelid worms and tropical reef communities.
Amanda Reid	Timor-Leste 16/09/12 – 25/09/12	To undertake a marine expedition as part of the multi-taxon biodiversity survey expedition to Timor-Leste; to contribute her expertise in cephalopod taxonomy, collection management and research for micro- and megafauna mollusc sampling.
Sally Reader	Timor-Leste 16/09/12 – 25/09/12	To undertake a marine expedition as part of the multi-taxon biodiversity survey expedition to Timor-Leste; to contribute her expertise in identification, collection and preservation of fishes.
Mark McGrouther	Timor-Leste 16/09/12 – 25/09/12	To undertake a marine expedition as part of the multi-taxon biodiversity survey expedition to Timor-Leste; to contribute his expertise in collection, identification and preservation of marine, estuarine and freshwater Australian fishes; to focus on the collection of cryptic reef fishes for this expedition.
Jim Lowry	Timor-Leste 16/09/12 – 25/09/12	To undertake a marine expedition as part of the multi-taxon biodiversity survey expedition to Timor-Leste; to contribute his expertise in peracarid crustaceans; to target intertidal beach hopper Talitrid amphipods on this expedition.
Elena Kupriyanova	Timor-Leste 16/09/12 – 25/09/12	To undertake a marine expedition as part of the multi-taxon biodiversity survey expedition to Timor-Leste; to contribute her expertise in marine polychaete worms.

Amanda Hay	Timor-Leste 16/09/12 – 25/09/12	To undertake a marine expedition as part of the multi-taxon biodiversity survey expedition to Timor-Leste; to contribute her expertise in identification, collection and preservation collection of fishes.
Rosemary Golding	Timor-Leste 16/09/12 – 25/09/12	To undertake a marine expedition as part of the multi-taxon biodiversity survey expedition to Timor-Leste; to contribute her expertise in gastropod taxonomy and mangrove dwelling taxa.
Lauren Hughes	Timor-Leste 16/09/12 – 25/09/12	To undertake a marine expedition as part of the multi-taxon biodiversity survey expedition to Timor-Leste; to contribute her expertise in amphipod crustaceans.
Paul Flemons	USA 26/09/12 – 03/10/12	To present at a workshop, by invitation, in Gainsville, Florida, on public participation in digitisation of natural history collections; to share his expertise and extensive experience in capacity building for public participation in digitisation.
Paul Flemons	China 20/10/12 – 30/10/12	To represent Oceania on the Biodiversity Information Standards (BIS) executive committee at the annual BIS conference; to convene a working group that will establish data exchange standards for tissues and DNA.
Georgina Cooke	Mauritius 31/10/12 – 12/11/12	To research the evolution of terrestrial behaviour in fishes from the family Blenniidae by collecting specimens, meeting with collaborators in Mauritius and conducting collaborative field work.
Jodi Rowley	Hong Kong and Indonesia 31/10/12 – 25/11/12	To meet with donors and collaborators in Hong Kong; to conduct collaborative fieldwork in Indonesia; to investigate the diversity and conservation of the amphibian and reptile fauna of Southeast Asia; to build on data collected during 20 previous surveys led by Dr Rowley in Southeast Asia.
Steven Alderton	Singapore, Hong Kong 11/11/12 – 16/11/12	To meet with representatives from museums in Singapore and Hong Kong to develop international partnerships; to discuss sending our touring exhibitions (in particular, *Tyrannosaurs*, *Menagerie* and *Wild Australia*) to these institutions; to discuss the possibility that exhibitions from Singapore and Hong Kong (such as the National Museum of Singapore's exhibition *Cheongsam*) will travel to the Australian Museum; to seek out partnerships in Asia so that we can co-develop exhibitions and projects, increasing each project's viability; to establish a strong working relationship with important cultural, tourism and trade partners.
Georgina Cooke	Cook Islands 29/11/12 – 11/12/12	To investigate the evolution, behaviour and ecology of fish from the Blenniidae family in the Indian and Pacific Ocean, building on five previous surveys led by Dr Cooke in the Indian & Pacific oceans; to collect specimens; to make behavioural observations.
Elena Kupriyanova	New Zealand 02/12/12 – 16/12/12	To give two oral presentations at the 13th International Deep-Sea Conference held at Te Papa Museum in Wellington, New Zealand; to work on the collection of deep-sea polychaetes held at the National Institute of Water and Aquatic Sciences.
George Wilson	New Zealand 02/12/12 – 8/12/12	To attend the 13th Deep-Sea Biology Conference; to present findings on a collaborative project; to exchange ideas and information with other attendees.

Robin Torrence	Jordan 12/01/12 – 24/01/13	To present a paper and attend academic sessions, editorial meetings, and field trips at the World Archaeological Congress, Dead Sea, Jordan.
Lynda Kelly	Hong Kong and China 14/02/13 – 23/02/13	To teach, by invitation, a unit of work, *Museums and the Digital*, to students from both the Leisure and Cultural Services Department of the Hong Kong Government and a range of cultural organisations in Hong Kong and China.
Robin Torrence	USA 01/04/13 – 09/04/13	To present, by invitation, a paper in a special session at the International Society for American Archaeology annual conference.
Steven Alderton	China, Mongolia, Hong Kong 04/04/13 – 14/04/13	To arrange partnerships and exhibition loans with museums in Beijing, Hong Kong and Ulaan Bataar; to increase cross-cultural ties.
Nerida Wilson	Chile and sub-Antarctic islands 06/04/13 – 31/05/13	To lead a research expedition to Chile and the sub-Antarctic islands.
Frank Howarth	Germany, Turkey, Denmark, United Kingdom 11/04/13 – 29/04/13	To attend the 6th International Conference on the Inclusive Museum held in Copenhagen; to present a paper *Western museums and the material culture of first peoples: moving from disembodied display to cultural engagement.*
Paul Flemons	USA 22/04/13 – 29/04/13	To attend the iDigBio Digitization of Dried Insect Collections Workshop.
Jodi Rowley	Vietnam 21/05/13 – 09/06/13	To conduct collaborative fieldwork in Vietnam.
Frank Howarth	Russia 24/06/13 – 29/06/13	To travel to St Petersburg and meet with senior staff at the State Hermitage Museum to discuss and negotiate a series of future touring exhibitions following the success of the *Alexander the Great* exhibition; to visit Moscow to meet the new Australian Ambassador to Russia in order to discuss future collaborations with Russia.

APPENDIX M
RECOGNISING STAFF ACHIEVEMENTS

Four Museum staff received major awards in 2012–13:

— Dr Rebecca Johnson was awarded the 2012 Australian New Zealand Forensic Science Society NSW Branch Rebecca Kendrew Memorial Award, recognising excellence in the forensic sciences.

— Dr Jeff Leis received one of fish biology's highest honours, the Pieter Bleeker Award for Excellence in Indo-Pacific Ichthyology at the 9th Indo-Pacific Fish Conference held during June in Okinawa, Japan. This highly prestigious award honoured Jeff's huge contribution to our knowledge of the ecology of larval fishes.

— Cultural Collections Manager Dion Peita received the Institute of Public Administration Australia Award for his innovative work with Pacific youth.

— Dr Robin Torrence received the International Council of Museums Australia award for International Relations recognising her lifetime's achievements as a researcher in archaeology and material culture, and for furthering international relations with particular focus on Papua New Guinea and Australia.

In addition, long-serving Museum volunteer Heather Joynes was awarded the Medal of the Order of Australia for service to arts and crafts, particularly embroidery.

Other achievements

Museum Technical Officer Scott Ginn was highly commended for his photograph of a fly preserved in amber in the 2012 *New Scientist* Eureka Prize for Science Photography. Scott's image has also been selected for the touring exhibition of outstanding photographs.

Youth worker Thelma Thomas was appointed by the NSW Commissioner of Police to the NSW Police Force Multicultural Advisory Council. The purpose of the council is to analyse and make recommendations to the NSW Police Commissioner on emerging community issues and systemic policy issues that have been identified through community consultation.

Dr Mark Eldridge has been appointed to the NSW Scientific Committee, which makes recommendations to the Minister for the Environment regarding the *Threatened Species Conservation Act.*

Dr Don Colgan has been appointed to the NSW Fisheries Advisory Committee, which advises the Minister for Primary Industries on matters relating to the conservation of threatened marine species, endangered habitats and other matters.

APPENDIX N
FELLOWSHIPS AND POSTGRADUATE AWARDS

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

As a result of the generosity of various benefactors, the Museum was able to fund the fellowships and postgraduate awards shown in Table N.1.

Table N.1 Visiting fellowships and postgraduate awards in 2012–13

Fellowship	Name	Institution	Project
Chadwick Biodiversity Fellow	Dr Georgina Cooke	Australian Museum	Evolution, behaviour and ecology of fish from the Blenniidae
Geddes Visiting Research Fellowship	Dr Hugh Davies	University of Papua	Ancient trade in Central province, Papua New Guinea: assessing the potential of linking stone axe/adze/clubs in museum collections to their geological sources.
Geddes Visiting Research Fellowship	Dr Torben Rhiel	University of Hamburg	Phylogeny and systematic revision of deep-sea isopod family Macrostylidae Hansen 1916
Geddes Visiting Collection Fellowship	Dr Sarah Viana	University of San Paulo	Taxonomic and morphological revision of the family Squalidae Blainville 1816 (Elasmobranchii: Chondrichthyes: Squaliformes)
Geddes Visiting Collection Fellowship	Dr Anna Zhadan	Moscow State University	Australian polychaetes belonging to the families Orbiniidae, Fauveliopsidae, and Cossuridae
Geddes Postgraduate Award	Jack O'Connor	University of Technology Sydney	A long way home: orientation strategies of tropical and temperate larval fish in the Pelagic environment
Geddes Postgraduate Award	Melissa Martin	University of Tasmania	Review of taxonomy, host, geographical distribution and effect of parasitic isopods of genus *Ceratotha* Dana, 1852 in south-eastern Australia
Geddes Postgraduate Award	Walter Weijola	University of Turku	The phylogeography and ecology of Pacific monitor lizards (*Varanus*: *Euprepiosaurus*)
Peter Rankin Herpetology Fund	Mart Vidal-Garcia	Australian National University	Unravelling body shape of the Australo-Papuan myobatrachid frogs
Ian Potter Doctoral Fellow at Lizard Island	Martina Prazers	The University of Queensland	Benthic foraminifera as a tool for detecting environmental and ecological changes on the Great barrier Reef

Lizard Island Doctoral Fellow	Fabio Cortesi	University of Basel and the University of Queensland	Ecological and molecular basis for colour polyphenism in *Pseudochromis fuscus*
Lizard Island Doctoral Fellow	Hanne Thoen	University of Queensland	Understanding the complex visual system of mantis shrimps, a new form of colour processing?
Yulgibar Foundation Fellow	Dr Danielle Dixson	Georgia Institute of Technology	Ability of obligate coral-dwelling fishes to protect corals from damage
Isobel Bennett Marine Biology Fellow	Dr Andrew Hoey	ARC Centre of Excellence for Coral Reef Studies, James Cook University	Influence of macroalgal beds on the functional impact of herbivorous fishes
John and Laurine Proud Fellow	Dr Jairo Rivera	ARC Centre of Excellence for Coral Reef Studies, James Cook University	Novel method for controlling outbreaks of *Acanthaster planci*
Peter Teakle Sustainable Fishing Research Grant	Dr Timothy Clark	Australian Institute of Marine Science	Vulnerability and survival of fish released following encounters: towards lower post-release predation and more sustainable catch-and-release fishing
Peter Teakle Sustainable Fishing Research Grant	Dr Steven Cooke	Carleton University	Vulnerability and survival of fish released following encounters: towards lower post-release predation and more sustainable catch-and-release fishing
Peter Teakle Sustainable Fishing Research Grant	Dr Andrew Tobin	Fishing and Research Centre, James Cook University	Vulnerability and survival of fish released following encounters: towards lower post-release predation and more sustainable catch-and-release fishing
Peter Teakle Sustainable Fishing Research Grant	Prof Morgan Pratchett	ARC Centre of Excellence for Coral Reef Studies	Vulnerability and survival of fish released following encounters: towards lower post-release predation and more sustainable catch-and-release fishing
Peter Teakle Sustainable Fishing Research Grant	Dr Vanessa Messmer	ARC Centre of Excellence for Coral Reef Studies	Vulnerability and survival of fish released following encounters: towards lower post-release predation and more sustainable catch-and-release fishing

APPENDIX O
ENERGY MANAGEMENT

The aim of the NSW Government's Energy Management Policy is to achieve sustainable energy and cost reduction across the NSW Public Service. The policy takes energy use and Greenhouse gas emissions in 1995–1996 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 2012–13 are shown in Figure O.1.

Table O.1   Energy usage at the Australian Museum, 2008–09 to 2012–13

Year	2008–09[1]	2009–10	2010–11[2]	2011–12	2012–13[3]	Change [4] (%)
Energy use (GJ)	29,182	31,901	29,930	27,995	23,449	−6.6%
Greenhouse gas (tonnes)	5,286	5,375	4,994	4,986	4,513	−11.9%

Notes

1   In 2008–09 the Museum occupied a new building with over 5000 m^2 of environmentally controlled premises for collections storage, laboratories and work areas.

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   Improvements in the Museum's energy management resulted in a 16.25% decrease in energy use, compared to 2011–12 and a reduction in Greenhouse gas emissions of 473 tonnes.

4   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 (%)

■ Electricity	67%
▢ Natural gas	26%
▨ Green power	4%
▩ Petrol	3%
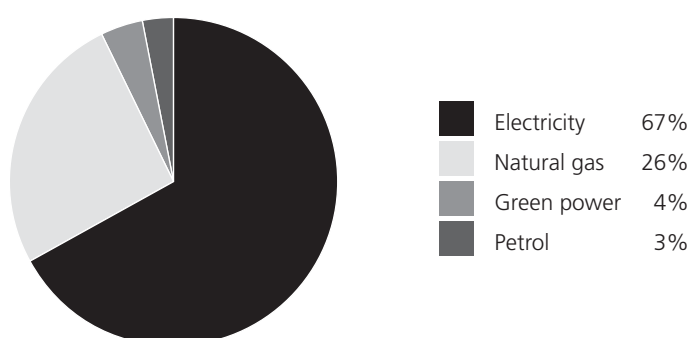
APPENDIX P
WASTE REDUCTION AND RECYCLING

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, is responsible for sorting and recycling material and has provided the data in Table P.1.

Table P.1 Waste management at the Australian Museum, 2008–09 to 2012–13.

	2008–09	2009–10	2010–11	2011–12	2012–13
Weight collected (tonnes)	100.5	84.6	106.7	85.41	94.50
Weight to landfill (tonnes)	15.9	34.1	23.9	17.0	18.95
Percentage to landfill	16%	40%	22.6%	18.9%	20%
Percentage recycled	84%	60%	77.4%	81.1%	80%

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 and Research Building, which was completed in 2008, has yet to be assessed for heritage significance.

APPENDIX R
STAFF, EEO AND WHS STATISTICS

ACHIEVEMENTS

The year saw a continuing increase in the training and wellness of staff with information on e-learning opportunities and discounted gym membership being incorporated into the staff induction program.

There was significant involvement by Human Resources in the Australian Museum restructure program which was finalised on 30 June 2013. The program included the deletion of a number of positions and permanent filling of some temporary positions.

The restructure coincided with the second phase of the Department of Trade and Investment's migration from the legacy payroll, finance and procurement systems to the recommended SAP ByDesign, ERP system. This system will be used from the second quarter of the next financial year.

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

— to improve the Museum's people management capabilities and practice

— to maintain its commitment to a diverse and skilled workforce and gender equity.

Achievements for 2012–13 included the:

— successful introduction of an electronic Human Resources self-service system and ongoing training of staff in its application

— completion of a draft of the corporate web based e-Induction program, which is to be built online and delivered next financial year

— commencement of the rewriting and reformatting of all position descriptions to include the Premier's competency framework

— promotion in the workplace of the health program

— provision of onsite flu vaccinations, available to all staff

— facilitation of mandatory ICAC training for all relevant managers in 'Corruption prevention for managers and procurement staff'

— use and promotion of an e-learning facility to all staff, current and new, to the available suite of online courses, including in the areas of compliance, professional development and accredited training

— ongoing review of WH&S risk assessments of operational areas with recommendations submitted to the Museum executive regarding the findings

— continued commitment to ensuring that recruitment advertisements are also targeted towards Indigenous Australians.

Salaries

The NSW State Government 2.5% wage increase was paid to all staff in the first full pay period in July 2012.

Workplace health and safety

The Museum's Work Health and Safety (WHS) Committee continued working with Museum management to identify, assess and manage workplace hazards and ensure that the Museum complies with its legislative responsibilities under the *Work Health and Safety Act 2011* and the NSW Work Health and Safety Regulations 2011.

There were 9 injuries during 2012–13. This is a decrease overall in injuries from the previous year. There were 2 lost time injuries reported. Again this shows a decrease from the previous year.

There were no prosecutions under the *Work Health and Safety Act 2011*.

Industrial relations

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

Staff statistics

The number of executive positions (SES) was unchanged from last year (Tables R.1 & R.2).

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 2013

— Table R.4 Salary of non-casual employees, 2012–13

— Table R.5 EEO status and representation of non-casual employees, 2012–13

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	2012–13
SES 4	1	1	1	1	1	1
SES 2	1	1	1	1	1	1
SES 1	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	2012–13
Female SES	1	1	1	0	0	0

Table R.3 Remuneration level and EEO status of non-casual employees, 30 June 2013

Remuneration level of substantive position	Total Staff	Male	Female	Aboriginal people and Torres Strait Islanders	People whose first language spoken as a child was not English	People with a disability	People with a disability requiring work-related adjustment
< $39,670	-	-	-	-	-	-	-
$39,670 to < $52,104	9	4	5	-	-	1	-
$52,104 to < $58,249	30	5	25	4	2	-	-
$58,249 to < $73,709	114	49	65	2	16	-	-
$73,709 to < $95,319	102	46	56	3	10	2	-
$95,319 to ≤ $119,149	24	10	14	-	2	-	-
> $119,149 (non-SES)	25	18	7	-	4	1	-
> $119,149 (SES)	3	3	0	-	-	-	-
Total	**307**	**135**	**172**	**9**	**34**	**4**	**0**

Table R.4 Salary of non-casual employees, 2008–09 to 2012–13

Salary level	2008–09	2009–10	2010–11	2011–12	2012–13
< $39,670	26	23	38	0	0
$39,670 to < $52,104	17	18	14	11	9
$52,104 to < $58,249	32	27	27	40	30
$58,249 to < $73,709	62	63	63	105	114
$73,709 to < $95,319	81	80	73	102	102
$95,319 to ≤$119,149	27	26	30	26	24
>$119,149 (non-SES)	11	11	11	22	25
>$119,149 (SES)	2	3	3	3	3
Total	**258**	**251**	**259**	**309**	**307**

Table R.5 EEO status and representation of non-casual employees, 2008–09 to 2012–13

EEO status	Benchmark or target (%)	2008–09 (%)	2009–10 (%)	2010–11 (%)	2011–12 (%)	2012–13 (%)
Women	50	54	53	54.8	55	57
Aboriginal people and Torres Strait Islanders	2	1.2	1.2	1.2	1.9	3
People whose first language spoken as a child was not English	20	11	12	13.5	14.2	11
People with a disability	12	3	1	1.5	1.6	3
People with a disability requiring work-related adjustment	7	1	0	0	0	0

APPENDIX S
HONORARY APPOINTMENTS

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 2013.

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

Senior Fellows

Dr Val Attenbrow
Mr Desmond Beechey
Dr Penny Berents
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 Clark

Mr Andrew Cody
Mr David Colchester
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
Professor Colin Groves (deceased)
Mr Sebastine Haraha
Dr Peter Hiscock
Mr Kirk Huffman
Dr Margaret Humphrey
Dr Isabel Hyman
Dr Walter Ivantsoff
Ms Patricia Kailola
Mr Vince Kessner
Dr Frank 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
Dr Sally Potter
Mr Tony Rose
Dr Glenn Shea
Mr Michael Shea

Ms Elizabeth Smith
Mr Graeme Smith
Dr John Stanisic
Mr Roger Steene
Dr Jeffrey Stilwell
Dr Desmond Strusz
Professor Glenn Summerhayes
Dr Pamela Swadling
Dr Günther Theischinger
Dr Brian Timms
Dr Eren Turak
Mr Gary Watson
Mr Jean Weiner
Dr Arthur White
Dr Geoff Williams OAM
Ms Lois Wilson
Mr Graham Wishart
Dr Gavin Young

APPENDIX T
MUSEUM VOLUNTEERS

INTRODUCTION

There were 577 people actively volunteering onsite and offsite for the Australian Museum in 2012–13 and 461 volunteers contributing virtually by transcribing data using the website of the Atlas of Living Australia Biodiversity Volunteer Portal. A new project in Public Engagement outreach is Streamwatch, a citizen science project recording the wildlife and condition of local waterways.

Onsite and offsite volunteers contributed over 176,000 hours of service during the year. Most volunteers were long-term (with at least one year of service) and regular (attending at least once a week), with some serving in more than one area of the Museum. Table T.1 double counts these volunteers. A small number volunteered on short-term, one-off projects.

Table T.1 Contribution of volunteers to the Australian Museum, 2012–13

Division	Number	Area
Directorate	23	Archives, Finance and Research Library
Public Engagement	118	Australian Museum Members, Exhibitions, front-of-house Visitor Services, Science Communications
	66	Streamwatch program volunteers providing field data
Research and Collections	238	Cultural Heritage and Science Initiatives, Natural Science Collections and Research
	152	Regional NSW volunteers providing field data
	461	Worldwide volunteers transcribing digitised collection and archival material

VOLUNTEERS 2012–13

The Museum gratefully acknowledges the invaluable support of the following people who volunteered their services during the year. Those marked with a hash (#) served in more than one area of the Museum.

DIRECTORATE DIVISION

Corporate and Knowledge Services volunteers

Karin Brown
Kristin Casey
Susan Clinch
Gaynor Cotter
Bruno Domingues
Julie Edstein
Kate Elliott
Rhys Gardiner
Nanette Goodsell
Catherine Hopkins
Ada Klinkhamer

Matthew Krenmayr
Duncan Loxton
Susan Myatt
Anna Namuren
John Rankin
Jill Riley
Cynthia Rodrigo
Marzena Rucinski
Catherine Samways #
Janine Taylor
Prue Walker
Cynthia Young

PUBLIC ENGAGEMENT DIVISION

Exhibitions and Creative Services volunteers

Kathryn Bevington
Natalia Bragaru
Ray Corcoran
Stephen Johnson
Tony Power #

Visitor Programs and Services volunteers

Karen Adams
Peter Andrews
Colin Asimus
Greer Banyer

Les Bassett
Lyn Baveystock
Carole Bennetts #
Warren Bennetts #
Ray Biddle
Val Bower
Marie Buchanan
Courtney Buckland
Cate Burns
Sara Cabrera
Julie Cameron
Marsha Canning
Jo-Ann Carder
Bree Cavanagh
Jordan Cavanough
Anna Chang
Helen Clark
Thea Cockle
Nicole Dahlberg
Pam Damon
Jan Duttmer
Alexandra Gale
Karen Gardiner
Diana Gershwin #
Maria Luisa Gleria
Sue Goorevich
Peter Grocholsky
Emma Groves
Cressida Hall
Janet Hanscomb
Ashleigh Harrington
Anne Harvey
Adrienne Hirst
Dinah Holden
Mary Hughes
Jennifer Johnson
Samantha Jones
Hinda Kaunitz
Andrea Klabanova
Agi Koltai
Roger Langsworth
Angela Low #
Dot Lucas
Joan Luijerink
Annette McGregor
Lynne McKenzie
Ted McKeown
Dave Mackinnon

Kerrie McNamara
Jun Makuhari
Jim Mammoliti
Lynette Martel
Peter Martin
Ourania Mihas
Albert Mispel
Sarah Mortensen
Steve Mouhtaris
Isla Nakano
Clare O'Brien
Lynne Palmer
Joan Parke
Roberta Perusi
Leonie Philip
Denise Playoust
Caroline Pollock
Tony Power #
Mary Pritchard
Luisa Properzi
Emily Quirk
Alan Roby
Lesley Roby
Gaye Ross
Libby Sakker
Catherine Samways #
John Schattiger
Marieanne Schattiger
Olga Sedneva
Moira Shackleton
Dana Slaven
Hazel Sproule
Jenny Starling
Matilda Stevens
Ailsa Stewart
Lesley Strauss
Susan Sweller
Keren Symonds
Gillian Tansilao
Jim Teys #
Angela Thomas
Ashleigh Thomson
Judith Townsend
Jeffery Wai-Lee
Marna Wainberg
Sally Whitaker
Julie Wilshire
John Woodfield

Australian Museum Members volunteers

Carole Bennetts #
Warren Bennetts #
Wendy Charng
Anthony Ellis
Maureen Foord
Jennifer Jenkins
Margaret Killin
Gaye McLean
Graham McLean #
Ross Pearson OAM
John Robertson
Keith Robinson
Beatrice Scheepers

Streamwatch program offsite volunteers

Peter Ardill
Sonia Baxant
Wayne Baulch
Steven Body
David Brookfield
Ann Brown
Russell Brown
Kevin Burg
John Butcher
Ian Butler
Patricia Butler
Alan Choy
Sharyn Cullis
Ewelina Czejkawoke
Gaynor Derriman
Emily Dowling
Jonathon Dowling
Alan Downes
Cecil Ellis
Mary Erian
Charis Estoesta
Andrew Eton
Peter Field
Janet Fox
William Galp
Kerry Goonan
Marjorie Gosling
Remi Jenoc
Kathy Jewitt

Joanna Jordan
Beth Kasumovic
Bill Lang
Libby Lawson
Milton Lazarus
Ann Leahy
Barry Lees
Andrew LongMary
Anne Macdonald
Ian McEwan
Julie O'Connor
David Olshen
Erdal Ozen
Judy Playfair
Geof Pollard
Pevlin Price
Rhys Price
Heather Richmond
Christine Riley
Joanna Robinski
Helen Rowe
Karen Scanes
Lilly Anne Schwartz
Patricia Anne Schwartz
David Seymour
Marianne Sheumack
Bryan Smith
Garth Smith
Glenda Spresser
Gavin Stewart
Heather Stewart
Colin Storey
Andrew Sutcliffe
Elizabeth Sutcliffe
Anne Wagstaff
Kim Wagstaff
Sally White

RESEARCH & COLLECTIONS DIVISION

Natural Science Collections volunteers

Miraj Alauddin
Jessica Alchin
Win Alliston
Chrisia Ang
Stephanie Alvarado

Bryan Bagnall
Susan Barker
Nicole Barry
Michael Batley
Max Beatson
Emma Beecher
Mahmuda Begum
Geoffrey Berry
Claire Bewsher
Nicholas Bishop
James Boubii
Jennifer Brand
David Bray
Michael Brock
Anne Brophy
Linda Brown
Kasey Burton
David Bush
Gordon Campbell
David Carrie
Natalie Cassaniti
Emily Cave
Lee Chew
Belinda Clark
Jim Clark
Antoinette Clements
Valerie Collard
Catherine Colthorpe
Russell Cox
Carson Creagh
Christine Crowther
Estee Culbreth
Ron Cumbo
Ciara Cummins
Cathie Curran
Craeg De Davenport-Stuart
Amanda De George
Frederique Devaux
Susan Dietrich
Catherine Dillon
David Dixon
Justine Djajadikarta
Margaret Donald
Radka Dostal
Megan Edey
Joanne Falla
Jan Fisher
Sue Fletcher
Gabor Foldvary

Clare Forte
Eduardo Gallo
Karamchand Saroop Ganga
Robyn Gardener
Luisa Garfoot
Marta Garreton
Adrienne Gatt
Diana Gershwin #
Anne Gilling
Kevin Goodwin
Kim Eng Gower
Melissa Graf
Wendy Greenfield
Juliana Grego
Des Griffin
Denis Hackett
Anders Hallan
Christopher Harris
Barbara Harvey
Zoe Hatzopoulos
Anneliese Hauptstein
Maureen Haydon
Susanne Haydon
John Hepworth
Adrienne Hirst #
Rachel Horler
Christine Hoskins
Julie Ingall
Aviva Israel
Paula Jensen
Richard Jones
Mary Jordan
Alanah Kazlauskas
Shimona Kealy
Sarah Kershaw
Wendy Kesterton
Sarah Kirby
Slavica Kochovska
Peter Korber
John Koutsouras
Yolande Lebreux
Alan Leishman
Louise Leowich
Karen Li
Claire Liersch
Brian Lobb #
Ian Loch
Ron Lovatt
Angela Low #

Elanor McCaffery
Declan McCarthy
Angela McCartney
Gail McFarland
Graham McLean #
Heather McNamara
Peter Mallesch
Robin Marsh
John Martin
Sasha Martinov
Beverly Matthews
Julian May
Elizabeth Miller
Jennifer Mitchell
Linda Mott
Gae Mulvogue
Tiina Muukkonen
Natasha Naughton
Catherine Neal
Tuan Nguyen
Stephen Nisbet
Annie Noack
Janet Pagan
Nicole O'Donnell
Joanne O'Meadhra-Elder
Selina O'Regan
Bettina Orellana
Lee Peacock
Jan Perkin
Nick Phillips
Stephanie Phillips
Scott Pilley
Barbara Pointer
Rod Powell
Tony Power #
Neelam Pradhananga
Rosemary Pryor
Mark Raddatz
Debbie Ranford
John Rankin
Julie Reese
Julia Ribas #
Jim Richardson
Chris Robertson
Ainslie Robinson
Beth Rohrlach
Hazel Ronay
Sharn Rose
Kate Rudolph

Allison Runck
Phillip Russo
Tristan Ryan
Chantelle Sammut
Catherine Samways #
Margaret Schonell
Norma Scott
Corey Sellwood
Marie-Louise Sendes
Doris Shearman
Karen Shore
Letitia Silberbauer
Marian Simpson
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Gillian Whitney
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Rebecca Barnott-Clement
Matthew Kofler
David Lind
Penny Zylstra

APPENDIX U
KEY ACQUISITIONS AND DONATIONS TO THE COLLECTIONS

Over 90 significant donations of specimens were made to the Natural Science collections, including numerous depositions of type specimens resulting from published descriptions, rare minerals, and diverse specimens such as a mounted Lion, *Panthera leo*, from Peter Hastings QC; a new species of rat from Manus Island, PNG; a collection of fossil bird bones from Vanuatu donated by Dr Trevor Worthy; and 1500 native bee specimens from inland Australia.

Collections also benefitted from the participation of Museum staff in fieldwork. Staff made over 26 field trips to localities including Timor-Leste (marine collections); Madang Province, PNG; and sub-Antarctic waters; with additional local fieldwork in New South Wales and other Australian states.

Other significant additions included:

— Hastings River Mouse specimen, *Pseudomys oralis*, listed as endangered and known from only a limited number of specimens

— around 50 specimens of bat, rodent and marsupial from West Sepik Province, PNG, donated by Ken Aplin

— a co-type of the very rare tin-bearing sulphide mineral Mawsonite, from the Royal George Mine, Tingha, NSW, donated by Mr. Peter Beckwith of 'Crystal Habit', Cranebrook NSW

— 160 vials of tick specimens collected from Koalas, from Port Macquarie Koala Hospital

— over 450 tissue specimens from Taronga Zoo for Ichthyology, Mammalogy, Herpetology and Ornithology

— 200 Koala tissue specimens from Port Macquarie Koala Hospital

— rare Western Australian minerals Putnisite, Gillardite and Tranquilityite (first found on the Moon) were donated by Mr John Reeve, Curator of the Earth Sciences Museum, University of Western Australia.

The most significant cultural acquisitions were artworks from the Torres Strait (Darnley Island) constructed using ghost nets (abandoned fishing nets), and carved bowls from Longgu-speaking people, Guadalcanal, Solomon Islands.

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 11, with the appointment of Tim Goodman, Alasdair MacLeod and David Rickards. Foundation Trustees in 2012–13 were:

— Diccon Loxton, Chairman
— John Pearson, Deputy Chairman
— Ailsa Crammond
— Michael Chaaya
— Tim Goodman
— Chris Grubb
— Frank Howarth PSM
— Alasdair MacLeod
— Scott Reid
— David Rickards
— Brian Sherman AM.

General donations to the Australian Museum Foundation increased in 2012–13, and there was also increased revenue from the annual Food for Thought dinner. Held in the *Wildlife Photographer of the Year* exhibition in May, this year the event raised funds for the Wildlife Genomics Centre. Around 150 guests heard Dr Rebecca Johnson speak on the work the Museum does in this area, particularly the Koala Genome Project. Guests were entertained by comedian Tommy Dean and participated in silent and live auctions and a raffle, raising around $74,000 on the night. Subsequent donations and contributions from the direct mail campaign, which continued the same fundraising message, brought the total funds raised to around $92,000.

Engagement with mid-level ($1000–5000) donors continued during the year. Two lunches were held, one with National Geographic photographer Jason Edwards in July, and one with Dr Anna Trofimova, Head of the Department of Classical Antiquities at the Hermitage, St Petersburg, prior to the opening of the *Alexander the Great: 2000 years of treasures* exhibition. Further strategically targeted events were held around the opening of *Alexander the Great*, including a breakfast for Trustees and prospective President's Circle donors, and a Director's Dinner after the official opening of the exhibition. This event replaced the President's Circle Thank You dinner for 2012.

A cocktail event was held in the refurbished *Indigenous Australians* gallery to celebrate the return of *Menagerie* to the Museum. This event provided the opportunity to re-engage with donors to the *Menagerie* fundraising campaigns and showcase the Museum's Indigenous programs and collections to current and prospective donors.

Grants made by the Foundation

Trustees of the Australian Museum Foundation provided 11 grants totalling $626,166 to the Museum, a 154% increase on the previous year. However, this amount includes projects for which funds were received or raised in the previous financial year but were actually transferred in the current year (marked * in the list below). The projects for which funds were provided in 2012–13 were:

— sequencing of the Koala genome, a world-first for Australian Museum science research (jointly funded by Queensland University of Technology)
— DigiVol: collection digitisation, which includes citizen science as an integral part of the project
— development of an identification guide to invasive seaworms
— the Indigenous Learning Hub*
— two scientific research expeditions, marine and terrestrial, to Timor-Leste*
— Insect Soup: digitisation of bulk entomology collection specimens
— archival research on the 1911 expedition of Lt Nobu Shirase
— conservation work on *Icones Animalium* rare book*
— purchase of taxidermy mounts for a travelling Australian natural history exhibition (Patricia Porritt Collection Acquisition Fund)
— commissioning weavings made from abandoned fishing nets ('ghost nets') from

the Erub Island community in the Torres Strait (Patricia Porritt Collection Acquisition Fund)

— enabling the Chadwick Biodiversity Fellowship to proceed.

Bequests

A bequest was received from the estate of the late Phillip Jack.

The Australian Museum Foundation held 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 Australian Museum's Lizard Island Research Station and scientific research there.

Its Trustees are:

— David Shannon, Chairman
— Dr Penny Berents
— Jim Bildner
— Ken Coles AM
— Belinda Gibson
— Dr Ronnie Harding
— Trevor Haworth AM
— Frank Howarth PSM
— Chris Joscelyne
— Vivian King
— Raymond Kirby AO
— Professor Lynne Madden
— Fiona Playfair
— Heather Power
— Robert Purves AM
— Graham Sherry OAM
— Charlie Shuetrim AM
— Helen Wellings.

CORPORATE PARTNERS AND SPONSORS

The Australian Museum's exhibitions and programs were supported by 26 partners who contributed more than $375,000 in cash and almost $1.2 million in goods and services throughout the financial year. The support included a number of new partnerships acquired for the *Alexander the Great* exhibition including a strategic partnership with Destination NSW, an airline partnership with Etihad Airways and an accommodation partnership with Rydges Hotels and Resorts. In addition to this, new media sponsorships were secured with *The Daily Telegraph*, Channel 7 and Radio 2GB for this exhibition.

Relationships with existing media partners, including National Geographic Channel, JCDecaux, *Sydney's Child* and Avant Card, continued to provide valuable support for the Museum's exhibitions and public programs.

3M Australia continued to support the Australian Museum Science Festival as a Major Sponsor, contributing $150,000 in cash. Other supporters of this Festival included Charles Sturt University, Australian Nuclear Science and Technology Organisation, and National Science Week.

In addition to the generous support of the Museum's corporate partners, the 23rd Australian Museum Eureka Prizes, Australia's premier science awards, independently recognised contributions from various sponsors. These included 17 prize partners and four supporters who contributed more than $430,000 in cash and in-kind support, as well as an additional $180,000 in prize money. The Museum's wine partner, Charles Sturt University Winery, extended their relationship and confirmed support of the 2013 Eureka program including the Ambassadors event which was held in March 2013.

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 Biological Resources Study
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Australian Museum Foundation

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Estate of the late Phillip D Jack
Estate of the late Patricia M Porritt
Estate of the late Merrill Pye
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